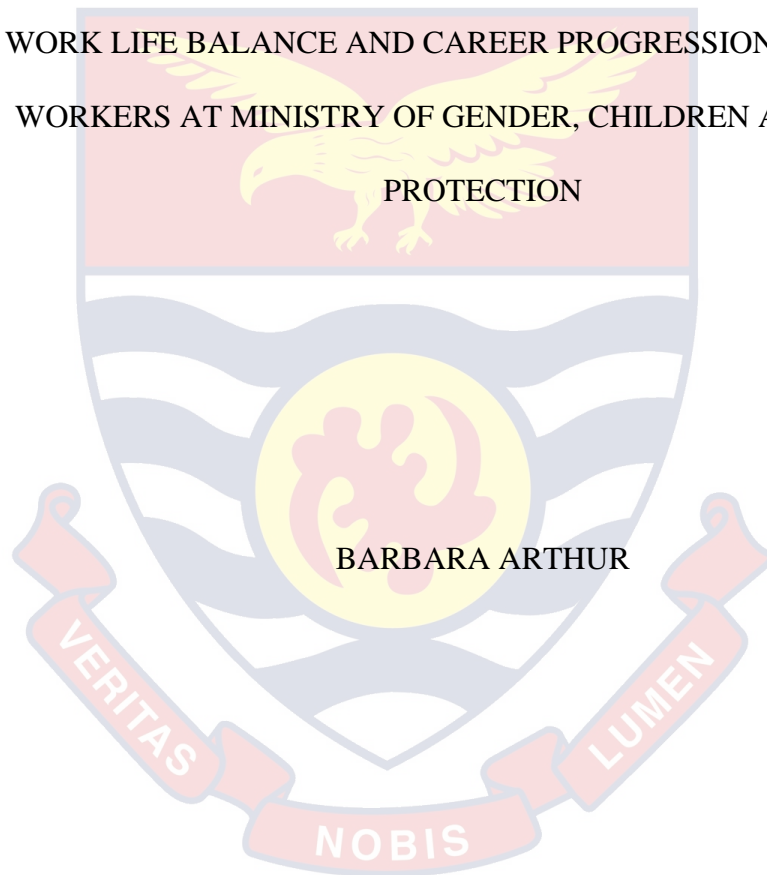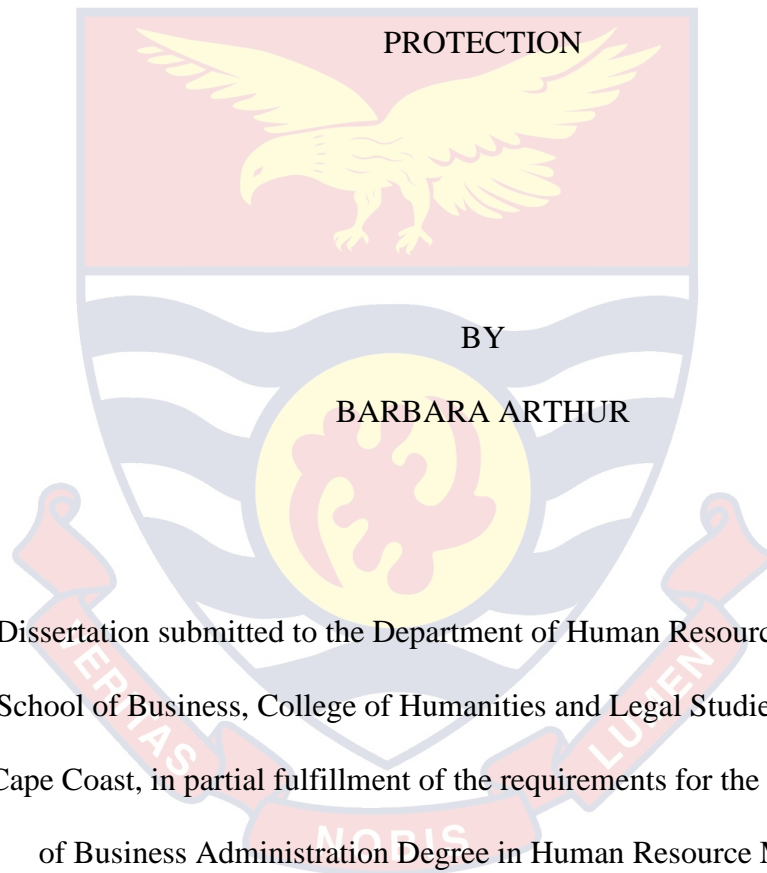UNIVERSITY OF CAPE COAST

WORK LIFE BALANCE AND CAREER PROGRESSION OF FEMALE

WORKERS AT MINISTRY OF GENDER, CHILDREN AND SOCIAL

PROTECTION

BARBARA ARTHUR

2021

UNIVERSITY OF CAPE COAST

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PROTECTION

BY

BARBARA ARTHUR

Dissertation submitted to the Department of Human Resource Management,

School of Business, College of Humanities and Legal Studies, University of

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of Business Administration Degree in Human Resource Management

MARCH 2021

DECLARATION

Candidate's Declaration

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

Candidate's Signature………………. Date……………………………

Name: Barbara Arthur

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) Rebecca Dei Mensah

ABSTRACT

The purpose of the study was to examine the effect of work life balance (WLB) on career progression of female workers at Ministry of Gender, Children and Social Protection (MoGCSP), Ghana. The role scarcity theory by Goode (1960) was used to underpin the study. Quantitative approach and both descriptive and the explanatory research design were used to guide the study. A sample size of 108 was randomly sampled out of 144 female employees for the analysis. The research instrument used was questionnaire. Frequencies and percentage count tables were used to analyse the demographic data from the respondents; mean and standard deviation and regression analysis were used to analyse the research questions. The study found that management do not understand family issues of female staff well and this led to their lower job satisfaction, dedication and commitment to work. The study again found that career progression of women at MoGCSP is favourable such that the female staff are able to progress in their career and their jobs set the foundation for them to realise of their career goals. Lastly, it was found that work life balance practices have a significant effect on career progression of female workers such as attaining career goals; development of professional ability; speed in promotion; as well as a growing salary. Overall, based on the findings, it can be concluded that work life balance practice is a good predictor of career progression of female workers at MoGCSP. It was recommended that management should put measures in place to enable them build their career by offering professional training and invest in personal development of their staff.

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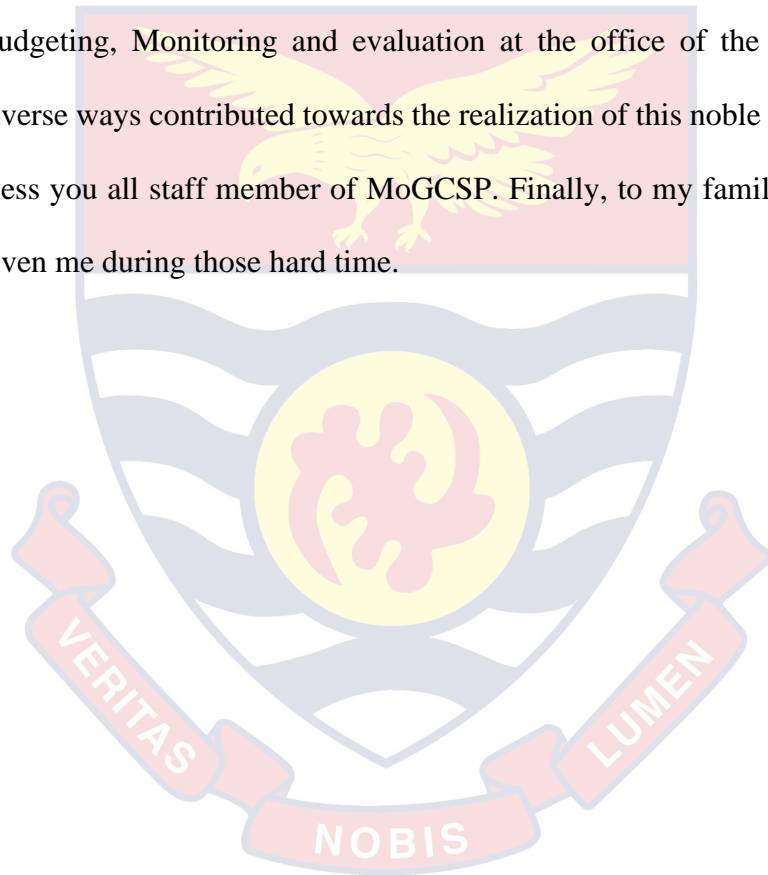
DEDICATION

To my lovely mother, Nana Obeng Eyan II and my amazing daughter Lady

Megan Annoh-Dompreh

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CHAPTER ONE

INTRODUCTION

Because of their increasing presence in various fields, including the Ministry of Gender, Children and Social Protection (MoGCSP), the study on working women has received a lot of attention from researchers and practitioners worldwide. While women have successfully adapted to the nerves of the corporate environment, professional responsibilities have not deprived women of their personal obligations. Furthermore, the technically advanced method, long working hours and strict deadlines guarantee the 24/7 dedication of women. This disturbs the equilibrium between work and life and affects the personal and social welfare of individual women. For women who want to have an appropriate work-life balance rather than just technical credentials for others, the conflict between work and life poses a challenge.

Background to the Study

In scholastic literature, the term work life balance has been discussed from different viewpoints in recent decades, such as having sufficient time for work; spending quality time with family; balancing career and family life (Beauregard & Henry, 2009; Kalliath & Brough, 2008; White, Hill, McGovern, Mills & Smeaton, 2003). In simpler terms, work-life balance means maintaining an effective balance between two equally essential but distinct realms, i.e. life and job. People have had to struggle from the beginning of life to make ends meet for themselves and their families by hunting and gathering in the past. The changing demographics of the workforce have made it hard for many people to balance the conflicting work and family life conditions. A reexamination of the

old models of balancing work and family life has been forced by these problems (Michel, Bosch & Rexroth, 2014).

For couples today, a gender division of labour, with the wife caring for the family and the husband assuming the position of breadwinner, is no longer a viable choice. Men were still regarded as bread winners and so went out to hunt while their wives remained at home as children's caretakers and maintained the home. However, people started to receive formal education with the advent of civilization and women are entering the job market. There has always been a very hectic balance between work and life, a very difficult and vital thing to do in the dynamic and global world of today (Hogan, Hogan, Hodgins, Kinman & Bunting, 2014). Significant challenges for workers and employers are the question of balancing work and family. These issues may manifest themselves in the form of stress, absenteeism, attrition, lower commitment to work, mistakes and, eventually, lower productivity that tends to cause a major loss to the company for which one works (Michel, Bosch & Rexroth, 2014).

As they bear the dual burden of balancing work and home together, women are considered to be the worst sufferer of this problem (Emslie & Hunt, 2009). In addition, as the distinction between the worlds of work and life becomes indistinct, the problem of work-life balance has become more complicated (Morris & Madsen, 2007; Blyton, Blunsdon, Reed & Dastmalchian, 2005). With choices such as work-from-home, telecommuting, etc., women today can meet their job and life demands simultaneously. The frequent balancing of work and non-work activities, however, leads to two worlds being combined rather than a healthy separation. In addition, the

expectation to be attentive at all times has a negative effect on women's personal and social health (Armour, 2003).

The rising degree of work-life conflicts faced by working women is one of the implications of the inability to manage work and family demand (Smith, 2010). Work-life imbalance happens when a person has to play several roles that need time, energy and dedication. Job interference with the family arises when obligations of the family position impede success at work. A child's illness, for example, may prohibit a parent from going to work. Work is the effort and energy exerted to accomplish an aim, apply knowledge and skills. By making enough money, most individuals work to earn a living. But because of the pleasure it brings, they often work, such as achieving something worthwhile, a sense of accomplishment, prestige, appreciation, the ability to use and improve skills (career progression), the scope for exercising power and companionship (Smith, Smith & Brower, 2011). Corporate bodies are placing steps in place to maintain an optimal work-life balance, in order to ensure such satisfaction.

Rising market competitiveness pushes companies and workers to become more acclimatized, resilient and sensitive to changes such as longer working hours, overload of work, tension at work are the features of most jobs. These adjustments have an impact on family duties, child care, elder care, and domestic activities that hamper individual effectiveness in meeting family-related obligations (Bhowon, 2013). Sherwani (1984) noted that working women still work under the different constraints of creation and hardship. The dual role was one common issue faced by them; they had to play to balance work and family. The working women having small children found difficulty in

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playing dual roles and responsibilities involved in family and work environment.

Owing to position requirements for both paid work and family life, the career development of women is different from and more nuanced than men (Durodolu & Mamudu, 2020). Around five factors come to play with the career of women; career planning (expectations and socialization, as well as education); opportunities in society, marriage's influence; pregnancy and child care; timing and age. While balancing all these elements is very difficult, women typically take responsibility for family and work (Shaikh, Shah, Katpar & Shah, 2019). As a consequence, many women consider efficient balancing of these simultaneous rather than sequential demands to be a significant achievement. Although some women fail to balance work with family life as a result of variations in physical make-up and ego, others are devoted to paid jobs and some may be able to do family work (Stephens, 2017).

In order to pursue a prosperous career with financial freedom, the working woman is found to be an entity in herself, and she also has a greater duty to pursue motherhood for her growing child (Swathi, 2017). Both jobs are complicated and need equal importance, and it is a tremendous challenge to do justice to these two jobs without neglecting the other. Several employed women strive to find better ways to reconcile their two significant realms, such as work and life, and are often confronted by husband, family, and friends with this guilt and strain. The balance of working life acts as a boon for working mothers (Vasumathi, 2018). When a person is unable to juggle the work-family balance, there is said to be an imbalance. Imbalance is created when in one role a person performs extremely well and gives up in another role that is equally important

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(Anwar, Hasnu & Janjua., 2013). Work-life imbalance produces various issues that inspire organisations to adopt work-life balance policies, such as the inclusion of women into the participatory workforce, the need to take care of children, dependents and elderly people, problems related to work-family conflict and challenges faced by dual earner couples (Sánchez-Vidal, Cegarra-Leiva & Cegarra-Navarro, 2012). These steps allow female workers in the company to concentrate on their career development.

Family commitments may impede the career development of employees within an organization, either if they directly inhibit the time available to an employee for work-related tasks and activities or if decision-makers consider them to inhibit the dedication of employees to their job. Career progression is the method of ascending the ladder during your professional life, according to Brown, Mansour, O'Connell and Reeves (2019). The determinants of career progression are moving forward, being promoted, seeking new challenges, fresh opportunities and getting the best out of your career (Amador, Carter, Hudson & Galindo, 2017).

The inclusion of women in the workforce is a boost to their share of the overall workforce. Love, caring mother and wife, the responsible daughter-in -law to the professional female executive are the roles of employed women (Chincholkar & Krishna, 2012). As men seek work autonomy, economic benefits, popularity, respect, freedom, management responsibilities in the workplace, they do not spend more time fulfilling family obligations, whereas women seek more interesting and complex jobs, expect peer support, job material, socio-emotional aspects, feel comfortable with them, and it will have a positive spillover impact (Channar, Abbassi & Ujan, 2011).

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Statement of the Problem

According to Powell (2003), one of the most basic signifiers of career achievement is progression up the corporate ladder. Female workers around the world occupy lower levels of management and occupy roles with less authority relative to men (Lyness & Heilman, 2006). For example, several top positions at the Ministry of Gender, Children and Social Protection, Ghana are occupied by more males, leaving the low positions to their female counterparts. Many studies have been carried out to find a solution to how to minimize the disparity between males and females in top positions in the business world, but with little success (European Commission, 2018; Dunn-Jensen & Stroh, 2017; Gatrell & Cooper, 2017; Davidson & Burke, 2010). For instance, European Commission (2018) report indicated that although women are being enlightened, their absorption in the corporate ladder is low.

Workers who appear to manage the duet (work and personal life) are touted as not serious or fit for the job or lazy or christened (Akpebu Adjah & Van-der-Walt, 2019). Traditionally, workers who display less consideration for their personal lives than professional lives are given the ability to advance (grow) at the detriment of those who still strive to balance the two across the stages of their career (Sullivan, 2019). Although work-life balance does not aim to achieve a perfect balance, it is generally thought to assist in job satisfaction and career development. However, as it more or less delays career progression, there are those who deny this claim (Amalba, Abantanga, Scherpbier & Van Mook, 2018).

While studies have been conducted both locally and abroad, the Ministry of Gender, Children and Social Protection (MoGCSP) has not carried out

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research on work life balance and female career progression. In Ghana, Agyekum, Kissi, Danku, Ampratwum and Amegatsey (2020) looked at factors that drive construction project managers' career progression. In addition, Akpebu and Van der Walt (2019) researched the career progression of women librarians in Ghana's public university libraries. Toffoletti and Starr (2016) looked at women scholars and work-life balance in the Western world: gendered work and care discourses. While in Pakistan, Akram, Haq and Victor (2018) researched the work-life balance between dual working couples. Owing to variations in the working climate, family engagement and organizational set-ups, taking recommendations from these studies may be misleading. Therefore, the study seeks to examine the effect of work life balance on career progression of female workers in Ministry of Gender, Children and Social Protection (MoGCSP).

Purpose of the Study

The purpose of the study is to examine work life balance (WLB) and how it influences career progression of female workers at MoGCSP, Ghana.

Objectives of the Study

Based on the purpose of the study, the following specific objectives of the study will be formulated to direct the study:

1. To investigate work-life balance practices for female workers at MoGCSP.

2. To determine the career progressions for female workers at MoGCSP.

3. Examine the effect of WLB practices on career progression of female workers MoGCSP.

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Research Questions

The following research questions will be formulated from the specific objectives of the study to guide the study:

1. What are the work-life balance practices for female workers at MoGCSP?

2. What are the career progressions for female workers at MoGCSP?

3. What is the effect of WLB practices on career progression of female workers MoGCSP?

Significance of the Study

The study would allow gender advocates and the entire country to better understand the efforts made by women to align their work with family life and, as a result, advance their careers. The successful balance between work and family life in Ghana's socio-economic development results in high productivity in the workplace and, thus, in the socio-economic development of Ghana. Research aimed at understanding the WLB among women in employment at MoGCSP will be helpful in providing the first steps towards improving women's status as a central plank in the reform agenda of the ministry.

The literature on the issues argues that very little research evidence has been given to date in developed countries to demonstrate a direct connection between women's WLB practices and their career progression. This study will try to provide some proof to resolve this void. Although women actually take career breaks relative to men, women in management within the public sector may combine their personal characteristics and job requirements in order to boost performance with the aid of the results that will emerge from this study.

Delimitation

Geographically, the research will be performed at MoGCSP, Ghana, for women in employment relationships. Both institutions and centres under the ministry will be included in this. In addition, variables such as WLB activities and career progression will be delimited in the study. The study will be delimited to all women at MoGCSP, Ghana, with regard to the respondents. Therefore, all other institutions are exempt from this study.

Limitation

The study employed the both descriptive and explanatory design and as such was not be free from biasness in the provision of data by respondents. Again, the research was limited to MoGCSP hence generalisations cannot be made for entire public institution in Ghana.

Organisation of the Study

The study was grouped into five parts. These are chapter one that included the background to the study, the problem statement, the study objectives, research questions, the significance of the study, the scope and limitation of the study, the study organization and the description of words. Chapter two was dedicated to the review of literature on the study of the balance of work life and women's career progression. The description of methodology and procedure for the conduct of the research was included in Chapter three. Chapter four dealt with actual data analytics and data discussions. A review of the findings, conclusions, recommendations and areas for further study was drawn up in Chapter five.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The literature on theoretical, conceptual and empirical work related to work-life balance is reviewed in this chapter. The theoretical framework explaining work-life balance, the concept of work-life balance, work-life balance policies, women's career progression, and empirical research on work-life balance practices on women's career advancement were some of the issues captured in the chapter.

Theory Underpinning the Study

There are many theories that describe work-life balance. However, this study adopted the theory of role scarcity to explain work-life balance in the Ministry of Gender, Children and Social Protection (MoGCSP) among female employees. The theory of role scarcity was used to clarify the various positions of skilled women in Ghana's socio-cultural environment, where much is demanded of them from the family and how they eventually influence their career progression.

Role Scarcity Theory

Goode propounded the role scarcity theory on work-life balance in 1960. Role scarcity theory focuses on the central conviction that the realms of work and non-work are distinctive and different. The theory concentrated on the relationship between work and non-work domains, how people act in each area, and the work-life interface's related effects, such as stress and well-being (Carlson & Frone, 2003). According to Byron (2005), the theory of role scarcity

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notes that the employee may establish various types of behaviour depending on the social identity or circumstance of an individual. To study the participation of people in multiple positions, two opposing viewpoints, scarcity and expansion, were used.

The theory of role scarcity advocates that people have many positions, and each position brings requirements and expectations that can clash with each other. Since people have limited resources, such as time and energy (Goode, 1960), participation in multiple roles implies competition for scarce resources to fulfill the role demands that result in conflict (Greenhaus, Collins & Shaw, 2003), hence the role scarcity. A research by Greenhaus and Powell (2006) integrated the literature on the disparity between the role of the work and the role of the family (excluding the role of 'leisure') and suggested a model with three sources of conflict: time (time devoted to one role makes it difficult to fulfill the requirements of another role); strain (strain from involvement in one role makes it difficult to participate in another role); and behaviour (behaviours required in one role make it tough to meet the requirements of another role).

Greenhaus and Powell (2012) created a model to describe the antecedents and consequences of work-family conflict by specifically separating work from family conflict (i.e. work interfering with family) from family to work conflict (i.e. family interfering with work) by expanding the theoretical model. Work-life conflict, in other words, is bidirectional. In other words, work can interfere with or spill over into life (for example, taking work-related calls while having dinner with friends) and life can interfere with or spill over into work (for example, leaving the office early to pick up children from school or attending to a sick relative). Spector et al. (2007) argued that work-

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life interferences are inevitable because at both planned and unforeseen times, work-life demands are versatile and require individual attention.

An analysis of work-life interferences by Carlson and Frone (2003) found a higher prevalence of work-to-life conflict than life-to-work, suggesting that life 'limits' are more permeable than work limits. In other words, workers may understand that they have more flexibility than the job role in meeting the requirements of the family role, and so are more likely than the other way round to find work interfering with life. This was primarily due to the strict implementation of the incentives and punishment scheme laws on job demands, which are mostly absent from life demands. Therefore, Carlson and Frone (2003) deemed work and existence as distinct constructs. Nevertheless, the asymmetrical permeability of the boundaries of work and life does not mean that the influence of work-to-life conflict on the attitudes and actions of workers are greater than the impact of the conflict between life and work.

A new conceptual model of work-life conflict was introduced by Carlson and Frone (2003), and two modes of interference between the work domain and the family domain were recognized: internal and external interference. A source external to the individual (for example, a doctor's appointment that allows an employee to leave work earlier) creates external intervention. Self-inflicted demands (for instance, becoming concerned with a sick child that hinders output at work) create internal interference. The history to work-life role conflict is numerous, according to Byron (2005), and can be created in the field of work (e.g. work hours or work responsibilities) and life (e.g. caregiving responsibilities). Work-life conflict history may also be linked

to the personal or dispositional factors of an individual, such as gender (Fu & Shaffer, 2001) or personality (Spector et al., 2007).

Relating the theory to work-life balance among female workers at MoGCSP shows that such women have distinct activities in work and life domains which need to be balanced to avoid conflicts. Though they are supposed to have more commitment from their job front in terms of dedication to work, punctuality, regularity and hard work, more is required of them from the family sector to take care of their children in accordance with the family's socio-cultural roles. Three variables were described by Bowes and Poelmans (2005): time, resources and energy as the factors which limited the effectiveness of women's dual roles in the fields of work and non-work. However, the efficient execution of dual roles from different domains may also be affected by a fourth factor, space (Smith, 1978). This is because the workplaces of people may be far away from their homes and, as a result, they would be constrained by distance to perform any of their planned functions.

The above factors do not permit female workers to efficiently perform their dual roles. As a consequence, Yuile, Chang, Gudmundsson and Sawang (2012) proposed that to help maintain a healthy work-life relationship, strong and distinct boundaries should be set between the two realms. Nonetheless, the working life boundary theory by Kalliath and Brough (2008) discusses certain demarcations to maintain work-life balance. In addition, the theory suggests that the performance of the roles in one domain could deprive the person or female employees at MoGCSP of the opportunity to perform the roles or attend to the requirements in the other domain. This is because some of the criteria of both domains are time-bound, which means that one has to neglect one and attend to

the other whenever the function demands conflict. The assumption is that they have to forgo one and attend to the other if there is a clash of responsibilities between work and family demands for female staff at MoGCSP.

Furthermore, energy or strain is an essential component in the analysis of the role theory of scarcity among female employees at MoGCSP. The assumption is that MoGCSP female employees might not have enough energy to adequately fulfill the functions of both domains. This is because the demands of both realms are energy saving, and as a result, one does not have the energy to fulfill the other's roles effectively. This could generate work-life tension as the inability to fulfill the other domain positions could generate failures that would impact the output level of both domains. The conduct of female workers at MoGCSP is very imperative in terms of which of the domains they give high priority to, as it demonstrates where the pressure is highest. The aspect of behavior in the theory also illustrates the methods embraced by MoGCSP female workers to help maintain a balance between the realms of work and life based on the resources and opportunities available.

Concept of Work-Life Balance

Work-life balance, largely, is described by Kossek and Lautsch (2012) as an agreeable level of involvement or fitness between the multiple roles in a person's life. Though meanings and interpretations vary, work-life balance is usually synonymous with consistency or the preservation of a general life balance (Shobha, 2015). The analysis of work-life balance concerns the capacity of a person to handle multi-faceted roles in life at the same time (Katiyal, 2019). This illustrates that work-life balance is subjective and relates to the experiences of the people concerned, in terms of how secure they feel in carrying out their

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multiple roles separated between the realms of work and life. While work-life balance has historically been thought to include devoting equal amounts of time to paid work and non-work roles, the term has now been viewed as very complex and has been advanced to include other components, including: time balance: involves the amount of time provided to work and non-work roles; balance of involvement: refers to the degree of commitment to, work and non-work roles; and Satisfaction balance or the level of satisfaction with work and non-work roles (Grzywacz & Carlson, 2017).

Shobha (2015) emphasized that the work-life balance model, with time, the components of engagement and satisfaction bring about a more inclusive emphasis. For example, someone who works three weeks a month and devotes the remaining days of the month to his or her family may not be balanced with respect to time (i.e. equal work and life measures), but may be equally committed to work and non-work roles and be very pleased with the degree of engagement in both work and family roles at the same time. In terms of time, a person who works 58 hours a week may be considered to have no work-life balance. Nonetheless, the person who works just a few hours a week will still experience time imbalance, but may be happier with more engagement in paid work. Someone who works 35 hours a week on another wavelength may not love his or her role and may spend the rest of the time enjoying favorite past times. Such a person may be time-balanced but unbalanced in terms of involvement and satisfaction. The implication of the above examples is that the assessment of work-life balance needs to be considered from different viewpoints.

The concept of work-life balance encompasses how people handle their job roles and personal obligations in a way that does not overlap. (Estes & Michael, 2005; Konrad & Mangel, 2000). Therefore, as it is a broad field of study, research work has been carried out to examine the idea under various lenses, including information systems, gender-based paradigms of study (Wayne, Musisca & Fleeson, 2004), business management (Konrad & Mangel, 2000), psychology, sociology and particularly in the field of management (De Cieri, Holmes, Abbott & Pettit, 2005). Rapoport, Bailyn, Fletcherr, and Pruitt (2002) postulate that technological advancement has provided an avenue for job interaction modes for teleworking and freelancing. This has erased earlier thoughts as inappropriate about work-life balance.

Powell and Greenhaus (2012) argued that what constitutes a work-life balance approach for a worker is a single generally accepted term. The word typically applies to either employer-agreed benefits, remote work options, overtime opportunities, leaves and holidays, opportunities for job sharing, personal health options for workers, and other incentives provided by employers to ensure the social, spiritual and physical well-being of an employee (Estes & Michael, 2005). Normally, the basis for promoting such practices is related to the argument that there is a connection between a worker's work-life balance and organizational productivity and office dynamism (Allen, 2001). Research indicates that a worker's work-life balance produces an aspect of success within his or her individual organization, according to Allen (2001), but there is no clear generalization offered yet on how this can be accomplished.

Allen (2001) indicated that employees' work-life balance contributes positively to minimizing an organization's workload per head, enhancing

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workforce efficiency (Wise & Bond, 2003), and helping to build a motivating organizational culture where the workforce is not exhausted and extra work is not seen as 'load.' In the same way, in comparison to optimal environments, when an individual is unable to manage one or both spheres of his / her life, a work-life disparity occurs. In this case, the result involves, but not limited to, lower job satisfaction, less engagement and devotion to work and organization (Holmes, Abbott & Pettit, 2005), random schedule and absenteeism (Coffey, Anderson, Zhao, Liu & Zhang, 2009), decreased performance and engagement in the workplace (Estes & Michael, 2005), biological dysfunctions and psychological stress and lower trends in socialization (Wayne et. These results reveal a negative impact on organisational performance, disrupting the process of development in the workplace. The subject of work-life balance has been a continuous topic of debate in the academic and professional circles for the past three or four decades. Nonetheless, according to Kersley, Alpin, Forth, Bryson, Bewley, Dix & Oxenbridge, 2013), the subject has not been incorporated fully in most of the key corporate circles due to the ever-changing corporate dynamics.

Thompson, Beauvais and Lyness (1999) have observed the concept of work-life balance in a broad synthesis of theory, practice, and meaning, as well as the various perspectives from which the problem can be seen. They articulated the concept 's key meanings and discussed the intrinsic role of conflict in dealing with multiple positions. Thompson et al. described three major forms of conflict: time-based conflict: great attention is paid to which priority, job or life, strain-based conflict: personal perception and emotional (internal) strain between work and life, and behavioural conflict: the process of

choosing one type of priority over the other. In addition to the conflict theories for work-life balance, they suggested coping strategies for achieving balance by "modifying the stressful situation, changing the meaning of the stressful situation, managing the symptoms of stress, reactive coping (trying to do it all), and obtaining support from friends, family, co-workers, and others. Thompson et al. (1999) also suggested strategies for policy development for establishments comprising time-based approaches, information-based approaches, money-based approaches, and direct services. In addition, they deliberated on the formal and informal barriers to work-life policy within organisations and the approaches to overcoming these obstacles.

Work-Life Balance Policies

Work-life balance is a term within and among stakeholders with various connotations and varying implications. The terms work-family and work-life balance have gained considerable coverage from employers, employees, politicians, scholars and the media over the past twenty years. For a variety of factors, concerns surrounding work-life balance have become important. According to Kim-Appel, Appel, Newman and Parr (2007), due to demographic and social shifts, more women join the workforce, working mothers become the rule rather than the exception. Technological advancement (e.g. mobile phones, e-mail, fax) has also encouraged the intrusion into family and personal life of job demands. McCarthy, Darcy and Grady (2010) reported that the transition towards global competition has increased pressure to be more agile and sensitive to change for organizations and individual employees.

However, it is now imperative for companies to adopt work-life balance activities in order to recruit and maintain talent, not just from conventional

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outlets, but also from untapped and diverse social classes, in the light of existing talent shortages and the possibility of an aging staff (Beltrán-Martín, Roca-Puig, Escrig-Tena & Bou-Llusar, 2008). There are social classes whose lives need greater attention to the balance of work-life: working women, mature workers and some categories of minorities (Ulshafer et al., 2005). This makes the research at MoGCSP on female staff very important. For potential commercial viability, Godbey, Crawford and Shen (2010) proposed that organizations ought to ensure that a realistic and workable work-life balance strategy is not only reassuring but mandated, which will support and meet the needs of both the company and its employees.

Organizations that do not provide opportunities for employee work-life balance are opening up to rising numbers of disgruntled and unproductive workers, according to Bloom and Van Reenen (2006), and thus increased attrition rates. It is not necessary to simply establish a work-life policy structure, but it is important to develop an organizational culture that promotes the use of available policies (van Beek & Gerritson, 2010). It is very important to find versatile and creative solutions for employers and workers that improve productivity without damaging the well-being of workers, their family relationships and other aspects of life.

In addition, the provision of work-life balance policies would have a positive impact on the hiring and retention of high-quality workers and the preservation of a competitive advantage in a challenging market place (Maxwell & McDougall, 2004). In practice, work-life balance policies are sometimes referred to as 'flexible working' and include numerous working strategies, including part-time jobs, job sharing, flexibility, term-time employment, shift

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work, annualized hours, compressed hours, teleporting or e-working, homework, career vacations, research leave, zero hours, contracts, and V Time (Chong & Ma, 2010). The general goal of such work-time policies is to strike a balance between jobs and domestic obligations, according to Adame, Caplliure and Miquel (2016), which is equitable and advantageous to both employers and employees. The most effective of these initiatives are those that have been adopted after an employer-employee consultation process (Cabanac, & Hartley, 2013).

This illustrates that the degree of employee engagement in the development of work-life balance strategies is crucial to ensuring their effectiveness. Some of the work-life balance common working time policies include voluntary time, contract for zero hours, e-working, teleworking, and term-time working. The voluntary time relates to voluntary overtime expended to meet production requirements; additional hours are 'banked' and taken as time off or as additional remuneration. This varies from flexi-time in which opening and opening times are taken in bits which can mean a span of time that decreases or raises weekly working hours. The Zero Hours contract is a flexible contract that does not dictate the amount of time an employee spends on their engagement each year. To satisfy demand, this is left open.

E-working also refers to flexible work that can be done using technological tools from any venue. Again, teleworking: the place is versatile in this situation, and technology can be used to perform tasks-so you can perform work tasks from home. Another word for it is E-working. Finally, term-time job refers to where the individual is only given the chance to work while the department is in session, holidays are often off days. Remuneration is

determined by regular payment, and no payment is made for holidays as revenues are distributed over the year.

Gender and Work-Life Balance

Some studies have shown that there is some evidence of gender disparities in work-life balance, with the key finding that women face a greater work-to-life gap than men (Berntsson, Lundberg, & Krantz, 2006). A survey of engaged individuals in the Netherlands (Jansen, Kant, Kristensen, & Nijhuis, 2003) and a survey of students in the United States, however, found that men encountered substantially higher levels of work-to-life disparity than women (Ruderman, Ohlott, Panzer, & King, 2002). The path of imbalance was important in some instances. For example, a general population study of skilled workers in Canada (McElwain, Korabik & Rosin, 2005) revealed that women encountered higher levels of work-to - family imbalance, although there were no gender differences in life-to-work imbalance. Gender variations in recorded work-life balance have not been observed in other studies (Biggs & Brough, 2005; Emslie, Hunt & Macintyre, 2004; Stevens, Kiger & Riley, 2006; Winslow, 2005).

Gender stratification of the labour market may have an effect on the results of research on work-life balance, according to Biggs and Brough (2005). For example, although a Swiss general population survey (Hämmig & Bauer, 2009) did not find discrepancies in the work-life balance of women and men across the entire sample, differences were found when the occupation was taken into account, with women working in full-time or higher professional roles reporting higher levels of imbalance than men. Some studies emphasized the gendered existence of work-life equilibrium predictors. In a general population

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analysis in Sweden, for example (Gronlund, 2007), work-life inequality was minimized only for females by high levels of job management. Evidence for gender predictors of work-life balance was also found by Hämmig and Bauer (2009).

Research by Biggs and Brough (2005) suggested that females encountered greater work-life imbalance as role significance increased, while males' work-life imbalance decreased. A research conducted in the UK on bank workers (Emslie et al., 2004) brought to the fore that while there were no major gender gaps in work-life imbalance views, there were gender variances in the predictors of this imbalance. Thus, it was noted that giving birth to kids and working in a high-ranking role was a predictor of work-life inequality for women and not for men. Whereas working at strange hours was a stronger work-life disparity indicator for males than for females.

In comparison, a study of dual-earner couples in the United States (Emslie et al., 2004) noted that there were no gender variances in the predictors of these gains and strains as mothers encountered higher levels of work-life strains and gains than fathers and non-parents. It was also found that socio-economic aspects play a role in work-life balance. In a study of males working in a variety of occupations in a number of European countries (Halrynjo, 2009), it was found that those with higher levels of job security were likely to "outsource life" (p.119) by employing domestic help to achieve work-life balance, while people with low wages, lower employment prospects, and low job security appeared to have higher care tasks, as a consequence.

Career

A career is the series and selection of occupations that one undertakes over a lifetime (paid and unpaid). More generally, profession encompasses roles in life, leisure activities, learning and employment (Patton & McMahon, 2001). A career is a sum total of jobs, learning and life tasks you perform in your life that are paid and unpaid. Traditionally, the word 'career' was related to paying jobs and applied to a single profession. The word 'career' is seen in today's world of work as a continuous learning and growth process. Career achievements may include: work experience, engagement in the community, positions in employment life, company events, cultural activities, training, education, interests, sport, volunteer work.

Career Progression

Career progression researchers (e.g., see Ng, Eby, Sorensen, & Feldman, 2017; Kraimer, Seibert, Wayne, Liden & Bravo, 2011) have tended to concentrate across organizations on quantitative and subjective indicators of career performance over the working life of an employee. More recently, Weng and McElroy (2012) changed the emphasis to organizational career advancement, or the degree to which workers are experiencing career progress within their current organization (rather than evaluating work results through their overall job work). This is an important difference in that employee career growth is more erratic and independent of individual organizational performance over their entire work life; whereas organizational career growth is more routine and more closely correlated with individual attitudes and actions (Weng & Xi, 2010). Research on organizational career growth, therefore, has greater implications and is more relevant to understanding the employee–

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employer relationship than is career development over an employee's total working career (McElroy & Weng, 2016).

Organizational career growth was originally measured using four dimensions: (1) career goal progress, (2) professional ability development, (3) promotion speed, and (4) remuneration growth (Weng, McElroy, Morrow, & Liu, 2010). This multi-dimensional conceptualization implies that career growth is both a function of the employees' efforts and the organization's willingness and ability to reward such efforts. More recently, Weng and McElroy (2012) collapsed these four dimensions to three, because promotion speed and remuneration growth were highly correlated, particularly for employees in managerial positions. Recent studies (e.g., Kim, O'Brien & Kim, 2016; Spagnoli & Weng, 2019) have showed the cross-cultural validation of this scale.

Female Career Progression

Women are argued to have the same opportunities as men to progress up the corporate ladder, according to research in the field of career development, particularly if women join the same careers and are comparable in goals and abilities to men. By adopting the male model and sharing children and home duties with their spouse, women are believed to have good careers (Burke, 2007). Research supporting the notion of different models of career growth for women and men is growing. Four types of career success determinants were established in a study conducted by Kirchmeyer (1998) that included both objective and subjective career success indicators (income, organizational level and self-reported success) (cited in Burke, 2007).

They were, firstly, variables of human capital; secondly, gender roles; thirdly, relationships of support; and lastly, variables of family status.

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Kirchmeyer (1998) found support for all relationships in her study, with one exception for the measure of family status that was found to have similar effects for women and men (Kirchmeyer, 1998, cited in: Burke, 2007). In addition, some light has been shed on the types of job experience that are likely to be associated with the growth of a female career. In a study conducted by Morrison, White and Von Glinow (1987), six key factors that lead to the career progression of a woman were recognized; support from above; a track record of achievement; a desire to succeed; an ability to handle subordinates; a willingness to take career risks; and an ability to be tough, decisive and challenging (cited in Burke, 2007).

In the past, challenges to female career growth have brought to light a variety of fascinating points of view that are worth noting. First of all, it is known that women face social opposition in management roles, which is believed to cause tension and demotivation. While both men and women encounter stress at top management levels, women argue that because of their gender, they face additional stress-related problems. In addition, discrimination is referred to as a career progression dispute, even though discrimination at work is against all written laws (Gatrell, Burnett, Cooper & Sparrow, 2013).

Theory reveals the fact that roles in life collide with the organizational structure. Women find it very difficult to achieve top positions in the business hierarchy, and about 70% of all women in dual-earner couples say that they have to take more responsibility than their male partners for child care. Twenty-four seven more obstruct their journey to the top are awaiting the stressful dynamics women face as jobs. As someone who can dedicate all the hours of the day required to work, the archetype of the ideal worker does not fit into a

woman's real life (Bilimoria & Stewart, 2007). A woman with children is often argued to be less work-oriented than a man with children, which is an additional significant source of stress connected to a woman who is strongly work-oriented.

The disparity between women and men in top positions would be resisted with such a lack of progress for women in the workplace and potential for advancement in the hierarchy (Gatrell, Burnett, Cooper & Sparrow, 2013). Compared to the conventional male model, which is predominantly focused on a linear career progression, the career of a woman-ebb and flow differently based on relational preferences. When many women chose to have children, childbirth will prevent them from transitioning to a linear progression, making their direction slightly different from that of men. A woman is more likely to move in and out of the field of organizational function, so it takes longer to gain the same organizational status as her male counterparts.

Studies, however, further indicate that women discover a renewed sense of purpose and increased enthusiasm for work during middle adulthood (Bilimoria & Stewart, 2007). It is argued that the entry of women into top management roles is completely affected by the decision-making process framework and further by the decision-makers' obligation. Therefore, allowing an unstructured decision-making process that allows for skewed decisions would inevitably lead to the exclusion of the minority, leaving women out of top management roles in this situation. Contrary to this, the decision-making process for the selection of lower-level management positions is more organized and based on realistic credentials that women can actively obtain, such as education (Powell & Graves, 2003).

The informal obstacles preventing women from achieving top-level roles are commonly perceived to be multifaceted. Women are frequently removed from informal networks and forms of contact due to the continued presence of males in top positions and do not benefit from mentoring or getting female role models. In addition, corporate culture requires motivation and continuous availability, and because women are often constrained by their family roles, they are often viewed as timid. Discriminatory methods of selection, the absence of career preparation, and even the macho actions of male colleagues are other possible obstacles to women achieving top positions (European Commission, 2008). In this study, theories about barriers to women's career growth are important because the research is carried out in order to see the value of networks, a potential attribute for enhancing career development. By presenting theories on attributes that may explain stagnated career advancement, other possible career aids will be more evident as well.

Nature and Characteristics of Career Women in Ghana

In Ghana, the 2010 survey indicated that Ghanaians were 24.7 million out of which females were about 51.2%. Females constitute 51.2% of the 2010 population up from 50.5% in 2000 (Ghana Statistical Service [GSS], 2014). With an economically active population of 14 million (15-64 years), females account for roughly 52% of the labour force and can be found participating in all kinds of economic activities in the economy; service sector, agriculture, and commerce. The formal sector (both private and public), which hires only about 14% of the workforce in Ghana, is a significant source of employment only in the big urban centres such as Greater Accra (33.3%) and Ashanti (23.2%) regions (GSS, 2014).

With regard to females' employment, the private sector (formal and informal) provides for about 91%, while the public sector engages only 4.4% of economically active females (15-64 years) (Tsikata, 2009). The distribution of the labour force in the formal sector of the Ghanaian economy demonstrates that females usually occupy lower and middle strata at their workplaces: women form over two-thirds of workers in the lower stratum of the public sector and less than one-tenth of workers in the upper stratum. Salary employment for females is a very low share of total employment in Ghana (Sackey & Sanda, 2017).

Based on the 2010 census data, only 4.3% of females were engaged in public sector service while 5.8% were in private formal service. The Ghana Living Standards Survey 4 (GLSS 4) indicates that approximately 6.2% of women were officially engaged in both the public (3.3%) and private (2.9%) sectors (GSS, 2014). This significantly juxtaposed with that of men, which displays formal sector employment of 22.8%. Additionally, females in formal sector employment are concentrated in the lower ranks and/or non-managerial positions and therefore they are not heard at the decision-making levels. This claim is supported by the 2010 census data, which puts the number of women in managerial and administrative positions at 0.2 percent (9,543 persons) (Tsikata, 2016).

Empirical Review

This section reviews the empirical literature on studies on work-life balance. The aim was to ascertain the methodology used to analyse work-life balance and career progression of female workers and the results available in the research area.

In Shobha's (2015) research on 'work-life balance' impacts on working women in India, there is an investigation into the variables affecting work-life balance among working women and the effects on their organizational progression of poor work-life balance. Data was collected in Bangalore City, India, via a standardized questionnaire administered to 125 randomly selected working women across organizations. The response rate was approximately 93% and the data collected was evaluated statistically. The findings revealed that, due to excessive workload, too little time for themselves and the need to meet the needs of others, a large proportion of working women encountered difficulties in managing work and life. When they had to work for long hours, a great number of working women witnessed work spilling over into the home.

High levels of stress and nervousness, tension at home, career burnout and the failure to recognize full capacity were main impacts of poor work-life balance. Owing to their inability to combine work and family life, they frequently felt irritable and indignant. The results have implications for the career development of working women and offered insights into finding ways to maintain a balanced work-life balance. Two working life equilibrium models, viz. The role-analysis model and the three-factor model have been developed to allow working women to address the inequality created by poor work-life balance.

An analysis of work-life balance and female professionals in India was also conducted by Mani (2013). The study aims to gain insight into the role of a sample population of females working in various occupations in Tamil Nadu, India, in balancing work and life. The focus was mainly on professionalism and was conducted by conducting a survey among respondents who were female

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earners of the first generation. In addition to semi-structured interviews and a questionnaire, data was obtained by (cluster-random) sampling. In order to discover and portray the sensitivity of women and how they view society and to demonstrate the values, behaviours, and beliefs of women in structured work organizations and the primary family structure, the data was studied and analyzed. The results revealed that role conflict, lack of recognition, organisational politics, gender discrimination, elderly and children care issues, quality of wellbeing, problems in time management and lack of proper social support are the key factors influencing the work-life balance of female professionals in India.

A study on the good work-family balance among educated Ghanaian women with white collar jobs was conducted by Ampah in 2013. The aim of the study was to discover and understand the variables that allowed professional women to balance both career and family responsibilities. Via online surveys, questionnaires, and interviews, the report followed an exploratory research approach for seeking causal factors. The study found that, under four key themes, professional women in Ghana managed their work and family roles; outside assistance, careful preparation, maintaining good ties with bosses and juniors, as well as flexible job schedules. The study indicated that companies need to have a friendly atmosphere and policies that facilitate good contact between employees and employers. This healthy relationship is believed to enable career women to talk about issues they face at home and work to their employers and colleagues who could give them assistance when needed. From the research findings, most females acknowledged that concrete support from their husbands was a major factor in balancing work and family roles.

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Therefore, the research suggested a national awareness campaign to sensitise husbands to contribute to the maintenance of the home.

Conceptual Framework

A relationship between work-life balance practices and career progression among female employees is shown in Figure 1. Career progression can be achieved when there is a balance between job and non-work roles such that there is flexible work arrangement in the organization for employees, health and wellness programs that provides employees and childcare benefits or services, especially for female employees, employees are made to enjoy their leave without disruption as required, and finally the organizational understanding. These were used at MoGCSP in the calculation of work life balance activities, among others.

With career progression, this study adopted Weng, McElroy, Morrow, & Liu (2010) career progression scale which was measured using four dimensions: (1) career goal progress, (2) professional ability development, (3) promotion speed, and (4) remuneration growth. From the researcher's perspective and reviewed literature, when female workers by the help of the organization are able to have a positive balance between work and non-work roles, they may progress in term of career goal, ability to professional develop, promotion and remuneration growth. However, when there is a negative balance between work and non-work roles, there will be no progress in career for female workers at MoGCSP.

Work life balance practices		Career progression	
Flexible working arrangement		Career goal progress	
Health and wellness programmes		Professional ability development	
Childcare benefits or services	→	Promotion speed	
Taking leave as required		Remuneration growth	
Organizational understanding and support of family issues			
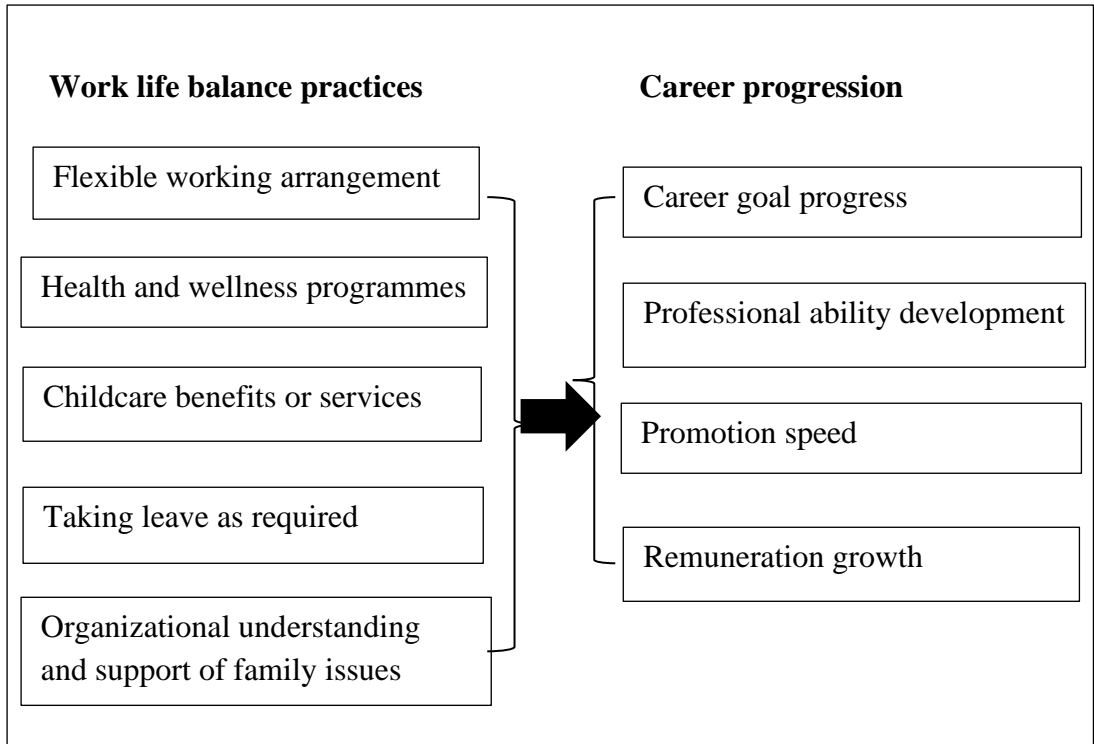
Source: Authors construct (2020)

Figure 1: Conceptual Framework
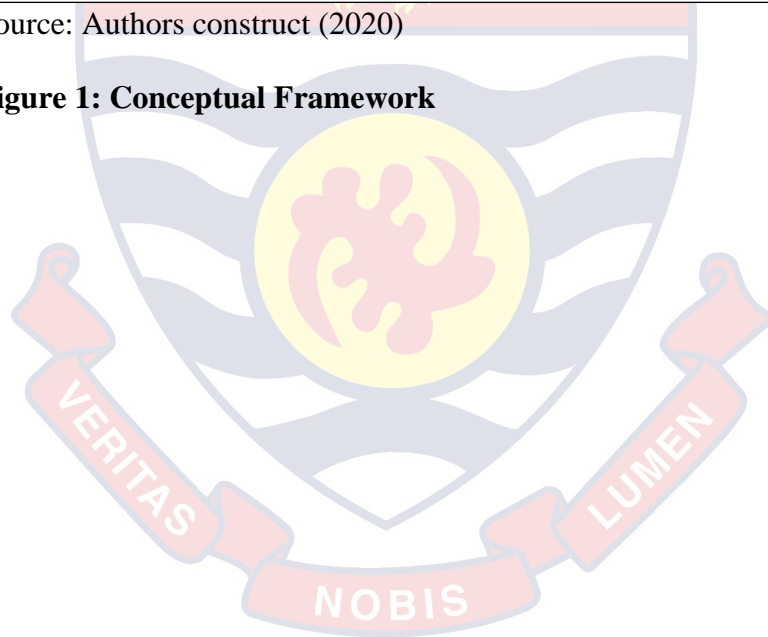
CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter discusses the research methodology used to obtain the relevant data on Work-life balance practices and its effects on and career progression of female workers at MoGCSP.

Research Approach

In collecting and analyzing data, two primary approaches are used: the qualitative and the quantitative method. As the technique, this study uses quantitative approach. This is because the study was designed to find out the number of female employees who found it difficult to advance with work-life balance practices in their careers and those for whom a mixture of the two led to a development in their careers. In the study of the collected data, descriptive and inferential statistics were also used. The quantitative method, therefore, is justified.

Research Design

The study design is a general plan for how a researcher plans to respond to his research questions. In preparing and conducting the study, it directs the researcher in a way that is likely to accomplish the intended objectives (Saunders & Townsend, 2016). The selection of research design is based on a study's research problems and questions. For this study, both the descriptive and the explanatory research design were used. With regard to objectives one and two, the descriptive research design was used because it seeks to analyze the work-life balance among the employees.

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The explanatory research design was used for objective three which examine the effect of WLB practices on career progression of female workers MoGCSP. Explanatory research design is conducted in order to identify the extent and nature of cause-and-effect relationships. It can be conducted in order to assess impacts of specific changes on existing norms, various processes etc. Both explanatory and descriptive research design was chosen mainly because it comprises a cross-sectional design in relation to which data are collected predominantly by questionnaire (Quittner, O'Donnell, Salathe, Lewis, Li, Montgomery & Barker, 2015).

Study Unit

The study area for the study was Ministry of Gender, Children and Social Protection (MoGCSP). The Ministry of Gender, Children and Social Protection (MoGCSP) of Ghana is the government ministry responsible for the formulation of policies that promote the institutionalization and development of women and children issues. The ministry has among its objectives the formulation of gender and children policies and guidelines, propose programmes that promote women and children affairs and the development of institutions that encourage women empowerment. For the institution's mandate to be realized, it must assist employee in balancing their work and family roles as imbalance may hinder successful accomplishment.

Population

Patten and Newhart (2017) suggest that the population is the group or culture that a researcher wants to study for generalization purposes. Merriam and Tisdell (2015) refer to the whole community of respondents or elements

related to a sample as a research population. The study population included all female Ministry of Gender, Children and Social Protection (MoGCSP) employees. One hundred and forty-four (144) was the total number of female workers. Table 1 indicates the population categorization.

Table 1: total Population According to Departments

Category	Size
Main Ministry/Headquarters	70
Department of Social Welfare	44
Department of Children	18
Department of Gender	12
Total	144

Source: Field survey (2020)

Sample and Sampling Procedure

As a sample, a subset of some portion of a larger population that shares some set of features of the larger group is named (Zikmund, Babin, Carr & Griffin, 2013). Bambale (2014) stressed that this proportion of the number of units chosen for investigation consists of a population sample. Gravetter (2012) described sampling as the intentional choosing of a number of individuals who are to provide the data from which it is possible to draw conclusions about those individuals. A sample size of 108 was randomly sampled for the analysis out of 144 female employees.

The sample size used was based on a sample size determination table from Krejcie and Morgan (1970). Non-proportionate sampling methods were, however, introduced to help smaller workers get the chance to participate in the study.

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Table 2: Sample Size

Category	Population	Sample size
Main Ministry/Headquarters	70	48
Department of Social Welfare	44	35
Department of Children	18	15
Department of Gender	12	10
Total	144	108

Source: Field survey (2020)

Data Collection Instruments

Research instrument is any type of written which is used to measure variables. The type of instrument used for data collection depends on the data and the type of data to be collected. A choice of instrument would depend on many factors including validity and reliability, ease of administering, ease of acquisition of response, and ease of interpretation (Coughlan, Cronin & Ryan, 2017). The researcher having taken the above factors into consideration gathered primary data through the use of questionnaire which were personally administered on one-on-one basis.

The questionnaire comprised of three (3) sections, A, B and C. Section 'A' covered items of demographic issues while Section 'B' concerned work-life balance among female employees. The last, Section 'C' also contained items on career progression. The questionnaires were closed questions. Close-ended questions were relevant for the reason that they were easy to ask and quick to answer. This is significant since data had to be collected quickly to meet the time frame for the research (Creswell & Clark, 2017). Another reason was that analysis of closed-ended questions is easy and straight forward (Zuur, Ieno, &

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Elphick, 2010). A closed-ended question generates a limited set of responses that can be coded easily in a database with some number or symbol that represents a response (Gravetter, 2012). Multiple-choice, ordinal, interval and ratio questions generate closed-ended responses.

Validity and Reliability of Instrument

According to Sekaran and Bougie (2003), validity of an instrument relates to the extent to which it actually measures what it is supposed to measure. Siniscalo and Auriat (2005) state that an instrument has content validity when an agreement is obtained from a panel of judges or expects on a topic that the statements in the instrument do not relate to what they are supposed to measure. The questionnaire will be given to experts who are well versed in research for scrutiny, taking into consideration how well the items are developed and whether the objectives of the study, research questions and hypotheses, as well as the variables of interest. This will help ascertain the face and content validity of the research instrument. This purpose is to examine whether the items are related to the research questions and also if they comprehensively cover the content needed to provide appropriate response to the research questions.

Reliability as indicated by Sekaran and Bougie (2003) is the consistency and stability of a measuring instrument regardless of the stability of test takers. Stangor (2004) stipulates that the reliability of a measuring instrument is the extent to which the instrument is free from error, thus measuring consistency of the variables of interest. The reliability of the instrument was checked using the Cronbach Alpha formula to establish the reliability co-efficient. Reliability will be done for each of the scales as they measured different issues (thus internal consistency). According to Pallant (2005), a Cronbach's Alpha Coefficient of

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0.70 or more is considered adequate. Therefore, the instrument can be considered to be reliable for the study if it scores a Coefficient of 0.70 or more. Table 1 summarizes the reliability score for the individual indicators and constructs of the study.

To ensure validity of questionnaires, the researcher reviewed other relevant literature that served as evidence and support the answers that would be found using the questionnaire, relevance being determined by the nature of their research question and their own judgement (Saunders, Lewis & Thornhill, 2016). Further, the designed questionnaire was submitted to the project supervisor for vetting, correction and approval before distributing it to the respondents.
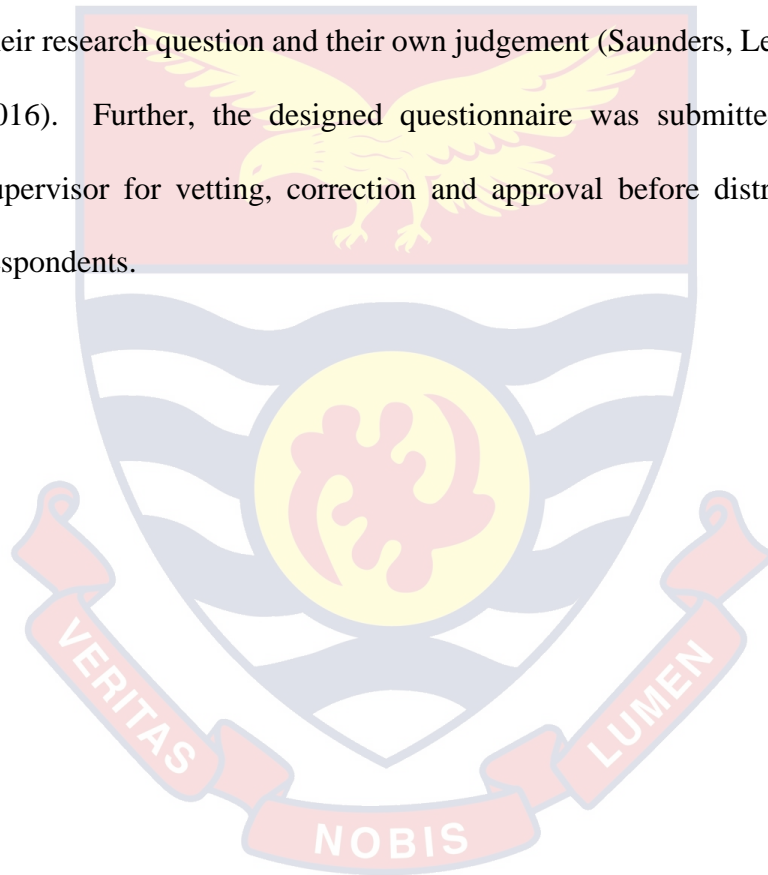
Table 3: Reliability statistics

Work life balance practices	
Flexible working arrangement	.891
working from home	.893
health and wellness programme	.890
Childcare benefits	.894
Taking leave as required to meet family needs	.890
organisational understanding of my family issues	.889
organisational general support of my family issues	.889
Available work life balance policies	.892
Usage of work life balance policies	.889
Career goal progress	
My present job motivates me closer to my career goals	.893
My present job is relevant to my career goals and vocational growth	.887
My present job set the foundation for the realisation of my career goals	.893
My present job provides me with good opportunities to realize my career goals	.891
Professional ability development	
My present job encourages me to continuously gain new job-related skills	.886
My present job encourages me to continuously gain new job-related knowledge	.888
My present job encourages me to accumulate richer work experience	.889
My present job enables me to continuously improve my professional capabilities	.903
Promotional speed	
My promotion speed in the present organisation is fast	.889
The probability of being promoted in my present organisation is high	.884
Compared with my colleagues, I am being promoted faster	.893
Compared with my previous organisation, my position in the present one is deal	.896
Remuneration growth	
My salary is growing quickly in my present organization	.890
The possibility of my current salary being increased is very large	.891
Compared with my colleagues, my salary has grown more quickly	.888

Source: Field survey (2020)

Data Collection Procedure

The questionnaire was personally administered to the one hundred and eight (108) female employees Ministry of Gender, Children and Social Protection (MoGCSP). Prior to the collection of data, a letter of introduction from the Department of Human Resource Management was taken to the institution to introduce the researcher. On arrival, the purpose of the study was explained to them. The administration and collection of copies of the questionnaire were administered the same day but continuously over a period of three weeks from 13th July, 2020 – 7th August, 2020. The response rate to the questionnaire administered was (103 out of 104) 99.03%.

Data Analysis

In order to address the research questions formulated, the data obtained from respondents were filtered to remove any irrelevant responses and coded using Statistical Package for Service Solution (SPSS) version 25.0. After, the data was analysed using descriptive statistics and regression analysis. For the purpose of the study, frequencies and percentage count tables were used to analyse the demographic data from the respondents, mean and standard deviation were employed to analyse research question one and two. Regression analysis was used to analyse research questions three.

Ethical Considerations

Ethical consideration calls for the need to conduct the exercise in a sound and moral way basing on laid down ethical principles (Akaranga & Makau, 2016). The conduct of a research requires not only expertise and diligence, but also honesty and integrity. To render the study ethical, the rights to self-

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determination, anonymity, confidentiality and informed consent was observed. Subjects' consent was obtained the questionnaire was administered to them. The research participants were informed on the purpose of the study and the procedures used to collect the data. Anonymity and confidentiality were maintained throughout the study by not disclosing the subjects' name on the questionnaire and research reports and detaching the written consent from the questionnaire.

Chapter Summary

This chapter dealt with the methods that were employed in this study. Simple random sampling methods were chosen to select the respondents for the study. Collection of data was carried out using the survey questionnaire and descriptive statistics such as frequencies, percentages, means and standard deviations were used. However, the next chapter deals with the findings of the study.
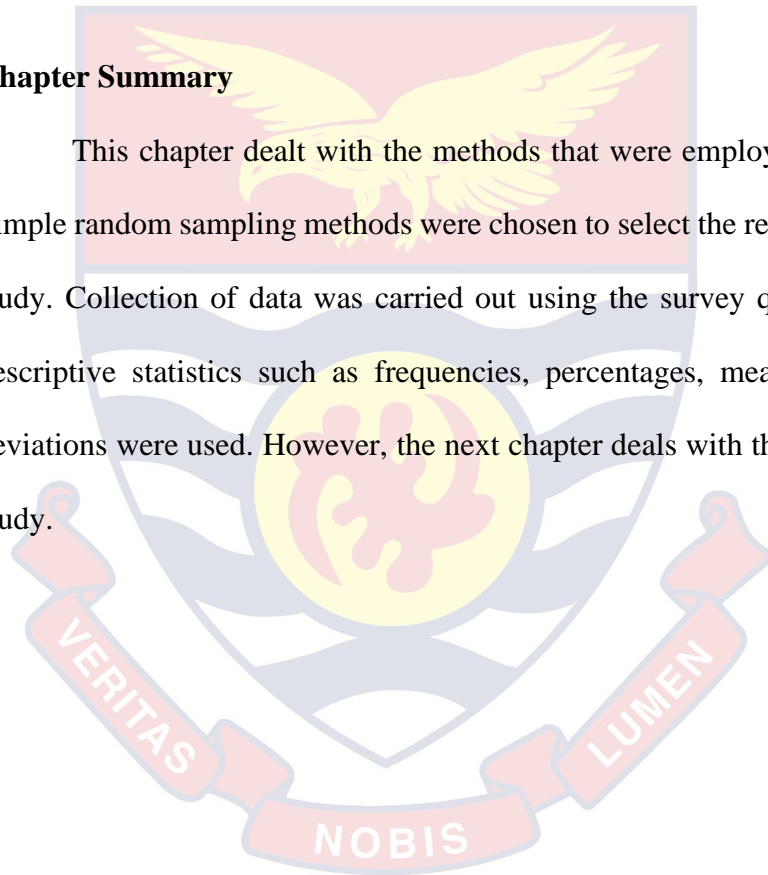
CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter of the study presents the findings emanating from the data collected from the self-administered questionnaires. The discussions included the interpretation of the findings in reference to previous findings and theories. The chapter is organised into two main parts. The first part presents the background characteristics of respondents and covers areas such as respondents' age, number of children and marital status. The second part is devoted to responses given by the respondents in accordance with the purpose of the study. It tackles the specific research objectives based on data collected. One hundred and eight (108) questionnaire were distributed and retrieved from the female employees of Ministry of Gender, Children and Social Protection (MoGCSP).

Demographic Characteristics of Respondents

Before the main analysis, information relating to age, number of children and marital status of respondents were captured. These are discussed in Table 4. Table 4 shows that, out of 108 respondents, 57 (52.8%) of the respondents are single while 11 (47.2%) are married. Table 2 also shows the age profile of the respondents in years, 11 respondents representing 10.2% were between the age bracket 20-29 years, 29 representing 26.9% were aged between 30-39 years, 29 representing 26.9% were aged between 40 - 49 years and 28 representing 25.9 % aged between 50 -59 years. With respect to number of children the respondents have, Table 4 revealed that, 62 (57.2%) had 1 child, 26

(24.1%) had had 2 children, 12 (11.1%) had 3 children and 8 (7.4%) had 4 or more children.

Table 4: Demographic Characteristics of Respondents

Variables	Sub-scale	N	%
Marital status	Single	57	52.8
	Married	51	47.2
Age range	20-29 years	11	10.2
	30-39 years	29	26.9
	40- 49 years	29	26.9
	50-59 years	28	25.9
	60-69 years	11	10.2
Number of Children	1	62	57.2
	2	26	24.1
	3	12	11.1
	4 and above	8	7.4

Source: Field survey (2020)

Work-Life Balance Practices for Female Workers at MoGCSP

The first objective sought to investigate the work-life balance practices for female workers at MoGCSP. Nine indicators were used to measure the work-life balance practices and the assessment was done using frequencies, percentages, means and standard deviations. The responses will be measured numerically such that the higher the scores, the higher the agreement on each indicator. The relevant mean values presented in Table 5 were interpreted using mean values obtain from five-point Likert scale items. The mid-point for the

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scale to an item was 2.9 (Dess, Lumpkin & McFarlin, 2005). Thus, any mean score below 2.90 indicated a low to the item while any score above 2.90 indicated high to the item.

According to Wan, Wang, Liu & Tong (2014) anytime measures of central tendencies are computed, there is the need to also compute the measure of variation. In this result, the central tendency is the mean while the variation is the standard deviation. However, there is no threshold for acceptable variation but each variation can be compared with the variations of other items under the same construct. Table 5 therefore presents the respondents view on the work-life balance practices for female workers at MoGCSP. From Table54, the respondents revealed that, there is a flexible working arrangement at the institution ($M = 3.43$; $SD = .98$). This was followed by them indicating that their organization has health and wellness programmes in place ($M = 3.69$; $SD = .96$). Again, the respondents indicated that they take leave as required to meet family needs ($M = 3.16$; $SD = 1.26$). This was also followed by the respondents asserting that there is available and usage of work life balance policies/programmes respectively ($M = 3.03, 3.12$; $SD = 1.09, 1.05$).

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Table 5: Work-Life Balance Practices for Female Workers at MoGCSP

Indicators	SD	D	N	A	SA	Mean	Standard Deviation
Flexible working arrangement	4(3.7%)	21(19.4%)	13(12.0%)	64(59.3%)	6(5.6%)	3.43	.98
Working from Home	4(3.7%)	11(10.2%)	14(13.0%)	64(59.3%)	15(13.9%)	3.69	.96
Health and wellness programmes	6(5.6%)	14(13.0%)	22(20.4%)	39(36.1%)	27(25.0%)	3.62	1.15
Childcare benefits or services	18(16.7%)	10(9.3%)	41(38.0%)	35(32.4%)	4(3.7%)	2.97	1.11
Taking leave as required to meet family needs	18(16.7%)	11(10.2%)	27(25.0%)	39(36.1%)	13(12.0%)	3.16	1.26
Organizational understanding of my family issues	10(9.3%)	18(16.7%)	41(38.0%)	31(28.7%)	8(7.4%)	2.83	1.06
Organizational general support of my family issues	6(5.6%)	16(14.8%)	48(44.4%)	31(28.7%)	7(6.5%)	2.81	.99
Available WLB policies/programmes	16(14.8%)	12(11.1%)	34(40.7%)	44(40.7%)	2(1.9%)	3.03	1.09
Usage of WLB policies/programmes	12(11.1%)	12(11.1%)	40(37.0%)	38(35.2%)	6(5.6%)	3.12	1.05

Source: Field survey (2020)

However, the respondents believe that the institution does understand their family issues well (*M* = 2.83; *SD* = 1.06) and as such the general support for them is low (*M* = 2.81; *SD* = .99). The results imply that the institution does not just assure employees but put in a practical and workable work-life balance policies, which would benefit and meet the needs of both the organisation and its workers (Godbey et al., 2010). Also, from the results, it can be said that the work-life balance policies will have a positive effect on recruiting and retaining good-quality employees and maintaining a competitive edge in a demanding market place (Maxwell & McDougall, 2004). Again, flexible working arrangement and health and wellness programmes would help to strike a balance between employment and domestic commitments that is equitable and beneficial to both employer and employee.

According to Bekker et al. (2010), this shows that the level of participation of employees in formulating work-life balance policies is critical in ensuring its success. Taking leave as required to meet family needs, availability and usage of WLB policies/programmes would induce an element of performance within the organisation (Allen, 2001). Again, the result on the work-life balance practices of workers would contributes positively in reducing workload per head in an organisation, improves the productivity of workforce (Wise & Bond, 2003). However, the nonunderstanding of family issues well by management lowered their job satisfaction, less dedication and commitment to work and organisation (De Cieri et al., 2005), random schedule and absenteeism (Anderson, Coffey & Byerly, 2002; Allen, 200l), decreased workplace performance and contribution (Estes & Michael, 2005), biological dysfunctions and psychological stress and lower socialisation trends (Wayne et al., 2004).

Career Progressions of Female Workers at MOGCSP

The second objectives sought to determine the career progressions for female workers at MoGCSP. Fifteen indicators grouped under four constructs were used to measure the career progressions for female workers and the measurements were done using frequencies, percentages, means and standard deviations. Again, the responses were measured numerically such that the higher the scores, the higher the agreement on each indicator. The relevant mean values presented in Table 6 were interpreted using mean values obtain from five-point Likert scale items. Similarly, the mid-point for the scale to an item was 2.9 (Dess, Lumpkin & McFarlin, 2005). Thus, any mean score below 2.90 indicated a low to the item while any score above 2.90 indicated high to the item. The measure of variation was standard deviation. Table 6 therefore presents the respondents view on the career progressions for female workers at MoGCSP.
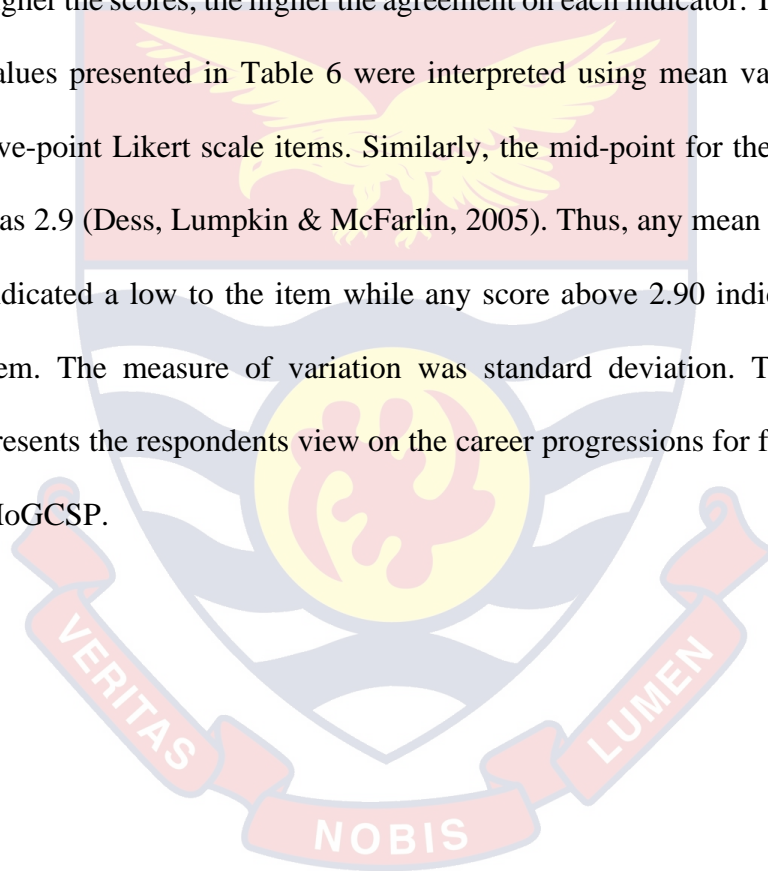
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Table 6: Career Progressions of Female Workers at MoGCSP

Indicators	SD	D	N	A	SA	Mean	Standard Deviation
Career Goal Progress							
My present job motivates me closer to my career goals	8(7.4%)	13(12%)	17(15.7%)	54 (50%)	16(14. 8%)	3.52	1.11
My present job is relevant to my career goals and vocational growth	2(1.9%)	17(15.7%)	18(16.7%)	51(47.2%)	20(18.5%)	3.64	1.01
My present job set the foundation for the realisation of my career goals	3(2.8%)	6(5.6%)	24(22.2%)	49(45.4%)	26(24.1%)	3.82	.95
My present job provides me with good opportunities to realize my career goals	2(1.9%)	15(13.9%)	15(13.9%)	59(54.6%)	17(15.7%)	3.68	.96
Professional Ability Development							
My present job encourages me to continuously gain new job-related skills	8(7.4%)	10(9.3%)	27(25.0%)	56(51.9%)	7(6.5%)	3.40	1.00
My present job encourages me to continuously gain new job-related knowledge	2(1.9%)	14(13.0%)	24(22.2%)	50(46.3%)	18(16.7%)	3.62	.97
My present job encourages me to accumulate richer work experience		15(13.9%)	25(23.1%)	54 (50%)	14(13.0%)	3.62	.88
My present job enables me to continuously improve my professional capabilities	12(11.1%)	35(32.4%)	38(35.2%)	21(19.4%)	2(1.9%)	2.68	.97
Promotion speed							
My promotion speed in the present organisation is fast	2(1.9%)	12(11.1%)	30(27.8%)	50(46.3%)	14(13.0%)	3.57	.91

The probability of being promoted in my present organisation is high	4(3.7%)	16(14.8%)	22(20.4%)	50(46.3%)	16(14.8%)	3.53	1.03
Compared with my colleagues, I am being promoted faster	3(2.8%)	12(11.1%)	29(26.9%)	57(52.8%)	7(6.5%)	3.49	.88
Compared with my previous organisation, my position in the present one is ideal	4(3.7%)	15(13.9%)	28(25.9%)	43(39.8%)	18(16.7%)	3.51	1.04
Remuneration Growth						
My salary is growing quickly in my present organisation	11(10.2%)	10(9.3%)	25(23.1%)	31(28.7%)	31(28.7%)	3.56	1.27
The possibility of my current salary being increased is very large	8(7.4%)	13(12.0%)	33(30.6%)	44(40.7%)	10(9.3%)	3.32	1.04
Compared with my colleagues, my salary has grown more quickly	6(5.6%)	12(11.1%)	41(38.0%)	38(35.2%)	11(10.2%)	3.33	.99

Source: Field survey (2020)
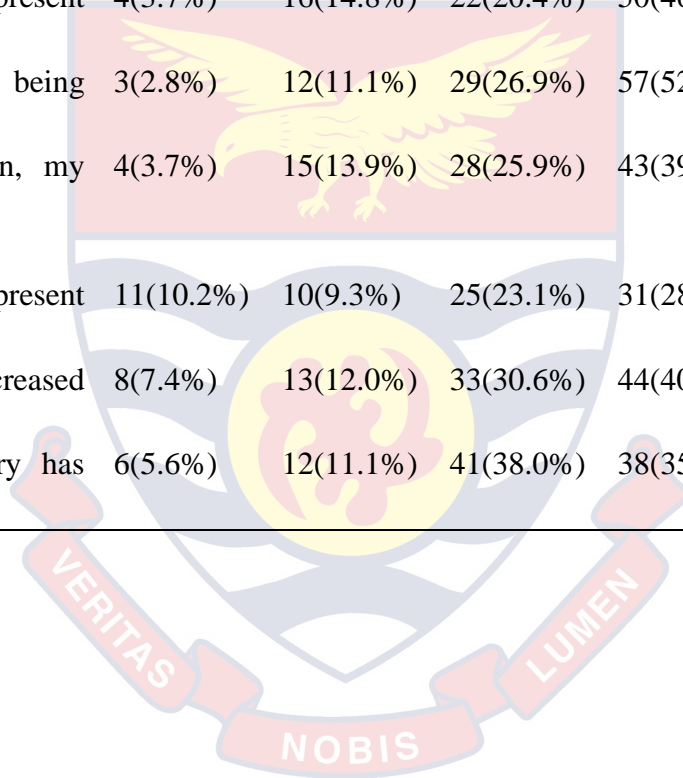
The findings imply that women at MoGCSP may have successful careers by following the male counterpart and by sharing child and home responsibilities with their partner (Burke, 2007). It could also infer that women employees may have found support for all relationships with one by their institution which have similar effects for women and men (Kirchmeyer, 1998). By encouraging employees on professional ability development, the female staff of MoGCSP could be said to receive help from above, management track their record of achievement, they have the desire to succeed (Morrison, White & Von Glinow, 1987). Also, the result may imply that management of MoGCSP have the ability to manage their employees and the female employees are willingness to take career risks; and an ability to be tough, decisive and demanding (Burke, 2007).

Again, the results could imply that the institution itself fight against the minority group in the society, hence avoid discrimination as a conflict for career progress (Gatrell & Cooper, 2007). It could also be said that female employees at MoGCSP have discovered a renewed sense of purpose and increased energy for work that is making them progress in their career (Bilimoria & Stewart, 2007). The favourable results could imply that women at MoGCSP have the necessary qualifications in their field of work that could make them take part in decisions and progress (Powell & Graves, 2003). The result may suggest that salary employment for females would rise to cushion the very low share of total employment in Ghana (Sackey & Sanda, 2011; Tsikata, 2016).

Checking for Assumptions and Normality

With the purpose of using regression to analyse the effect of work life balance on career progression of women at MoGCSP, it is imperious to check

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that assumptions of normality of the dependent variable (Tabachick & Fidell, 2012). One assumption is that the dependent variable should be a continuous scale. Another basic assumption of regression is that the dependent variable should be normally distributed. Accordingly, test of normality was used to check for the normality of the distribution. Table 7 presented the results of two well-known test of normality, namely the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is more appropriate for small sample sizes (<50 samples), but can also handle sample sizes as large as 2000. If the sig. value of both Kolmogorov-Smirnov Test and Shapiro-Wilk Test is greater than 0.05, the data is normal. If it is below or equal to 0.05, the data significantly deviate from a normal distribution. Table 7 therefore present the test of normality.

Table 7: Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
CP	.166	108	.306	.953	108	.827
a. Lilliefors Significance Correction						

Source: Field survey (2020)

From Table 6 it was observed that the sig. value of Shapiro-Wilk Test was .827 and that of the Kolmogorov-Smirnov Test had a sig. value of .306 which were greater than .05. In this case the Shapiro-Wilk Test was chosen. Therefore, using the the Shapiro-Wilk Test, the data is normally distributed and has not deviated from the assumption of parametric test.

Also, it is imperative to check another assumption of linearity. That is, there should be linear relationship between the independent and dependent variable. The linearity assumption can best be tested with a histogram where it

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should be a bell shaped. It can be observed that the data is a bell-shaped hence

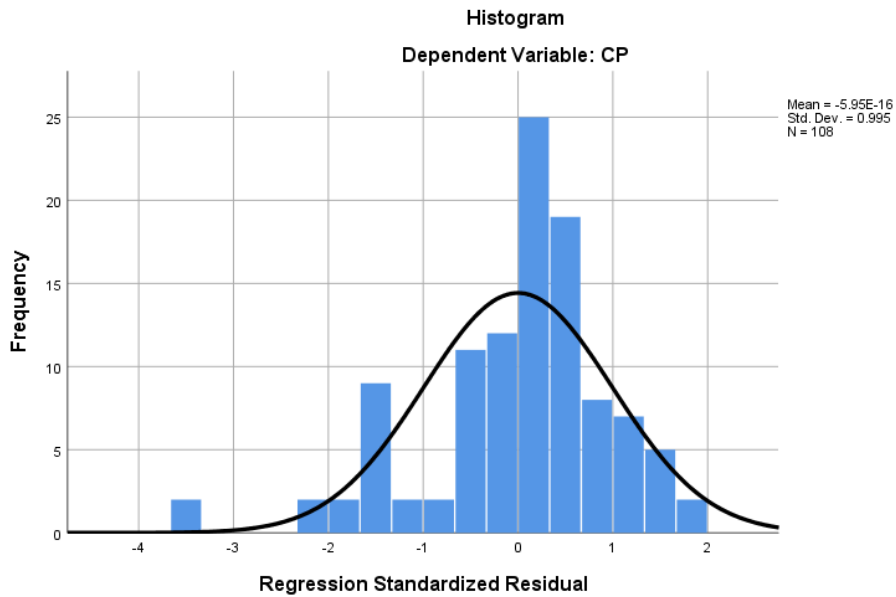a linear relationship between the dependent and independent variable.

Figure 2: Histogram on linearity of the dependent Variable
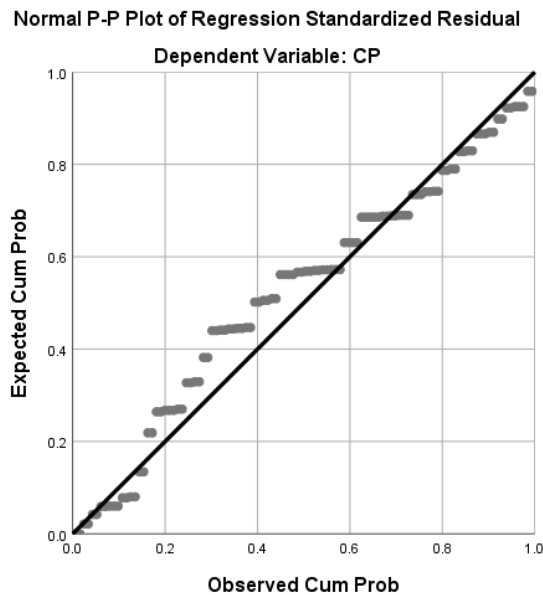
Also, from the P-P plot, the data is linear.

Figure 3: P-P plot on linear assumption.

Effect of Work Life Balance Practices on Career Progression of Female Workers at MoGCSP.

The objective three looked at the effect of work life balance practices on career progression of female workers at MoGCSP. Regression analysis was done where normality, linearity and the relationship between the two variables were analysed with work life balance practices as the independent variable and career progression of female workers as the dependent variable. Table 8 gave the model summary of the output and it displayed the R, R squared, adjusted R squared, and the standard error. R is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (career progression of female workers) and the independent variable (work life balance practices). Hence from Table 8, work life balance practices and career progression of female workers are positively correlated, and the strength of the relationship is strong at (.683).

The R Square explains the amount of variation that exists in the dependent variable (career progression of female workers) caused by the independent variable (work life balance practices). Therefore, the result indicates that 46.6% variation in the career progression of female workers (as dependent variable) is explained by the independent variable (work life balance practices) and the remaining (53.4%) is explained by the residual (other factors not captured by the model). The implication is that, an increase in work life balance practices would result in a moderate increase in career progression of female workers and as such, work life balance practices alone cannot influence the progression of female workers at MoGCSP.

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.683[a]	.466	.461	6.36164

a. Predictors: (Constant), WLB

b. Dependent Variable: CP

Source: Field survey (2020).

Table 9 is the ANOVA table which provides the test significance for R and R^2 using the F-statistic. The F statistic is the regression mean square (MSR) divided by the residual mean square (MSE). If the significance value of the F statistic is small (smaller than say 0.05) then the independent variables do a good job explaining the variation in the dependent variable. In this analysis, the ρ-value is well below .05 ($\rho = .000$). Therefore, it can be concluded that, the R and R^2 between work life balance practices and career progression of female workers is statistically significant.

Table 9: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3741.312	1	3741.312	92.445	.000[b]
	Residual	4289.873	106	40.471		
	Total	8031.185	107			

a. Dependent Variable: CP

b. Predictors: (Constant), WLB

Source: Field survey (2020)

The Table 10 also provides information that is useful for understanding the regression equation. Under the column marked unstandardized coefficient and sub-column B, the numerical value for the first row, labelled (constant), is the value for the intercept (a) in the regression equation. The numerical value on the second row, labelled as work life balance practices in this case

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(representing the independent variables), is the value for the slope (b) for the regression equation. Based on these results, the researcher can report the following regression equation, predicting career progression of female workers based on the available work life balance practices.

Y (Career progression) = 23.209+ 0.990X (Work life balance practices)

Hence, taking the values for the slope and the intercept in the resulting regression equation, the researcher can make the following assertions: According to the intercept, when there are no work life balance practices, career progression of female workers will be at 23.209, and according to the slope, for any work life balance practices, there will be an increase in career progression by (99%). Therefore, work life balance practices at MoGCSP has a strong significant influence on career progression of female workers.

Table 10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	23.209	3.094		7.501	.000
	WLB	.990	.103	.683	9.615	.000

a. Dependent Variable: CP

Source: Field survey (2020)

Frempomaa-Ampah conducted a study in 2013 on the successful work-family balance among educated Ghanaian females with white collar jobs. The purpose of the study was to discover and comprehend the factors that enabled professional females to balance both career and family duties. The study adopted an exploratory research method for finding causal factors through online surveys, questionnaires, and interviews. The study found that professional females in Ghana balanced their work and family roles under four

main themes; outside help, proper planning, maintaining good relations with bosses and juniors, as well as the flexible schedules of their jobs. The study result suggests that organisations must have a welcoming environment and strategies that encourage good communication between workers and employers. This healthy relationship is believed to enable career women to talk about issues they face at home and work to their employers and colleagues who could give them assistance when needed.

The results indicate that work life balance indicators - flexible working arrangement, working from home, health and wellness programmes, childcare benefits, leave, and organizational general support of my family issues – play critical role for female workers to balance both their work and life roles (Estes & Michael, 2005). It could also be said that work-life balance is subjective and pertains to the perceptions of the individuals involved, in terms of how comfortable they feel in performing their multiple roles divided between work and life domains. Female workers at MoGCSP are able to balance their family/life and work roles due to the organisations mandate on protecting the minority group in the society (Konrad & Mangel, 2000). The strong effect of work life practices on career progression of female workers could also be as a result of development in technology that has created an avenue for teleworking and freelancing modes of work engagement (Rapoport, Bailyn, Fletcherr & Pruitt, 2002). This could erase earlier thoughts about work-life balance as unacceptable.

Further, the results could mean that female employees are able to reduce their workload (Allen, 2001) and are able to improve their productivity (Wise & Bond, 2003). Again, the result is in contrast with Mani (2013) whose study

in India revealed that role conflict, lack of recognition, organisational politics, gender discrimination, elderly and children care issues, quality of wellbeing, problems in time management and lack of proper social support are the key factors influencing the work-life balance of female professionals in India. Also, the result is in disparity with Shobha's (2015) whose result revealed that a significant proportion of working women were experiencing difficulty in balancing work and life due to extreme workload, too little time for themselves and the need to fulfill others' expectations of them.

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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary, conclusions and recommendations of the study. The summary and conclusions are based on the findings captured in chapter four. The chapter also presented the recommendations of the study based on the study's conclusions. The chapter concluded with suggestions for further research.

Overview

The purpose of the study is to examine the effect of work life balance (WLB) on career progression of female workers at MoGCSP, Ghana. Based on the purpose of the study, the following specific objectives were formulated:

1. To investigate work-life balance practices for female workers at MoGCSP.

2. To determine the career progressions for female workers at MoGCSP.

3. Examine the effect of WLB practices on career progression of female workers MoGCSP.

The study employed quantitative approach and both the descriptive and explanatory research design were used for this study. A sample size of 108 was randomly sampled out of a population of 144. Structured questionnaires were distributed to the respondents of which all were appropriate for analysis. Data obtained were analyzed using descriptive statistical tool – frequencies, percentages, mean, standard deviation and linear regression.

Summary of Key Findings

With regard to objective one, the study revealed that to enhance work-life balance practices for female workers management must put in place flexible working arrangement as well as enable workers to work from home. It was again found that having health and wellness programmes and childcare benefits or services enhances work life balance practices for female workers. Likewise, taking leave to meet family needs help to balance work and life roles. However, the study found that management do not understand family issues of female staff well and this may their lower job satisfaction, dedication and commitment to work.

Relating to objective two, the study found that career progression of women at MoGCSP is favourable such that the female staff are able to progress in their career goal such that their job set the foundation for them to realise of their career goals. Also, it was found that the female staff were able to develop their ability professionally as a result their job encouraging them to continuously gain new job-related knowledge. However, it was found that management do not enable the workers to build themselves professionally. Further, it was found that the speed of promotion in the organisation is fast as well as a growing salary.

Objective three revealed that work life balance practices - flexible working arrangement, working from home, health and wellness programmes and Childcare benefits or services at MoGCSP play a very strong significant effect on career progression of female workers such as attaining career goals, development of professional ability, speed in promotion as well as a growing salary.

Conclusions

This study has provided an overview and relevant discussion on work life balance practices, career progression of female workers and the effect of the former on the later at MoGCSP in the Greater Accra. Based on the findings, the study concludes that among the indicators of measuring work life balance practices include flexible work arrangement, telecommuting, providing childcare, giving required leave to staff to meet family needs. It is concluded that organizational understanding and support of family issues contribute to balancing work and life roles. Also, the study concluded that female workers to progression in their career should include indicators such as progress in career goals, promotion speed and remuneration growth. However, it is concluded that failure of management to enable female workers to continuously improve on their professional capabilities would dwindle their progression and this contradict the flexible arrangement of work given by the respondents. Overall, based on the findings, it can be concluded that work life balance practice is a good predictor of career progression of female workers at MoGCSP.

Recommendations

Based on the study's findings and conclusions, the following recommendations were hereby made.

1. Since it was found that the job at MoGCSP do not enable female workers to continuously improve their professional capabilities, it is recommended that management should put measures in place to enable them build their career by offering professional training and invest in invest in personal development of their staff.

2. Limited organizational general support to family issues may breed high imbalance between work and life roles. As such it is recommended that management should create a family-friendly workplace by building a sense of community among co-workers by creating opportunities for employees' families to come together in and outside of the office.

Suggestion for Further Studies

This study was limited to only female staff at MoGCSP in the Greater Accra Region. As a result, further research can be extended to cover female workers in other public institutions in the region or Ghana at large to broaden the scope of work life balance practices and its effects on female workers career progression. Also, the study was limited to only quantitative methods with close ended questionnaire. This prevented the extra views of respondents which may be relevant to the study. As such, it is suggested that future studies should examine the effect of work life balance practices on career progression of women using qualitative approach.

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QUESTIONNAIRE FOR STAFF

Preamble:

I am a final year Master of Business Administration (HRM) student of University of Cape coast. As part of the programme, I am required to write a dissertation towards the award of an MBA degree. My topic is: "Work-Life Balance Practices and Career Progression Of female workers at MoGCSP in Accra". Consequently, you form part of the sampled employees. I would be grateful if you could spare 10minutes of your time to fill out this questionnaire for me. Your confidentiality is assured.

SECTION A: DEMOGRAPHICS

INSTRUCTION: Please tick the option that is applicable. Provide details where it is necessary.

1. Marital status Married [ ] Single [ ]Divorced [   ] Widowed [   ]

2. Age 30 – 35yrs [   ] 36- 40yrs [   ] 40 -45yrs [   ] 45- 50yrs [   ]

3. Number of children 1 [ ] 2 [   ] 3 [   ] 4 and above [   ]

4. Age group of children 5 -10yrs [   ] 11 – 20yrs [   ] 21- 30yrs [   ] 30 – and above [   ]

SECTION B: WORK LIFE BALANCE PRACTICES

For this section, please tick under the box that best suits your response to the questions with respect to work life balance practices at MoGCSP, under the respective headings of 5- strongly agree, 4- agree, 3- neutral, 2- strongly disagree and 1- disagree.

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Work life balance practices	1	2	3	4	5
Flexible working arrangement					
Working from Home					
Health and wellness programmes					
Childcare benefits or services					
Taking leave as required to meet family needs					
Organizational understanding of my family issues					
Organizational general support of my family issues					
Available WLB policies/programmes					
Usage of WLB policies/programmes					

SECTION C: Career progression

For this section, please tick under the box that best suits your response to the questions with respect to your career progression at the workplace, under the respective headings of 5- strongly agree, 4- agree, 3- neutral, 2- strongly disagree and 1- disagree.

Career progression	1	2	3	4	5
Career goal progress					
My present job moves me closer to my career goals.					
My present job is relevant to my career goals and vocational growth					
My present job sets the foundation for the realization of my career goals.					
My present job provides me with good opportunities to realize my career goals.					
Professional ability development					

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My present job encourages me to continuously gain new and job-related skills.					
My present job encourages me to continuously gain new job-related knowledge.					
My present job encourages me to accumulate richer work experiences.					
My present job enables me to continuously improve my professional capabilities.					
Promotion speed					
My promotion speed in the present organization is fast.					
The probability of being promoted in my present organization is high.					
Compared with previous organizations and attainable jobs, my position in the present one is ideal.					
Compared with my colleagues, I am being promoted faster.					
Remuneration growth My salary is growing quickly in my present organization.					
In this organization, the possibility of my current salary being increased is very large.					
Compared with my colleagues, my salary has grown more quickly.					

Thank you very much!!!!