

UNIVERSITY OF CAPE COAST

WORK-LIFE BALANCE AND PERFORMANCE OF EMPLOYEES OF
VOLTA RIVER AUTHORITY LIMITED, ABOADZE

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UNIVERSITY OF CAPE COAST

WORK-LIFE BALANCE AND PERFORMANCE OF EMPLOYEES AT
VOLTA RIVER AUTHORITY LIMITED, ABOADZE

BY

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DECLARATION

Candidate's Declaration

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

Candidate's Signature: Date:

Name: John Gbletsidie

Supervisor's Declaration

I hereby declare that 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. Aborampah Amoah-Mensah

ABSTRACT

Work-life balance has become major factor in modern trends in human resource management that will enable direct relationship between competent and committed organization and its employees.

Studies in the work-life balance literatures have shown that work-life balance has some influence on employees' performance but has not been conclusive. The study moves out to investigate the relationship between of work-life balance and employees' performance at Volta River Authority, Western Area work location. Having use quantitative correlation design, census sampling method, interview schedule, multiple regression and statistical software program SPSS_20 for analysis. The study revealed that geographical location and physical/health fitness significantly influence employees' performance. It was discovered that geographical location and physical/health fitness significantly influence employees' output. Work-life balance has no significant influence on employees' quality of work. Work-life balance has no significant influence on employees' punctuality. In this regard, it is recommended that managers and supervisors should pay more attention to geographical location and physical/health fitness to drive employees' performance. Besides, the study recommends that managers and supervisors should consider geographical location and physical/health fitness in order to increase employees' output.

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DEDICATON

To my Children, Sedem, Aseye, Selorm and Sena.

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CHAPTER ONE

INTRODUCTION

Background to the Study

Globally, private and public sector enterprises are considered as social systems where human resource policies are the most important factor to achieve employee efficiency, effectiveness and organizational objectives (Maurya, Jaggi, Singh, Arneja, Maurya & Arora, 2015). Organizations, irrespective of their size, nature, form and location cannot succeed without the full efforts and commitment of their employees. Therefore organizations who want to achieve best performance must create safe and harmonious work-place through appropriate work-place policies that achieve a perfect blend of competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care (Saleh, 2015). In essence, Human Resource Managers continually evaluate their personnel practices to meet employee work and family needs to enhance employee loyalty towards (De Cieri, Holmes, Abbot & Petti, 2005).

In view of the increasing need for a well-target human resource policy, the phenomenon of creating quality work-place through work-life policies has received global attention. Many firms across the globe have instituted personnel work-place programs which allow employees fulfill work and family responsibilities (Matsuada, Kokumia & Wang, 2009). For instance, an employee can be a father, husband, brother, uncle, son and in-law at home, while same employee could also be a boss, subordinate, professional peer and employer at work (Olaoye, 2012). Even within the employee's immediate

society, such employee may be community leader or member of a social club (Olaoye, 2012).

The multiplicity of family roles, work roles and societal roles of the employee has a significant influence on the personality and performance of the employee. Therefore, it is clear from the forgoing that the divergent roles of the employee can be categorized into two areas: work roles and personal-life roles. Eventually, the two categories of employee's roles exert pressure on the individual because each role imposes demands that require time, energy and commitment to fulfill them. Where the cumulative demands of these work and non-work roles become incompatible, work-life conflict begins to occur. It can be suggested that to achieve maximum performance from employees' organizations should enact policies that will help employee balance their work and family roles.

Lazăr, Osoian, and Rațiu, (2010) indicated that activities that need to be balanced with employment may include study, travel, sport, voluntary work, personal development, leisure or eldercare. It also includes leave entitlement, flexible work time, family and welfare policies. It is not only important for managers to create multiplicity of work-life balance policies (Budd & Mumford, 2005) but also to manage the employees' perception regarding what their organization has promised them in return for their loyalty and commitment (De Vos & Meganck, 2009)

It can be inferred that poor work-life policies affect social, psychological, economical and mental well-being of the individual which in turn affects their performance in the long run. Work-life balance also has implication on employee attitudes, behaviours, wellbeing including

organizational effectiveness (Eby, Casper, Lockwood, Bordeaux & Brindley, 2005). Thus, it is important to investigate and identify key relevant work-life balance policies in order to improve employee performance and wellbeing inside the Volta River Authority environment in particular and in other organizations in general.

Problem Statement

Over the past two decades, studies in the field of human resources have established practices aimed at creating work-life balance (Konrad & Mangel 2000; Allen, 2001; Schutte & Eaton, 2004). However, work-life balance studies have concentrated on work-balance initiatives and policies emanating from the organization's perspectives such as organizational leave arrangement and support services (De Cieri, Holmes, Abbott & Pettit, 2005; Obiageli, Uzochukwa & Ngozi, 2015); flexible work schedule (Saleh, 2015); supervisor and management support (Janakiraman, Parish & Berry, 2011), Organizational norms and culture (Kossek, Baltes & Matthews, 2011).

Previous research findings on employee's work and personal life roles do not have relationship (Mokaya & Gitari, 2012; Varatharaj & Vasantha, 2012). On the other hand, Bhuian, Menguc & Borsboom (2005) and Auko (2009) found that employee's work and personal life roles have direct positive relationship. The inconclusiveness of the findings has called for further probe. Based on the gaps mentioned above, this study is carried out to examine the relationship between work-life balance and employees' performance.

Purpose of the Study

The main purpose of the study is to investigate the relationship between work-life balance and employees' performance.

Research objectives

The specific objectives are to:

1. Examine the relationship between work-life balance and employees' work output.
2. Investigate the relationship between work-life balance and employees' quality of work.
3. Examine the relationship between work-life balance and employees' punctuality.

Significance of the study

The study will help enlighten management on the effects of work-life balance initiative on the job performance of employees in organizations. The study will also bring out specifically, the work-life balance practices which the institutions have been able to make available to their workers. The importance of this study is therefore to highlight the various employee work-life balance practices and how it affects employee performance in the organization. This study will go a long way to illustrate how organizations should treat their employees in order to increase productivity and performance. Lastly, the study will serve as a reference material for future researchers.

Delimitation

The study was conducted in Aboadze in the Western Region. The study was focused on establishing how work-life balance impact on the performance of employees in the departments of the Volta River Authority, Western Area. Respondents include employees of Volta River Authority, Western Area.

Limitations of the study

Since survey design is employed for the study, the research work is exclusively quantitative; a more descriptive and narrative style of presentation would be missing. Also, the closed nature of questionnaire limited the respondents and they cannot give detail accounts in response to the research questions. However, these limitations will not affect the findings of the study.

Organization of the Study

The study is presented in five chapters. Chapter one consists of the background of the study, statement of the problem, objectives of the study, research questions, significance of the study and the organization of the study. The second chapter also focuses on literature review consisting of theoretical view, empirical review, and conceptual frame work on the related topic under study. The third chapter also focuses on research methodology, including the study design, study area, target population, sample size, sampling procedure, instrument used in collecting data, sources of data, and the method of data analysis. The fourth chapter addresses the results and discussions. The summary, conclusions and recommendations are presented in chapter five.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter reviews the theoretical and empirical research works and information relating to the objective of the study which is to determine the effect of work life balance on employee performance. It then concludes with a chapter summary.

Concept of Work-Life Balance

According to Saleh (2015), work-life balance is about the interaction between paid work activities and other non-paid activities such as family, community, leisure and personal development. Work-life balance shows an accomplishment of work and family role-related expectations that are negotiated and shared between an employee and employers (Grzywacz & Carlson, 2007). Swami (2007) also defined work life balance as a practice that is concerned with providing scope for employees to balance their work with the responsibilities and interests they have outside work.

Work-life balance is an employee perception that his/her work and family activities are compatible and promote growth in accordance with an individual's current life priorities" (Kalliath & Brough, 2008). Work-life balance is viewed as a system in which each part of work and life is interdependent with the other parts of the system (Munn, Rocco, Bowman & van Loo, 2011). Work life balance policies represent the provisions and promises (Houston, 2005) of the employer that offer the employees options to

address work and personal roles. Work-life balance practices can indeed be perceived as an organizational obligation by the employee (Freese, 2007).

Extensive studies have gathered evidence that there is a positive relationship between work-family policies and job performance in socially supportive organizations (Biedma-Ferrer & MedinaGarrido, 2014; Jyothi & Jyothi, 2012). According to Maurya and Agarwal (2015) and Jyothi and Jyothi, (2012), work-life balance policies influence employee job satisfaction, organizational commitment and growth. Effective work-life balances policies create workplace environment that encourage employees to stay in the organization for a long years hence improving organizational performance.

In recent years, “work-life balance” has replaced what used to be known as “work-family balance” and “family-friendly policies” (Obiageli, Uzochukwu, & Ngozi, 2015). The term work-life is commonly used as a more comprehensive expression that describes every aspect of employee’s work and personal life. Saleh (2015) defined work-life balance to include programs, benefits, policies that assist employees to create balancing working environment with non-work roles. Work-life balance is employee’s ability to manage the relationship between work and personal life despite work and family pressure and endless activities which require time and attention (Kundnani & Mehta, 2015). Again, work-life balance defines the degree to which employee attain equal levels of engagement and satisfaction in their work and life roles (Clark, 2000; Greenhaus, Collins, & Shaw, 2003).

Greenhaus, Allen and Spector (2006) also described work-family balance as the degree to which employee’s effectiveness and satisfaction in the roles of work and family domain are well-matched with the individual’s life

expectations. Although definitions of work-life balance differ among scholars, in a broadest sense a work-life balance result in a satisfactory level of equilibrium or 'fit' between the multiple roles in a person's life and work activities in order to create an overall sense of harmony in life (Clarke, Koch, & Hill, 2004).

Barrera (2007) explained that work-life balance is a broad concept and encompasses a situation where employers working constructively with employees to institute arrangements to satisfy the needs of the organization and the non-work aspects of employees' life. Two fundamental concepts are relevant in the definition of work-life balance fit between "work roles" and "Personal responsibilities" In a general perspective, work-life policies and initiatives include the programs, practices, and policies available to help employees achieve balance (Lobel, 1999; Pitt-Catsouphes, MatzCosta, & MacDermid, 2007). Saleh (2015) added work-life balance is all about forming, maintaining supportive and healthy work environments that support employees to balance life between personal responsibilities and work roles.

Application of work-life balance often adopt a conflict-based outlook where work and life are perceived as mutually exclusive domains constantly competing for an individual's little resources such as time and effort. Obiageli, Uzochukwu, and Ngozi noted that the origin of work-life balance practices spans from work-life conflict experience of the employee. Most often, researchers are divided on the conflict-based view of work-life. Greenhaus, Collins and Shaw (2003) viewed work-family balance to be the non-existence of work-life conflict.

In a similar view to Greenhaus, Collins and Shaw a cursory observation of literature reveals a level of consensus that work-life conflict involves multiple family and work roles competing for the limited time, energy and effort of the single employee. Employees who experience work-life conflicts generally attribute it to excessive role demands, role overloads among others. Role overload results in too many responsibilities for the employee to perform in a limited space of time which leads to stress, fatigue and various health conditions.

Work-life balance does not mean to devote equal level of time and energy to paid work and non-paid roles. In a broadest sense, work-life balance must involve a satisfactory level of involvement or 'fit' between the multiple roles in a person's life and work. However, literature reports that managing multiple roles and demands between employee's life/family and work roles is challenging for every organizations (Powell, Francesco & Ling, 2009). To understand and apply the right management strategy to work-life balance, managers must be aware of the different work and non-work roles on the employee limited time and energy resources and how these resources can be deployed to address any conflict. With this awareness, both managers and employees are able to review and value their choices in terms of how to allocate their limited time and effort to avoid work-life conflict. Such decision provides employees a sense of control to better accommodate other aspects of their lives while still benefiting from the organizations (Hartel, Fujimoto, Strybosch, & Fitzpatrick, 2007).

Employees who may have some form of control over their working environment tend to suffer less stress-related ill-health, and related work-life

conflicts. In order to manage the multiple work-life roles, it is therefore important for the both employee and employer to initiate various work-life balance policies such as flexible working hours, social support, job sharing, part-time work, compressed work weeks, parental leave, telecommuting and on-site child care facility (Hartel, Fujimoto, Strybosch, & Fitzpatrick, 2007). Based on this review, it can be deduced that work-life balance policy is an initiative from the perspective of the employee. Thus, it supports employee well-being and organizational effectiveness (Lobel, 1999; Pitt-Catsouphes et al., 2007).

In line with this, various scholars have grouped work-life policies into dimensions and levels. It is first categorized into flexible working arrangement, leave arrangement; dependent care assistance; and general services (Lazăr, Osoian, Ratiu, 2010; De Cieri et al., 2005; De Cieri & Bardoel, 2009). Second, Hartel, Fujimoto, Strybosch, & Fitzpatrick, also identified work-life balance policies as followed: flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, and on-site child care facility. Finally, work-life balance policies have been grouped into three levels such as individual, organizational, national and international levels.

For these reasons, work-life balance becomes one of common phenomena in all organizations (Saleh, 2015). According to Obiageli et al., (2015), work life balance as practice that are meant to help employees better manage their work and non-working times are also called work-family policies, family-friendly or family-responsive policies. Obiageli et al., further noted that work life balance in its broadest sense, is defined as a satisfactory

level of involvement or 'fit' between the multiple roles in a person's life. Therefore, it can be inferred that employees who develop effective work-life balance initiative minimize the amount of work life conflict between personal and work roles.

A study in an organization revealed that about 69 percent of managers in the private sector believe that individual employees own their responsibility to balance their work and family roles (Kersley, Alpin, Forth, Bryson, Bewley, Dix, & Oxenbridge, 2005). Such argument supports the view of Hyman and Summers (2004) to the effect that spill-over from employee's work at home can be absorbed by adjusting the roles in employee's. In view of these arguments, the study looks at work-life balance policies from the employee's perspective: Flexible time management, Social and family support, Reduced personal commitments, Team work, Employee career choices and Flexible employee location in relation to employee performance.

Work-Family Theory

Clark's (2000) theory of work-life balance known as the work-family border theory, explains that, work and life are perceived as separate and individual domains, each of which fulfills essential yet different needs of an individual. According to Clark work-family border theory states that, every person's role differs with specific domains of life such as work/family domains and these domains generally separated by borders. Central to work-family border theory as posited by Clark addresses the integration and blurring of the multiple roles of the employee in his/her work and family life. Again, work-family border theory explains how employees manage and negotiate the

work and family spheres and the borders between them in order to attain balance. The outcome of interest in this theory is work-family balance, which refers to 'satisfaction and good functioning at work and at home, with a minimum of role conflict' (Clark, 2000).

Again, work-life balance policies postulate the idea that 'work' and 'family' constitute different domains or spheres which influence each other. The theory describes individuals to be daily border crossers as they move between home and workplace (domains) in an attempt to focus their goals, their relationship style to fit the unique demands of each of the two domain (work and family). These movements have significant implications on the level of integration and the degree of conflict between work/family domains. Clark indicated that borders are lines of demarcations between domains, defining the point at which domain-relevant behavior begins and ends. In literature, these borders have taken three forms: physical, temporal or psychological borders.

The principal assumption of the Work-life balance is the level of integration and the degree of conflict which is based on the nature of borders such as, flexibility and permeability between work and family life boundaries. Although many aspects of employee's work and life activities such as meeting work schedules and spending time with family are difficult to alter, employees at some context in these two roles can reshape the nature of the work and home domains, and the borders and bridges between them, so that it can attain a balance.

Work-life balance theory contributes to the study of work-family balance by describing the conditions under which varying degrees of work-

family integration are likely to improve or diminish individual well-being and performance. Work-Life Balance theory shows how people construct, maintain, negotiate their work-family boundaries which Clark (2000) described as "lines of demarcation" (Clark, 2000). Greenhaus et al. (2003) proposed three components to achieve work-life balance. First, individuals need to commit equal level of their time and psyche involvement in both work and life roles. Employees must view the concept of balancing work and life roles as a zero-sum game where committing resources to one domain is seen as taking away resources from the other, resulting in constant contention between the domains (Hill, Hawkins, & Miller, 1996).

Employee Performance

An organization needs high performance from its employees so as to meet its goals and objectives to remain competitive (Freese, 2002). Performance is defined as the record of outcomes of a specified job function or activity during a specified period (Bernardin & Russel, 1998). From employee perspective, Naharuddin and Sadegi (2013) noted that, employee's performance is depending on the willingness and openness of an employee on doing his/her job.

Performance is not only related to the action of the employee but also involves judgment and evaluation process that a supervisor or the assessor put in place Ilgen and Schneider, (1991 as cited in Obiageli et al., 2015). Obiageli et al., (2015) in a study of work-life balance and employee performance of 262 employees of commercial Banks in Nigeria defined performance as a set of outcomes produced by the employee during a certain time period by either the

organization or the employee. Critically, looking at the definition of Obiageli et al. (2015), two identities “employees and organization” appears to produce performance outcomes.

In view of the two dimensions of performance, employee and organizations, the researchers’ position is based on the dimension of the employee performance which represents the achievement of targets of the tasks assigned to employees within particular period of time. An employee’s job performance depends on some combination of his/her ability, effort, and opportunity that the employee is exposed to at his workplace. To a great extent, the measurements of employee performance can be done in terms of outcomes or results produced at the end of the work role (Ferris, Liden, Munyon, Summers, Basik, & Buckley, 2009).

In view of these two dimensions of performance, this study focuses on the performance of only the employee. Employees can better manage both work and family should be more satisfied, which in turn, can result in higher productivity, job satisfaction, commitment, job retention, and organizational loyalty. Further study findings have revealed a significant effect of work-life balance initiatives on employee performance (Aslam, 2015; Harrington & Ladge, 2009; Obiagali et al., 2015; Parkes & Langford, 2008). Literature reports that effective employee work-life balance initiatives employee absenteeism (Madsen, 2003) and turnover intentions (Cegarra-Leiva, Sanchez-Vidal, & Cegarra-Navarro, 2012; Batt & Valcour, 2003). Again, studies report that work-life balance initiatives provide the urge for employees to concentrate fully in his/her roles which intend effect employee job satisfaction (Azeem & Akhtar, 2014; Deery, 2008) and performance (Bloom & Van Reenen, 2006;

Konrad & Mangel, 2000; Perry-Smith & Blum, 2000). An empirical study by Dissanayaka and Ali (2013) found a positive relationship between work life balance and employee performance.

Similar study by Kamau, Muleke, Makaya & Wagoki, (2013) using fifty-five (55) employees at Eco-bank Kenya found a positive correlation between work life balance and employee performance. Similar findings work life balance policies on its own is a predictor of job performance. Again, work-life balance policies that are family-friendly are associated with positive outcomes such as greater employee commitment, increased retention (Fapohunda, 2014; Roberts, Jerry, Gianakis, Clofford & Wang, 2004).

An investigation by Azeem and Akhtar (2014) of 275 health sector worker also further revealed that, employees in the health care sector have a moderate level of perceived work life balance, job satisfaction and commitment. The study concluded that there is a positive relationship between work life balance, job satisfaction and commitment. Mumford and Budd (2006) also found that employees who find a fit between their work-life initiatives rarely leave their organization leading to better performance. Further study in Kenya (Bosibori, Nyakundi, Munene & Okibo, 2012) points out that HR welfare services such as employee counseling, medical care and good conditions of service have a positive and statistically significant effect on employees' performance by increasing their productivity.

The arguments employees' self-initiated work-life balance initiatives fundamentally affect their performance. However, a growing base of literature lucidly affirms that, from organization's perspective, when managers fail to deal adequately with work-life stressors, employee performance reduces hence

negative organizational outcomes (Allen, Herst, Bruck, & Sutton, 2000; Morris, Storberg-Walker, & McMillan, 2009). A study by Simonetta and Manfred (2010) using 492 staff of the Oxford Brookes University found that, achieving a work-life balance it is a joint responsibility between the employer and the employee. In view of these findings, managers must also initiate measures that do not conflict with the employee's self-initiated work-life balance initiatives. It is also worth noting that work-life policies affect employee performance irrespective of the employee's demographics, social economic status, or family structure (Frone, 2003; Kinnunen, Geurts & Mauno, 2004).

The effects of introducing work-life balance practices also affect employee attitudes, perceptions, job satisfaction, organizational commitment, job stress and turnover intention. All work-life balance initiatives factors have the tendency to positively or negatively affect job performance, absenteeism costs, costs and loss and replacement of valued employees, customer satisfaction, and organizational productivity. No doubt that the satisfaction or dissatisfaction of the worker definitely affects employee efficiency, productivity and the overall performance of the organization. Although the formal evaluation of work-life practices is often difficult because of the problem of calculating the costs and benefits of different strategies, some companies have attempted to quantify the outcomes of specific policies.

In measuring employee performance outcomes, Amaratunga and Baldry (2003) and Orogbu, Onyeizugbe and Chukwuemeke (2015) found work-life balance result in employee performance including; efficiency, quality and the effectiveness in the employee work. Robbins (2005); Robbins

and Judge (2007); Wright and McMahan (2011) also found specific employee performance indicators to include as employee satisfaction, motivation, retention, social climate, involvement, trust, loyalty, security, intention to leave and commitment. They also described performance outcomes at the organizational level as encompassing productivity, product or service quality, customer satisfaction, research and development.

Conceptual Framework

The conceptual framework for this theory is based on the work-family theory. The theory, explained how employees manage and negotiate the work and family spheres and the borders between them in order to attain balance that influences employees' performance. As indicated in figure 1, the work-life balance (time management, family/Social support, personal commitment, team work, career/professional choices, employees' location, physical health/fitness, psychological preparation and adequate financial resources) is estimated to impact employees' performance (output, quality and punctuality) in Volta River Authority.

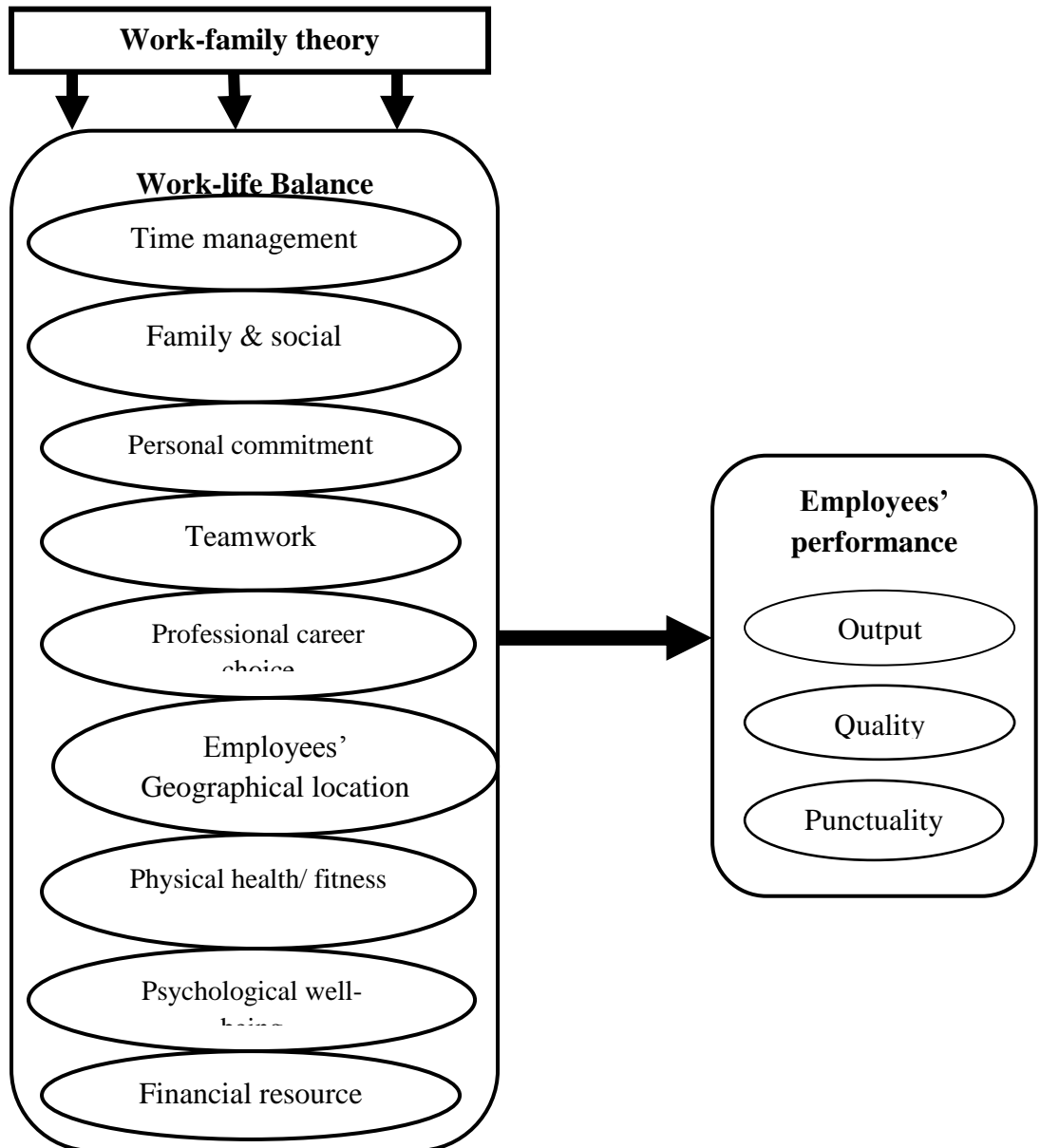


Figure 1: Conceptual Framework for Work-Life balance and Employee Performance
 Author's construct, Gbletsidie (2017)

Time Management

Time management is described the conscious effort to properly plan and execute set of activities according to the laid down plan. Employee time management is defined as ability of the employee to plan and implement the activities and responsibilities in a way that does not conflict with each other.

Employee time management can apply to either the time spent at work or time spent outside work. It means that the focus on time management help to shape employee's ability to plan and implement non-work responsibilities. The ability of the employee to manage the non-working time influences how work-life activities can attain a balance or fit. There are various potential definitions of working time flexibility, emphasizing either the company side (Askenazy, 2004; Chung, 2009) or employee-centered flexibility (Flex & Paths, 2004; Golden, 2009; Possenriede & Plantegna, 2011).

Employee's time management generally refers to the ability of an employee to adjust their daily or weekly working hours in a way that best fits their preferences and constraints. Such flexibility may range from varying workday start and end times to complete autonomy as to when work is performed (Golden, Lambert, Henly, Wiens-Tuers, 2011). This is however not possible in organization where working time is fixed and cannot be varied for all the entire working period of the employee. To achieve a balance beyond the organization's fixed time schedule, employees must consider how they use their non-working time which includes weekends, holidays and leave periods. Gilbert (2002) stated that longer working hours though reduces general family satisfaction, but workers who are more committed to their work reported significantly higher family satisfaction as compared to the workers who are less committed to their work. So it is not only the organization fixed work time that affects family roles but how employees manage their time after work roles. Employees must focus their non-working time on responsibilities including: commitments to child care, elder care and, in certain respect, social commitments requiring time and energy of the individual.

Karakas and Lee (2004) therefore explained that, work life balance issues as spending good time with family members, getting free time to be able to relax for emotional wellbeing and health of family members, having good communication and support from the fellow colleagues, obtaining high quality child care and education; and being satisfied with the work load. To achieve a balance in work-life activities for higher performance, employees must effectively manage their non-working activities since it relatively difficult to vary working time of the organization.

According to Christensen and Staines (1990), flexible time programs decrease reporting to work late, absenteeism, and turnover hence high performance levels. Thomas and Ganster (1995) also found a positive association between flexible time policies and job satisfaction. Thomas and Ganster (1995) concluded that employee satisfaction directly affect job performance by decreasing depression and work related conflict in employees as families get more time to spend together. Channar, Shaikh, Pathan and Mughal (2014) studied the impact of Time management on organizational performance. Having used stratified probability sampling, total population of 260, sample size of 65 males and 65 females and independent-samples t-test it was concluded that employees of both type of organizations act on time management almost equally, both employees consider time management as important one, females' value time management more than males though the difference is not significant. Females are more organized and managed and they have the ability to effectively, Time management is a key to excel organizational performance. Further analysis also revealed a positive

relationship between time management and employee satisfaction and motivation.

Muhammad, Khan, Farooqi, Khalil and Faisal (2016) explored the relationship of time management with teachers' performance in Sahiwal district of Punjab. Using descriptive design, a total of population of 420, simple random sampling technique, questionnaire and Pearson correlation analysis it was found that setting goals technique and prioritization of time management techniques did not significantly contribute in performance of teachers. It is also observed that, there is a significant difference of time management technique of female teachers and male teachers. It further indicates that there is relatively high relationship between teacher's lesson planning techniques and their class performance. This study also demonstrated that management of available time is directly related to their class performance.

Family and Social support

Social support at work has been defined as the interpersonal relationship and social interactions with peers that help to prevent employees from negative effect of job stress (Nielson, Carlson, & Lankau, 2001). The implication is that family support system is a source of internal assistance that an individual receives from a family member or relative. On family support, a study by O'Conner (2005) observed that women generally have allowed society to create cultural pressures to stay home, raise children and take care of the entire household while the men work and provide for the house. The ability of the family and the society such as husbands, siblings and in-laws to

provide the necessary support, allow women to balance their work and family roles. From organizations perspective, Society for human resource management (2011), noted that, about 85 percent of firms that provide social support program such as insurance for employee's dependent is very helpful to employees and thus enhances their satisfaction and performance.

Burger (2013) added that, these wellness programs could boost employee satisfaction, reduce absenteeism and overall performance. Again, employee can reduce the tendency of any harmful effects of pressure from both work and family when workers have certain amount of control and support from the family, and society. Employees must therefore seek family support from their spouse, grandparent and other organizational family support in order to properly balance their work-family/family work activities. In this regard, McMillan, Morris and Atchley (2011) proposed that achieving work-life balance involves the compromise and sharing of role responsibilities, assimilating both work and social life roles and allowing them to move in tandem with minimal conflict.

Regarding wellness programs, Saleh (2015) concluded that, wellness programs could reduce employees stress level and support them to live healthy lifestyle. These programs may include educative programs, fitness facility, outdoor such as sports, networking sessions, corporate responsibility among others. Social and family support has also been found to be positively related to employee adjustment, satisfaction and retention at the workplace (Abe & Wiseman, 1983; Hawes & Kealey, 1981; Mendenhall & Oddou, 1985).

Agbor, Salami, and Uzochukwu (2017) investigated the impact of family and social support on the health and well-being of people in Calabar Metropolis, Cross River State, Nigeria. They considered survey method, cross-sectional research design, questionnaire, random sampling technique and sample size of 85, simple percentage statistics and Chi-square (χ^2) method, it was concluded that educational level impact an individual's level of social connection and support. Those with further education enjoy more social support because of the social process of meeting new and more people at school. The study further indicate that those who live alone are more likely to be impacted health-wise because of the low level of social support available to them and that belonging to one association or the other can impact on the stress level an individual experiences.

Ismail, Nor, Yahya, Zahar, Ismail and Samah (2013) conducted a study on social support in job performance as an antecedent of work intrusion on family conflict: empirical evidence. Using cross-sectional research design, semi-structured interview, convenient sampling technique, population size of 200 and PLS path method for analysis. It was discovered that high level of social support had decreased the intrusion on work problems in employees' lives and enhanced their abilities to reduce work-family conflict, suggested that the willingness of supervisors and co-workers to adequately provide material and moral support would strongly reduce the intrusion on work problems in employees' family lives and enhance their capabilities to decrease work-family conflict.

Muli, Muathe and Muchiri (2014) studying human resource work-family support services and employees' performance within the banking

industry in Nairobi County, Kenya. A cross-sectional survey research design, a target population of 3607, sample size of 360, proportionate stratified random sampling; a multiple regression analysis was employed. It was concluded that human resource work family support services were found to have a positive and significant effect on service efficiency, productivity and employees' performance. Human Resource work family support services were found to be positive and statistically significant; this implies that Human Resource work family support services are an important factor that contribute towards employees' performance. Human resource managers in the banking industry should expand the spectrum of support services coverage to include all cadres of employees. Further, standardize work family support services in the sector, since human resource work family support services were found to be influencing employees' performance.

Sarwar and Khalid (2015) conducted study on perceived social support and work motivation of day and night shift nurses at institute of applied psychology, Lahore, Pakistan. Having used cross sectional study, total population of 150, non-probability purposive sampling, and sampling size of 75, descriptive statistics, multiple regression and Pearson correlation analysis. It was concluded there was a significant difference in perceived social support and work motivation of the nurses working in day and night shifts. In multiple regression analysis duty hours emerged as the predictor of work motivation which means that day shift nurses have more perceived social support and ultimately motivation to do work.

Malik, Saif, Gomez, Khan and Hussain (2010) conducted study on balancing work and family through social support among working women in

Pakistan. They employed cross-sectional, sample size of 315, non-probability random sampling, questionnaire, independent sample t-test, Pearson's correlation and multiple regression analysis. It was concluded that social support is moderately related to employee performance and job satisfaction and is strongly related to work family balance; employee performance is moderately related to job satisfaction and has weak relationship with work family balance.

The multiple regression analysis shows that social support and job satisfaction have a significant strong positive relationship with work family balance, whereas employee performance has a highly significant moderate relationship with work family balance of working women. Significant differences were found among the public and private sector working women with respect to social support, job satisfaction and work family balance. The relationships of independent variables such as social support, well performance at work and job satisfaction are contributors of work-family balance.

Personal Commitment

The influence of employees' private life and commitments remain one of the frequently discussed issues in work-life balance literature (Rego & PinaeCunha, 2008). Even though employees have work roles to perform in the organization, they also have other personal commitment and responsibilities to undertake outside the workplace. It is noticeable that employees at all levels of the organizational hierarchy have personal commitment such as family and friends meetings/gathering, social and religious activities among others.

Considering the non-flexible nature of employee's job role, the employee is therefore presented with diverse opportunities to manage their personal activities and commitment.

In view of the personal commitments, employees are better placed to effectively schedule and reschedule their personal activities in order not to conflict with the work schedules. At best instances, employees reduce their "non-relevant" life commitments such as friend meetings and events in order to achieve a fit between work and family roles. In this regard, employees eliminate or reduce any after-work or weekend work schedules in order to concentrate on family affairs. Again, employees reduce voluntary overtime and extended work hours (Hyman, Baldry, Scholarios, & Bunzel, 2003) which is increasing and even taking over a part of employees weekends (Rajadhyaksha, 2012) quite profoundly, employees who have strong financial resources are likely to assign some family activities while they concentrate on the most pressing life activities. The central argument here is the fact that, employee work-schedules are fixed and thus, employees schedule and re-schedule their own commitments in order to achieve a balance between their demanding work and family roles.

Khan, Zia-ur-Rehman, and Akram (2012) investigated the impact of employee commitment on employee satisfaction role of employee performance as a moderating variable in Lahore, Faisalabad and Karachi region, Pakistan. Used cross-sectional study, questionnaire, convenient sampling, a total population of 300 respondents, sample size of 275, descriptive statistics and t-test. It was revealed that Strong faith, recognition of goals, active participation and norms of the organization affects the

organizational growth are ingredients of high level commitment in employee's, employee performance as one of major intervening variable without which employees satisfaction could not be possible and there is clearly positive perception of employee satisfaction which is not possible without the elements of motivation, skill development and exact composition of their gender groups by the way of forming their work groups.

Ahmad, Iqbal, Javed and Hamad (2014) their study investigated the impact of Organizational Commitment and Employee Performance on Employee Satisfaction in Pakistan. Using population of banking sector which covers 110 employees of 10 banks and data was collected through a self-administrative questionnaire, correlation coefficient, regression analysis and ANOVA. The results showed positive relationship between organizational commitment and employee satisfaction and similarly employee performance has positive relationship with employee satisfaction.

Team work

Organizational teams “project teams” represent a fundamental part of every organization effort to achieve high work performance (Turner, Lingard & Francis, 2009). Most especially, in organizations where tasks cannot be assigned to single employee, it therefore becomes imperative for supervisors and managers to assign task to specific groups to achieve their objectives. Employees themselves or with the permission of their immediate supervisors may form teams to accomplish their tasks. Studies have emphasized the fact that, team or collaboration among employee is important to accomplishing a

balance between employees' job and work roles (Janakiraman, Parish & Berry, 2011; Parker & Wall, 1988).

Juxtaposing these study findings on our theoretical parlance of Work-family border theory, it is not out of place to argue that employees who form teams, groups, and collaboration are able to complete their schedules on or before time. In view of this employees are relieved of stress in accomplishing the tasks alone over a long period of time. Central to this argument is that, employees who form teams are able to balance their work and life roles to reduce work-life conflict. In view of this, this study seeks to empirically investigate the effect(s) of employee team work on his/her performance.

Agwu (2015) studied teamwork and employee performance in the Bonny Nigeria Liquefied Natural Gas Plant. Cross sectional survey research design, a sample of 370 randomly selected employees from a population of 4,895, questionnaire, descriptive and inferential statistics and variance (ANOVA) for hypotheses analysis. It was revealed that revealed a grand mean score of 2.88 indicating a strong evidence of the existence of a significant relationship between teamwork and increased employee motivation/commitment. It was also found that teamwork brings about greater flexibility and increased workflow. There is a significant relationship between teamwork and increased employee motivation/commitment. There is a significant relationship between teamwork and increased employee productivity. Shujaat, Manzoor and Syed (2014) investigated the impact of team work on employee satisfaction in Karachi, Pakistan. Having used quantitative study design, convenience sampling, questionnaires, correlations

and regression analysis it was found that team work has positive significant impact on employee satisfaction and employees' productivity.

Nzewi, Chiekezie and Nnesochi (2015) studied teamwork and performance of selected transport companies in Anambra State. Having used descriptive survey research design, a total population 682, a sample size of 252, questionnaire and Pearson's product moment correlation analysis, the results established that the outcome of Pearson correlation coefficient calculations indicate a significant relationship between members' commitment as an aspect of teamwork and increment in revenue generation of the selected transport companies and that there is a significant relationship between teamwork and performance of the selected transport companies.

Manzoor, Ullah, Hussain and Ahmad (2011) studied the effect of teamwork on employee performance in Khyber Pakhtoon Khawa (KPK), Peshawar Province of Pakistan. Considering quantitative research technique, study was cross sectional, questionnaires, correlation and regression analysis was performed. Several measures of employee performance were analyzed including esprit de corps, team trust and recognition and rewards. There is clear evidence that teamwork and other measures of employee performance are positively related with employee performance.

Professional career choice

Employee's career choices remain one of the fundamental factors affecting the extent of employee's work-life balance. Literature has found evidence to support the fact that employee's profession influences the degree of relationship between employee's work-life balances (Kombieni, 2009).

Kombieni (2009 as cited in Ghalandari & HeydariChiane, 2014) noted that professional employees manage their life related activities better than those who do not work and in such regard, as an employee moves higher his career and profession, they are able to better manage stress. Generally, employees hold a perception that using work-life balance practices will have an impact on his/her career prospects (Kodz, Harper & Dench, 2002).

It is a general phenomenon that employees working in certain organizations or engaged in certain professional careers actually affect the roles in their personal life. In this regard, employees with wrong profession in relation to their family responsibilities face a lot of challenges in balancing the work-family roles. For example, a professional nurse, doctor or engineer who has busy schedules even on weekends and holidays may experience role conflict between work and family which can negatively affect employee job performance (Sanchez-Vidal, Cegarra-Leiva & Cegarra-Navarro, 2012). Employee who envisage the demands of their family/life and chooses their career/profession that fit the demands of their life and family are able to achieve a fit between the family and work-roles. In another perspective, employees are compelled or persuaded to change their career/profession for less demanding jobs in order to achieve a balance between work and family activities.

Hartzenberg (2002) studied the implementation of career management practices in the South African public service, using census sampling, questionnaire, and total population of 40. The study revealed that organizations are expecting employees to assume greater responsibility for their own future as well as for their organization's success. Antoniu (2010)

studied career planning process and its role in human resource development. The company view that the failure to motivate the employees by planning their careers can lead to hinder the process of filling vacant posts, a decrease of the staff involvement and an inappropriate use of the money allocated to training and development programs while employees' indicates that the lack of career planning can lead to frustration, feelings of not being appreciated by the company and non-identifying the right position leads to the need of a job change and / or the company (particularly in the current crisis).

Career planning is effective when the organizations use fully the skills and knowledge of their employees and they are motivated to achieve maximum performance and be satisfied with their work, which helps the organization to achieve its objectives. The frequent manifestation of layoffs, especially in the current crisis, requires that employees demonstrate certain skills and competencies that prove indispensable to the actual or potential employers (Antoniou, 2010).

Ogaboh, Nkpoyen, and Ushie (2010) in their study career development and employee commitment in industrial organizations in Calabar, Nigeria. Having used purposive stratified random sampling, questionnaire and interview and pearson product moment correlation coefficient (r). It found that today's employees are no longer satisfied with having just a job and the usual fringe benefits, they want a career that expresses their interests, personality, abilities and harmonies with their total situation, their loyalty to the organization depends upon the degree to which their employees satisfy their wants, workers commitment is a function of how effective management is able to design and implement good career development programme in the

organization and employees want management to show interest in their career development.

Zaidi and Iqbal (2012) in their explanatory research work, the impact of career selection on job satisfaction in the service industry of Pakistan. Using interviews and questionnaire, descriptive statistics including frequencies, cross tabulations, graphical and tabular presentation, inferential statistics, correlations and regression analysis. It was concluded there is a relationship between career selection and job satisfaction. Better career selection increases the level of job satisfaction.

Employees' geographical Location

For the purpose of this study, geographical location is a place where employee lives and commutes from and to work every day. This location of the employee has a high tendency to determine whether such employee can balance work and family roles. According to Medina-Garrido, Biedma-Ferrer, & Ramos-Rodríguez (2017) flexible location of the employee in respect to work-life balance relate to positive employee performance. Building on the work of Medina-Garrido et al., this study argues that employees who have close proximity to their work-place are able to effectively blend their work and family roles. An employee who resides near his or her business can perform some household activities before leaving for work. On the other hand, employees who stay far away from their place of work are therefore compelled to leave some demanding household activities in order to be at work. In the event of long distance location of the employee, there is the likelihood that

employees may experience conflict between their work and household activities.

Mponda, and Biwot (2015) investigated the effects of deployment practices on employee performance among the Public Banking Institutions in Kenya. Based on descriptive research design, a population target of seventy two (72), sample size of (49 and questionnaires, it was concluded that deployment practices have significant impacts on employee performance. The study further concludes that of all the deployment practices, re-designation has proved to have negative effects on employee performance and therefore should be accomplished in a very careful way.

Physical health/fitness

According to World Health Organization(WHO) physical and health fitness is a complete state of physical, mental, and social well-being and not merely the absence of disease or infirmity (WHO, 1948).. This means that employees who are mentally and physically sound are able to perform all the family roles as well as official duties at work. As a result increasing concern for employees' health, the human resource managers and employees develop health walk among other practices to meet these needs with the hope that employees are fit and perform well (Rani, Kamalanabhan, & Selvarani, 2011).

Many scholars (Allio 2009; Anderson, 2011) found that employees experience different health complications on the job due to excessive workload, pressure, long hours and insufficient personal time for health issues. These experiences have led to a situation where employees are always asking for sick leave in order to attend to their health issues (Auko 2009; Barnett &

Rivers, 2004). This may be a reason why when younger people entered organizations they are not willing to sacrifice their personal health for total commitment to work (Maurya, Jaggi, Singh, Arneja, Maurya, & Arora, 2014).

Based on understanding of this, it can be concluded that it is essential to know employee health status before taking work role. For this reason, to ensure proper balance regular medical screening is imperative and significant for employee in order to perform effectively and efficiently. Sharifzadeh and Kheirandish (2009) in research work does fitness and exercises increase productivity? Assessing health, fitness and productivity relationship concluded that after applying a set of statistical models and conducting an analysis, the results showed no significant correlations between the productivity of those who are fit and have a healthy BMI, and those who are not fit and have a BMI that is higher or lower than it should be. Wattles and Harris (2003) studied the relationship between fitness levels and employee's perceived productivity, job satisfaction and absenteeism. They concluded that indicated that improved levels of fitness may positively influence employees' productivity, job satisfaction and absenteeism.

Psychological well-being

Maiya and Bagali (2014) today, workers have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care. This gives stress on individuals, families and the communities in which they live. Work life conflict is a serious problem that impacts workers, their employers and the communities. In reality, most of the employees are facing problems in managing the work and their other personal

responsibilities because their initial perception of the work appeared different from what they anticipated. Again, employees experience excessive workload and pressure which they did not anticipate thus affecting their work output.

In some organizations, several attempts and strategies are designed including orientation programmes, mentoring, coaching among others all aimed at preparing the employee for the task. Quite differently, without a self-mind preparation, employees may not be able to fit well in his job, hence poor performance. It is universally accepted fact that the potential and experienced employees are valuable assets of any organization. In this context, it is remarkable expedient that employees are fully made aware of the work demands and content which many organizations fail in this respect (Maiya & Bagali, 2014).

Maiya and Bagali indicated those employees between the ages of 31 and 35 experiences psychological unpreparedness which affect the responsibilities at work and home. According to the study of Kinman (2001), the strongest factor of psychological distress and job dissatisfaction was related to work life conflict which employees encounter as a result of their unpreparedness. Maurya et al., noted that the ultimate performance of business depends on the performance of its valued employees, which in turn depends on numerous factors including the state of the employees mind while performing his/her role. Indeed the central coordinating role of the employee's work is the mind, and thus a stable psychological state of the employee is essential to perform his/her task effectively and efficiently with less error.

Samson, Waiganjo and Koima (2015) studied the effect of workplace environment on the performance of commercial banks employees in Nakuru

Town. Total population of 736 non-managerial staff, sample size of 173, stratified random sampling; descriptive statistics and multiple regression models used to analyze the data showed that the results therefore indicated that psychosocial aspects exhibited the strongest association with employee performance while physical aspects and psychosocial aspects were moderate.

Financial Resources

To understand work-life balance, it is important to be aware of the different demands upon the employee and the personal resources - time and energy- that can be deployed to address them. One critical resource that essentially influences the level of employee control over his family role is financial resources. Quite profoundly, employees who have adequate financial resources are able to engage additional services to support family responsibilities. Some employees, due to the nature of their work engage services of maid servants, personal drivers, cooks, nannies among others to help them in the family responsibilities. In this regard, employees with adequate financial strength who are able to engage support services are able to concentrate and perform their work roles with less stress and conflict (Delafrooz, Paim, Sabri, & Masud, 010).

Principally, the researchers' position is that, employees are able to review and value the choices they have in terms of how they allocate their precious resources to balance their family roles with the constant work demands. Such conscious decision-making by the employee provides a sense of control over the family roles while still performing their organizations role. Workers who have some form of control over their family environment tend to

suffer less stress-related ill-health, with clear implications for the concept of work-life balance.

Delafrooz, Paim, Sabri, and Masud (2010) conducted a study on effect of financial wellness on the relationship between financial problem and workplace productivity in public and private sectors in Malaysia. Having based the study on a total sample of 2000, multi-stage sampling, questionnaire, descriptive and inferential statistics and structural equation modeling It was concluded that financial stress and wellness would affect job productivity, but financial behaviour has no significant effect on the job productivity. That financial behaviour also had indirect effect on job productivity. It was also concluded that financial behaviour and financial stress would have an effect on financial wellness.

Based on this the above, the following hypotheses are stated:

H1: work-life balance influences employees' performance.

H1a: Work-life balance influences output.

H1b: work-life balance influences quality.

H1c: work-life balance influences punctuality.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter details the methodology for this study. The research methods is described in terms of research design, study Area/organization study population, sample and sampling techniques, data collection procedures and instruments, reliability and viability, data analysis and ethical consideration.

Study organization/Area

The Volta River Authority (VRA), Western Area is the area used as case study in this research. Its core mandate is the generation of electricity which feeds the central point at Tema. It is by far the largest power generation organization across Ghana. It serves as the backbone power to industry. The Western Areas of VRA has a total working population of 150 employees. VRA has several departments such as Hydro department, Finance department, Human resource department, Legal Department, Real Estate department, Schools, Thermal department, MIS department, Procurement department, Health services, Investment general services.

Research Design

This study employed quantitative approach because Wambui, Cherotich, Tumwet and Dave (2017) state it generates data which can be subjected to rigorous analysis in formal and rigid format. According to Creswell (2009), a quantitative method enables researchers to use mathematical approaches to arrive at objective and logical deductions.

According to Creswell (2014), quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables in turn can be measured, typically on instruments so that numbered data can be analyzed using statistical procedures.

The study used quantitative correlational research design because it allowed collection of quantitative data from a sizeable population in an economical way and allowed the researcher to use various forms of data (Mugenda & Mugenda 2003; Ooko, 2015). It is unique and can include multiple variables for analysis (Borg & Gall, 1989). According to Wambui, Cherotich, Tumwet and Dave (2017) it is more appropriate strategy for answering questionnaire which the researcher have no control over the events. It also enables researchers to acquire a lot of information of the area under study, used as an indirect test of a theory or model and some behaviours or situations could not be studied in any other way, present data in a meaningful form thus help to understand the characteristics of a group in a given situation.

It enabled the research to generalize the findings of a fairly large population (Mugenda & Mugenda, 2003). Mohamed (2014) contend that it has the advantage of producing good amount of responses from a wide range of people. Also, this design provides a meaningful and accurate picture of events and seeks to explain people's perception and behaviour on the basis of the data collected. The advantage with this design is that it helps to find views as they are in their natural setting.

Population and Sampling

The population of this study includes all employees of Volta River Authority in the Western Area enclaves. The population was made up of 150 (one hundred and fifty) employees. The aim to take the entire population for the study was to try and limit the probability of errors happening, maximize the accuracy of the population estimates and enhance the generalization of the results obtained (Osborne & Costello, 2004). Also the population was small taking into consideration the tool to be used. Census sampling was used. According to Pandey and Pandey (2015), census-sampling method enables investigation of the entire population, data are collected from each and every unit, it provides more accurate and exact information as no unit is left out. Prasad (2015) emphasized that census method assures the highest accuracy and concrete description of a phenomenon without any element of bias as all the elements are taken in consideration without any chance of being left.

Data collection and Analysis

The data collection instrument employed was an interview schedule. According to Neuman(2006) and Babbie (2001), using an interview schedule will enable the researcher to get all respondents to answer the questions, clarify all issues that are not clear and above all get detailed information from them. The interview schedule was divided into three parts. The first section concentrated on the personal information (Demographics) of the employees like sex, age, education, department, and experience/service of tenure. The second section dealt with questions on work-life balance variables including (time management, family/Social support, personal commitment, teamwork,

professional career choices, Geographical location, physical/health fitness, psychological well-being and financial resources). The last part focused on questions about employees' performance measures, output, absenteeism and schedule cost.

The independent variables (that is work-life balance variables) were measured on a five point Likert scale ranging from 1= Least important, 2= Less Important, 3= Important, 4= Much Important, 5= Most Important. More so employees' performance was also measured on a five point Likert scale ranging from 1= little impact, 2 = Less Impact, 3 = Impact, 4 = Much Impact, 5 = Most Impact. Hasson & Arnetz (2005), a Likert scale makes items or variables to be measurable, both researcher and respondents understand and are more responsive, makes coding and interpretations easier.

The independent variables were time management, family/Social support, personal commitment, teamwork, professional career choices, Geographical location, physical/health fitness, psychological well-being and financial resources. The dependent variables were output, quality and punctuality. Quality is the level of error free production. Absenteeism was measured by number of times employees scale work during certain period. Punctuality was measured by attendance to work place on time. Multiple linear regression tests were used to run the hypotheses. Statistical Package for Social Science (SPSS) was used to perform data entry and data transformation, forms of output and analysis.

Reliability and Validity

Baker (1988) describes validity and reliability as whether the instrument measures what it is supposed to measure and the consistency in such measurement, respectively. According to Baker, there are a number of methods to test for validity by determining the association between a concept and the empirical indicator(s) chosen to measure it.

Table 1: Computed reliability coefficients for field data collected

Variables	Number of items	<i>Cronbach's Alpha</i>
Work-life balance (WLB) variables	9	0.873
Employees' performance	3	0.909

Source: Field Data (2017)

Cronbach's alpha coefficient (α) was used to test for internal consistency reliability using IBM SPSS Statistics version 20. The Cronbach's alpha coefficient (α) with a recommended minimum value of 0.7 is the most common indicator for testing internal consistency (DeVellis, 2003). The Cronbach's alpha coefficients obtained for each of the nine constructs (time management, family/Social support, personal commitment, team work, professional career choices, Geographical location, physical/health fitness, psychological well-being and financial resources) were above 0.7, indicating very good internal consistency reliability. The reliability coefficients obtained are summarised in Table 1.

Ethical Consideration

Researchers may encounter moral dilemmas due to using methods that are seen to have violation against human rights or possibly causing harm (Gentile, 2010). Thus, since human beings are entitled to human rights and need to be protected from harm and exploitation. For this reason, in order not to violate the rights of respondents, the Researcher meticulously followed research and ethics rules. Participants were made aware that responses to the questions are not compulsory and that they may withdraw from the study at any time. However, they were encouraged to fully participate in the survey. Thus confidentiality, self-determination and subject anonymity were strictly preserved at every level of the study. All efforts were made to ensure that respondents' identification or disclosure are not made public.

Performance Measures

General view on employees' performance measurement has been varied. According to Perry and Porter (1982), the performance of many employees probably will be measured despite the lack of availability of general accepted criteria. Hatry (2006) opine that performance measurement offers general information that can be exploited for decision-making purpose both for management and for all levels of employees. According to Shahzad, Luqman, Khan and Shabbir (2012), there is a need for proper performance measurement system to measure and evaluate the performance of employee either financial or non-financial. Snow and Hrebiniak (1980) indicated that there is no single measure of performance that may totally explicate all aspects

of the term. According to Andersen and Fagerhaug (2002), performance measurement system can become the instrument panel.

Manzoni and Islam (2009) the conventional measures of organizational performance were finance and accounting based and has developed into modern systems which have many functions). They further indicated that the inadequacies of conventional finance based measure of performance prompted the search for enhanced metrics to measure performance. Hence, several researches used different variables in measuring the employee performance. Walumbwa, Mayer, Wang, Wang, Workman and Christens (2011) measured employees performance using quantity, quality, efficiency, overall ability, judgment, accuracy, job knowledge, and creativity in performing employees. According to Moehleriono (2012) categories of performance measure include: effective, efficient, quality, punctuality, productivity and well-being. Mokaya and Gitari (2012) found a positive effect of work-place initiative on employee performance measured by job satisfaction, service quality, customer satisfaction, and employee productivity. Therefore, employees' performance was measured by output, quality and punctuality.

Chapter Summary

This chapter was introduced by discussing the study organization. The chapter further outlined the research methodology/approach that was used in the study. It recognized quantitative research approach and descriptive research study design. The population of the study was made up of all employees of Volta River Authority, Western Area. The census method was used to sample the entire population. Interview schedule was used to collect

data on 150 employees of the organization. The chapter ended by showing the distribution of the interview schedule using Likert scale, data analysis using SPSS as a tool, employees' performance measure and ethical consideration was also discussed.

CHAPTER FOUR

ANALYSIS OF RESULTS AND DISCUSSION

Introduction

This chapter presents and discusses the results of the study in line with the objectives and hypotheses of the study. It starts with the presentation of respondents including their sex, age, education, department and number of year worked. It continues with the discussion of the influence of work-life balance (time management, family/Social support, personal commitment, team work, professional career choices, Geographical location, physical health/fitness, psychological well-being and financial resources) on employees' performance (output, quality and punctuality).

Demographic Distribution of Respondents'

This section describes the demographic factors of respondents as depicted in table 2.

Table 2: Demographic Features of the Respondents (N – 109)

Variable		Frequency	Percentage
Sex	Male	64	59
	Female	45	41
Education	Secondary/Technical	2	2
	Tertiary	107	98
Age	20-30 years	36	33
	31-40 years	47	43
	41-55	21	19
	56 and Above	5	5
Number of Years worked	1-5 years	49	45
	6-10 years	33	30
	11-15 years	11	10
	16-20 years	9	8
	21-29 years	5	5
	30 years and above	2	2

Source: Field Survey, Gbletsidie (2017)

The results in Table 2 demonstrates that out of the total of 109 respondents, 64 were male representing 59 % and 45 were female representing 41 %. The results revealed further that 2 respondents representing 2 % had secondary/technical education, 107 respondents representing 98 % had tertiary education. It can also be noticed that 36 respondents representing 33 % were between the ages of 20 and 30 years, 47 respondents representing 43 % were between the age brackets of 31 and 40 years, 21 respondents representing 19 % were in the age bracket of 41 and 55 years, and 5 respondents representing 5 % were aged 56 years and above.

It was further revealed in Table 1 that 49 respondents representing 45 % had worked 1 to 5 years, 33 respondents representing 30 % worked between 6 to 10 years, 11 respondents representing 10 % worked between 11 to 15 years, 9 respondents representing 8 % worked between 16 to 20 years, 5 respondents representing 5 % worked between 21 to 29 years and 2 respondents representing 2% worked between and above years.

Relationship between work-life balance and employees' performance

This part of the chapter presents and discusses the multiple linear regression results as summarized in Table 3 to 4. It showed the influence of work-life balance on employees' performance.

Table 3: Influence of work-life balance on employees' performance

Predictor	Beta(β)	t-stats	p-value
Constant		.329	.743
Time Management	.045	.390	.697
Family/Social Support	.097	.957	.341
Personal Commitment	.187	1.663	.100
Team Work	.025	.220	.826
Professional Career Choices	.112	1.063	.291
Geographical Location	.202	2.200	.030
Physical/Health fitness	.269	2.214	.029
Psychological well-being	.133	1.170	.245
Financial Resources	.182	1.771	.080

$R^2 = .423$, Adjusted $R^2 = .368$

Source: Field Survey, Gbletsidie (2017)

The result in table 3 demonstrates that H1 ($\beta = .045$; $P = .697$), H2 ($\beta = .097$, $p = .341$), H3 ($\beta = .187$, $p = .100$), H4 ($\beta = .025$, $p = .826$), H5 ($\beta = .112$, $p = .291$), H6 ($\beta = .202$, $p = .030$), H7 ($\beta = .269$, $p = .029$) and H9 ($\beta = .182$, $p = .080$) which states that work-life balance influence employees' performance is not supported since the p-values were bigger than the alpha (α) value of 0.05. The findings of this was inconsistent with (Channar, Shaikh, Pathan & Mughal, 2014; Thomas & Ganster, 1995; (Muli, Muathe & Muchiri, 2014; Malik1, Saif1, Gomez, Khan & Hussain, 2010; (Khan, Zia-ur-Rehman, & Akram, 2012; Ahmad, Iqbal, Javed & Hamad, 2014; (Agwu, 2015; Shujaat, Manzoor & Syed, 2014; Nzewi, Chiekezie & Nnesochi, 2015; Muhammad, Khan, Farooqi, Khalil & Faisal, 2016; Manzoor, Ullah, Hussain & Ahmad, 2011; Delafrooz, Paim, Sabri, & Masud, 2010). This implies that improvement in time management, family/social support, personal commitment, teamwork, professional career

choices, psychological well-being and financial resources will not improve employees' performance.

However, geographical location ($\beta=.202$, $p=.030$) and physical health/fitness ($\beta=.269$, $p=.029$) influences employees' performance. This study is finding supports (Sharifzadeh, 2013; Wattles & Harris, 2003), this indicates that an improvement on physical/fitness will increase employees' performance. The findings also concur with (Mponda & Biwot, 2015) that geographical location influence employees' performance. This implies also that enhancement in geographical location will improve employees' performance. Considering the degree of influence, physical health/fitness ($\beta=.269$) has the highest degree.

Relationship between work-life balance and employees' output of work

Table 4 explained the presence of how work-life balance enhances employees' output of work

Table 4: Influence of work-life balance on output

Predictor	Beta (β)	t-stats	p-value
Constant		.001	.999
Time management	.138	1.129	.262
Family/social support	.087	.819	.415
Personal commitment	.137	1.155	.251
Teamwork	.053	.445	.657
Professional career choice	.130	1.174	.243
Geographical location	.268	2.780	.007
Physical/health fitness	.360	2.817	.006
Psychological well-being	.015	.130	.897
Financial resource	.119	1.099	.275

$R^2 = .362$, Adjusted $R^2 = .301$

Source: Field Survey, Gbletsidie (2017)

The result in table 4 revealed that H1a ($\beta = .138$; $P = .262$), H2a ($\beta = .087$, $p = .415$), H3a ($\beta = .137$, $p = .251$), H4a ($\beta = .053$, $p = .657$), H5a ($\beta = .130$, $p = .243$), H8a ($\beta = .015$, $p = .897$) and H9a ($\beta = .119$, $p = .275$) which states that work-life balance influence output is not supported since their p-value was bigger than the alpha (α) value of 0.05. However, geographical location H6a ($\beta = .268$, $p = .007$) and physical health/fitness H7a ($\beta = .360$, $p = .006$) influences output were supported. This finding adds to existing work-life balance literature by demonstrating that time management, family/social support, personal commitment, team work, professional career choices, psychological well-being and financial resources has no influence on output as literature reviewed has no any such links. However, this breaks new grounds that geographical location ($\beta = .268$, $p = .007$) and physical/ health fitness ($\beta = .360$, $p = .006$) influences output as reviewed literature has no connection. Establishing the highest degree of influence, physical health/fitness ($\beta = .360$) had the highest influence.

Relationship between work-life balance and employees' quality of work

Table 5 explained the presence of how work-life balance enhances employees' quality of work

Table 5: Influence of work-life balance on quality

Predictor	Beta(β)	t-stats	p-value
Constant		.742	.460
Time management	.028	.239	.811
Family/Social Support	.053	.520	.605
Personal Commitment	.178	1.561	.122
Team Work	.022	.194	.847
Professional Career Choices	.022	.204	.839
Geographical Location	.152	1.635	.105
Physical/Health fitness	.225	1.833	.070
Psychological well-being	.177	1.546	.125
Financial Resources	.187	1.805	.074

$R^2 = .411$, Adjusted $R^2 = .354$

Source: Field Survey, Gbletsidie (2017)

Table 5 illustrated that hypotheses H1b ($\beta=.028$; $P=.811$), H2b ($\beta=.053$, $p=.605$), H3b ($\beta=.178$, $p=.122$), H4b ($\beta=.022$, $p=.847$), H5b ($\beta=.022$, $p=.839$), H6b ($\beta=.152$, $p=.105$), H7b ($\beta=.225$, $p=.070$), H8b ($\beta=.177$, $p=.125$) and H9b($\beta=.187$, $p=.074$) which states work-life balance influence quality is not supported since their p-value was bigger than the alpha (α) value of 0.05. This implies that enhancement in time management, family/social support, personal commitment, teamwork, geographical location, physical/health fitness, professional career choices; psychological well-being and financial resources will improve quality. This finding adds to existing work-life balance literature by demonstrating that work-life balance has no influence on employees' quality of work as literature reviewed has no any such links and this breaks new grounds.

Relationship between work-life balance and employees' punctuality

Table 6 gives details of how work-life balance affects employees' punctuality.

Table 6: Influence of work-life balance on employees' punctuality

Predictor	Beta(β)	t-stats	P – value
Constant		.167	.868
Time management	.017	.138	.890
Family/Social Support	.132	1.266	.209
Personal Commitment	.211	.875	.384
Team Work	.103	.875	.384
Professional Career Choices	.162	1.501	.137
Geographical Location	.145	1.541	.127
Physical/Health fitness	.168	1.349	.181
Psychological well-being	.212	1.820	.072
Financial Resources	.205	1.942	.055

$R^2 = .392$, Adjusted $R^2 = .333$

Source: Field Survey, Gbletsidie (2017)

Table 6 demonstrates that hypotheses H1c time management($\beta=.017$, $p=.890$), H2c family/social support($\beta=.132$, $p=.209$), H3c personal commitment($\beta=.103$, $p=.384$), H4c teamwork ($\beta=.103$, $p=.384$), H5c professional career choice ($\beta=.162$, $p=.137$), H6c geographical location ($\beta=.145$, $p=.127$), H7c physical/health fitness ($\beta=.168$, $p=.181$), H8c psychological well-being($\beta=.212$, $p=.072$) and H9c financial resources ($\beta=.205$, $p=.055$) which states work-life balance influence punctuality is not supported since their p-value was bigger than the alpha (α) value of 0.05. This means that enhancement in time management, family/social support, personal commitment, team work, geographical location, physical/health fitness, professional career choices; psychological well-being and financial resources

will not improve punctuality. This finding adds to existing work-life balance literature by demonstrating that work-life balance has no influence on employees' punctuality as literature reviewed has no any such links and this breaks new grounds.

Chapter Summary

This chapter has presented and discussed data on background characteristics of the respondents. It has also discussed multiple regression analysis results of how work-life balance (time management, family/Social support, personal commitment, team work, professional career choices, geographical location, physical health/fitness, psychological well-being and financial resources) influenced employees' performance (output, quality and punctuality). This chapter is essential because from it analysis the research findings, conclusions and recommendations study is drawn. Chapter five follows this.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Overview

The main purpose of the study is to investigate the effect of work-life balance on performance of employees' of Volta River Authority, Western Area. Particularly, it seeks to examine the relationship between work-life balance and employees' output of work, to investigate the relationship between work-life balance and employees' quality of work and to examine the relationship between work-life balance and employees' punctuality. To achieve this aim, it was necessary to formulate hypotheses and sub-hypotheses. The study was steered by quantitative correlational study design. The population was made up of 109 employees of Volta River Authority, Western Area.

Census sampling technique was employed in sampling the population. The data collection tool used was interview schedule using Likert scale. Validity and reliability was considered as the instrument was designed and properly scrutinized by experts and my supervisor before it was administered and internal consistency was analyzed. Inferential statistics used was multiple linear regressions. Statistical Package for Social Science (SPSS) version 20 was used for the analysis. Summary of the key findings of the study are as follows:

Summary of results

The multiple regression revealed that time management ($\beta = .045$, $p = .697$), family social support($\beta = .097$, $p = .341$), personal commitment ($\beta = .187$,

$p=.100$), team work ($\beta=.025$, $p=.826$), personal career choice ($\beta=.112$, $p=.291$) psychological well-being ($\beta=.133$, $p=.245$) and financial resource($\beta=.182$, $p=.080$) has no influence on employees' performance as composite. Geographical location ($\beta=.202$, $p=.030$), physical health fitness($\beta=.269$, $p=.029$) has influence on employees' performance as composite, The multiple linear regression result shows that time management ($\beta=.138$, $p=.262$), family social support ($\beta=.087$, $p=.415$), personal commitment ($\beta=.137$, $p=.251$), teamwork ($\beta=.053$, $p=.657$), personal career choice ($\beta=.130$, $p=.243$) psychological well-being($\beta=.015$, $p=.897$) and financial resource ($\beta=.119$, $p=.275$) has no impact on employees' output of work. Geographical location ($\beta=.268$, $p=.007$), physical health/ fitness ($\beta=.360$, $p=.006$) has impact on output.

The multiple regression tests also indicates time management ($\beta=.028$, $p=.811$), family social support ($\beta=.053$, $p=.605$), personal commitment ($\beta=.178$, $p=.122$), teamwork ($\beta=.022$, $p=.847$), personal career choice ($\beta=.022$, $p=.839$), geographical location ($\beta=.152$, $p=.105$), physical health/ fitness ($\beta=.225$, $p=.070$), psychological well-being($\beta=.177$, $p=.125$) and financial resource ($\beta=.187$, $p=.074$) has no effect on employees' quality of work.

The multiple regression tests further indicates time management ($\beta=.017$, $p=.890$), family social support ($\beta=.132$, $p=.209$), personal commitment ($\beta=.211$, $p=.384$), teamwork ($\beta=.103$, $p=.384$), personal career choice ($\beta=.162$, $p=.137$), geographical location ($\beta=.145$, $p=.127$), physical health/ fitness ($\beta=.168$, $p=.181$), psychological well-being($\beta=.212$, $p=.072$) and financial resource ($\beta=.205$, $p=.055$) has no effect on employees' quality of work.

Conclusion

The following conclusions were drawn based on the key findings of this study. It was concluded that some work-life balance variables has no influence on employees' performance as composite, meanwhile;

1. Geographical location and physical/health fitness had impact on employees' performance.
2. It was also concluded that some work-life balance factors had no effect on employees' output however geographical location ($\beta=.268$, $p=.007$), physical health/ fitness ($\beta=.360$, $p=.006$) has impact on employees' output.
3. It was concluded that work-life balance factors had no influence on employees' quality of work and punctuality.

Recommendation

It is recommended that Management should consider work-life balance and employees' performance in relation to geographical location and physical health/ fitness of employees since they have significant effect on their performance.

Suggestions for further research

This study looks at the relationships between work-life balance and employees' performance in Volta River Authority between 2015 and 2018. This study recommends that further research be carried out on how demographic factors perceives work-life balance and its effects on employees' performance. It is also recommended that further research should be

conducted on work-life balance and organizational performance using structural equation model for analysis.

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APPENDIX A
UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS/HUMANITIES AND LEGAL STUDIES
HUMAN RESOURCE DEPARTMENT
SURVEY INSTRUMENT ON THE TOPIC WORK-LIFE BALANCE
AND EMPLOYEES' PERFORMANCE

I will like to invite you to participate in a study with the topic impact of work-life balance on employees' performance, which will add to the knowledge related leadership management and enhance employees' performance. My name is John Gbletsidie and the data collected will help fulfill the requirements of a Masters of Business Administration in Human Resource Management at University of Cape Coast. I am under the supervision of Dr. Aborampah-Mensah of Department of Human Resource Management, University of Cape Coast. Your participation in this study and your responses will be kept confidential. Any reference to you will be by pseudonym, including any direct quotes from your responses. This document and any notes that might personally identify you as a participant in this study will be kept in safe place.

Personal Information (Demographic)

Please tick the box that is applicable to you.

1. Sex: Male Female
2. Age:,,,
3. Education: Primary/JHS Secondary/Technical Tertiary
4. Department:.....
5. Position.....
6. Please indicate the number of years you have been with the company.....

APPENDIX B

Work-life- balance

Please tick from 1 to 5 the extent to which you attach importance to the work-life balance issues that affect your duties.

1= Least Important

2= Less Important

3= Important

4= Much Important

5=Most Important

Statement	Least Importa nt 1	Less Import ant 2	Impor tant3	Much Import ant 4	Most Impor tant 5
Time management					
Family/Social support					
Personal commitment					
Team work					
Professional career choices					
Geographical location					
Physical/health fitness					
Psychological well- being					
Financial resources					

APPENDIX C

Employees' performance

Please tick from 1 to 5 the extent to which work-life balance issues have impact on your performance.

1= Little impact

2= Less impact

3= Impact

4= Much impact

5= Most impact

Statement	Little Impact 1	Less Impact 2	Impact 3	Much Impact 4	Most Impact 5
Output					
Quality					
Punctuality					

Thank you.