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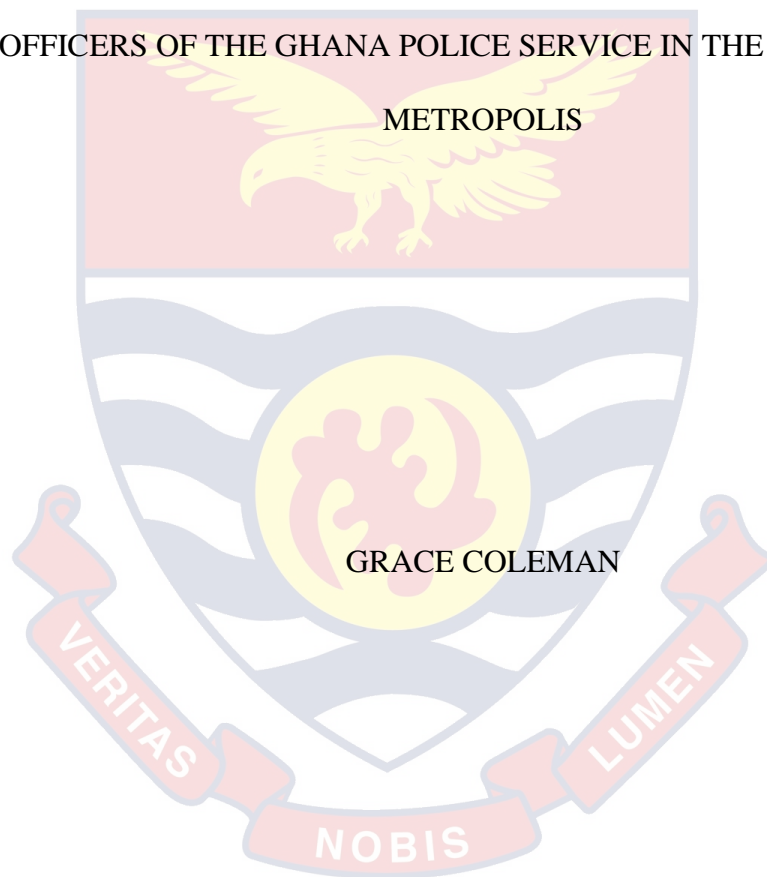
ANTECEDENTS AND OUTCOME OF WORK-LIFE BALANCE AMONG

OFFICERS OF THE GHANA POLICE SERVICE IN THE CAPE COAST

METROPOLIS

GRACE COLEMAN

2021

UNIVERSITY OF CAPE COAST

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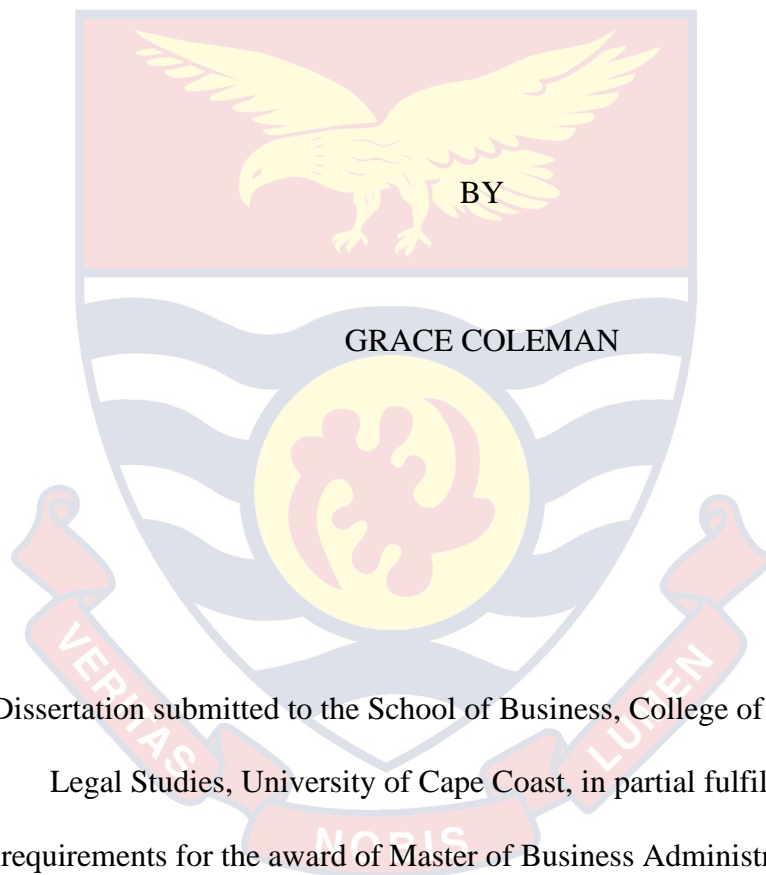OFFICERS OF THE GHANA POLICE SERVICE IN THE CAPE COAST

METROPOLIS

BY

GRACE COLEMAN

Dissertation submitted to the School of Business, College of Humanities and

Legal Studies, University of Cape Coast, in partial fulfilment of the

requirements for the award of Master of Business Administration degree in

Human Resource Management.

APRIL, 2021

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.
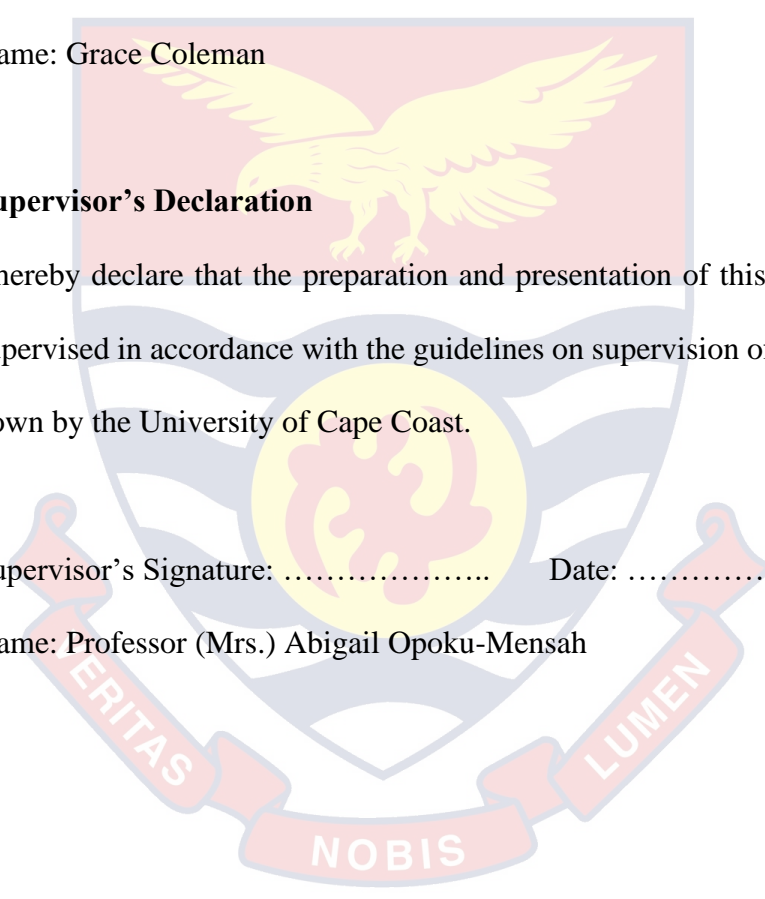

Candidate's Signature: …………………   Date: ……………………………

Name: Grace Coleman

Supervisor's Declaration

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

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

Name: Professor (Mrs.) Abigail Opoku-Mensah

ABSTRACT

The study sought to examine the effect of work-life balance on job satisfaction of Ghana Police Service in Cape Coast Metropolis. The study employed the descriptive survey design and conveniently sampled 155 police officers using stratified sampling technique. The findings established that there was no statistically significant relationship between sex and work-life balance. Also, junior officers were adversely affected by work-life conflict compared to senior officers. Married police officers experienced work-life conflict as compared to the single police officers. Long working hours, lack of initiative by institutional heads, pressure and demands of work were some of the organizational factors that adversely affected work-life balance. With respect to personal factors, police officers were not happy with free or leisure hours, sleeping hours and time spend with their partners/families. It was unraveled that work-life balance could statistically significantly influence and predict job satisfaction [F (1,153) = 17.337, r = .296, p = .0036] of police officers. It was recommended that management should enforce the policy on brief sabbatical leave with pay, part-time work, logistics for work, provision of incentives and allowance and the fact that they cannot take office work home occasionally to enhance work-life balance and improve morale among officers.

ACKNOWLEDGEMENTS

I want to express my sincere thanks to my supervisor, Dr. Mrs. Abigail Opoku-Mensah, for her professional guidance, advice and words of encouragement. I am really grateful to her. I acknowledge the officers of the Ghana Police Service in the Cape Coast Metropolis for the time they made to respond to the questionnaires. Finally, I wish to thank my family (Amponsah's family) and friends, Mr. Simon Gador from Cape Coast Metropolitan Assembly (CCMA), Cape Coast and Mike Kyeremah Nyarko for their support throughout my life especially during difficult times.
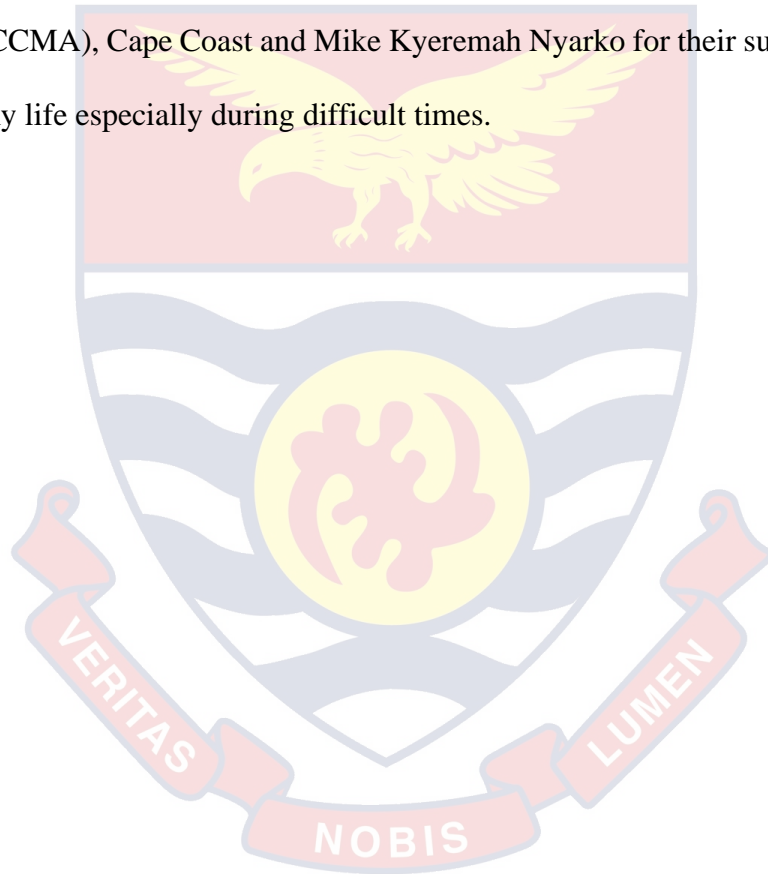
DEDICATION

To the late Mr. Cletus Abang and the Amponsah family

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CHAPTER ONE

INTRODUCTION

Work-life balance is a widely studied phenomenon in the field of human resource management. The introductory chapter of the study examines scholarly works done in the Western world and in the African sub region. The chapter identifies the gap in the literature which makes the current study worthwhile. It states the objectives, significance of the study, delimitations and limitations of the study, conceptual and operational definitions and organisation of the study.

Background to the Study

Balancing paid work and personal responsibilities is one of the important issues among workers globally (Mohd Noor, Stanton & Young, 2009). This is because employed adults are often involved in multiple activities. As a result, modern Human Resource Management has realised the need to assist employees balance work and personal life (Lockwood, 2003). When an individual is assisted to balance personal and professional life, he or she becomes happy and this positively affects his or her work. The ability to do this effectively and efficiently largely depends on the nature of job and existing organisational policies such as study leave, part-time work, sabbatical leave, and bereavement leave among others (Poulose & Sudarsan, 2017).

Work-life balance is defined as the ability to balance personal and work life concurrently (Meyer & Parfyonova, 2010). Guest (2002) viewed work-life balance as the ability for an employee to have sufficient time to meet demands at work and at home. Work, in this context, can be viewed as a time spent performing a certain activity whether for payment or not. People are motivated to work to satisfy several needs ranging from earning money, gaining

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knowledge, building their career and status, developing specific skills, interacting with other people as well as taking responsibilities. According to Burchielli, Bartram and Thanacody (2008), the level of work over the years has intensified to the extent that employees are not only working harder but also longer. The intensification of work is as a result of changes in job design and skill improvement and this has led to job stress, burnout, decline in employees' health and general well-being (Burchielli, et al., 2008).

Lewis (2003) views leisure as the opposite of work. Leisure time, which falls within the realm of family or social life, is considered as freely chosen activities that allow workers to have a sense of enjoyment. Some men and, especially women with family commitments, are often reluctant to personally enjoy their leisure time since they channel the free time for family and other social activities (Ranson, 2007). The ability of an individual to adequately manage work and social life results in work-life balance.

The definition of work-life balance involves two important themes. First, there is the need for employees to develop individual strategies to achieve an acceptable balance between work and family lives; second, employers need to provide policies that allow employees enjoy job flexibility. Most often than not, when there is balance between paid work and social life, job satisfaction is enhanced (Meyer & Parfyonova, 2010; Burchielli, et al., 2008).

Job satisfaction is crucial for both employees and employers (Chong & Ma, 2010). The reason is that a satisfied employee is willing to put up his or her best for the organisation and these benefits the employer as well. A satisfied employee, is therefore, an asset to an organisation. However, the word "satisfied" is subjective in the sense that what makes an employee satisfied

might not make another employee satisfied. Therefore, job satisfaction has been defined as the degree to which an employee develops a positive affection towards the organisation (Chong & Ma, 2010).

In any organisation, long-term job satisfaction requires the potential for the growth of employees (Chong & Ma, 2010). Job satisfaction tends to increase as workers are able to balance work and personal life. Employees today, however, work in a world where separating home and work life is quite difficult. This can be attributed to the emergence of communication technologies such as the internet, laptops and mobile phones, among others, which make it easy to communicate at and away from work. The existence of these technologies makes it quite difficult for employees to separate home responsibilities from paid work (Wiesenfeld, Raghuram, & Garud, 1999).

In spite of the difficulties associated with managing these domains, the human resource department of an organisation aims at improving the quality of work life of employees. If an organisation gives attention to the quality of work life of its employees, it leads to workers' motivation and higher satisfaction (Chong & Ma, 2010; Erdem & Karakose, 2008). This is because quality of work life appears to reduce the amount of employee complaints, rates of absenteeism, disciplinary code, and negative attitudes and increase their participation and ultimately satisfaction (Erdem & Karakose, 2008). It can therefore be deduced that when employees are provided with a flexible working environment, they are able to manage their work and home concurrently; hence exhibit higher satisfaction and productivity. It is against this background that the current study seeks to assess effects of work-life balance on job satisfaction among police personnel in the Cape Coast Metropolis.

Statement of the Problem

Work-life balance remains a core aspect of business organisations and all firms, irrespective of their goals, objectives and aspirations. Abbott (2013) and Chandra (2012) hold the view that as in integral part of organisational culture, work-life balance among other benefits improve employee morale, and satisfaction, resulting in tremendous increase in production levels. Since employees are the core resources of every organisation, their ability to maintain a flexible balance between their work life and personal life is significant to organisational success (Malik et al., 2014; Moran, 2016). Bozionelos and Kostopoulos (2010) has cautioned that a poor work-life balance can impact the employees' mental health, their commitment and productivity in work and conflicts in their personal lives. Such a situation would lead to low morale, poor satisfaction, high turnover rates and absenteeism (Abbott, 2013; Moran, 2016; Hoffmann-Burdzinska & Rutkowska, 2015). Mas-Machuca, et al. (2016) therefore suggest that organisational managers must specifically continue to explore factors of work-life balance and its impact on their employees and the former's role in organisational performance.

There is evidence of extensive literature on work-life balance among employees. In Ghana, Darko-Asumadu, Sika-Bright and Osei-Tutu (2018) have explored the influence of work-life balance on employees' commitment among bankers. Again, Acheampong (2013) investigated work-life balance practices and its effect on career progression with reference to female lecturers. Even so, Mendis and Weerakkody (2014) also analysed the relationship between work-life balance and employees' performance with reference to the telecommunication industry. Evidence from literature points to the fact that

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most researchers have made insights into work-life balance with relation to employees' performance and human resource discourse (Abbot, 2013; Chandra, 2012; Moran, 2016; Lingard & Francis, 2010; Smith, 2010; Saif et al., 2011; Maeran et al., 2013), and the factors and effects of work-life balance on job satisfaction among employees (Rathi & Barath, 2013; Malik et al., 2010; Jayanthi & Vanniarajan, 2012).

However, there is inadequate empirical evidence on the subject of work-life balance among employees within the security services such as the Ghana Police Service. Owing to the fact employees in the security service undertake stressful activities and are mostly found in unsafe environment (Satoris & Huffman, 2014), there is equally the need to explore factors of work-life balance among them and its effect on their general morale and satisfaction. To fill this knowledge gap, the current study assessed the antecedents and outcome of work-life balance among officers of the Ghana Police Service in the Cape Coast Metropolis.

Purpose of the Study

The purpose of this study is to examine the antecedents and outcome of work-life balance among police personnel in the Cape Coast Metropolis, Central Region. The specific objectives were to:

1. Examine the socio-demographic factors that influence work-life balance

2. Identify the organisational factors of the work-life balance in the police service

3. Identify the personal factors of the work-life balance in the police service

4. Examine the influence of work-life balance on job satisfaction among employees at the police service.

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Research Questions

Research questions are usually informed by the specific objectives of the study. The study was guided by the following research questions.

1. What are the socio-demographic factors that influence work-life balance?

2. What are the organisational factors that influence work-life balance in the police service?

3. What are the personal factors that influence work-life balance in the police service?

4. What is the influence of work-life balance on job satisfaction among employees at the police service?

Significance of the Study

The study will help to better appreciate the efforts of the duties enshrined in the police profession. Covertly or overtly, work–family balance is at the core of Human Resource Development's major functions and that it may be a powerful leverage point for promoting police effectiveness. The study would contribute to social work literature by revealing the implications of work-life balance among Ghana police. Moreover, this study would provide suggestions to address possible negative effects of work-life balance among security personnel in Cape Coast and Ghana at large. Police management would gain knowledge on the antecedents of work-life balance among their personnel. This knowledge would enable them to put in place appropriate policies and programmes to support their personnel attain positive balance between work-life and non-work life. The findings of the study would equally enhance the efforts of policy makers in the Ghana security systems in the performance of their roles in enhancing human resource department. This study would also fill

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knowledge gap by providing empirical evidence on antecedents of work-life balance and its effect on personnel in the Ghana Police Service. For academic purposes, the findings of the study would not only serve as an empirical evidence, but a reference material for studies. Recommendations made in the study would also give direction for future researches and add to existing literature on work-life balance.

Delimitations of the Study

The study focused on the Ghana Police Services within Cape Coast Metro Police Command. Therefore, the source of data collection were the police officers of Cape Coast Metropolitan Police Service. The research scope was delimited to employees in the Ghana Police Service. Grady et al. (2008) stated that work-life balance in its broad sense captures all aspects of employees' personal and work life; this suggests that work-life balance should be focused on individuals, families, workplaces, communities, and society as a whole. However, due to word count and time limits, this study excluded community and societal aspects, and focused on individuals, families and workplaces of the police and its impact on their job satisfaction.

Conceptual and Operational Definitions of Terms

Conceptual and operational definitions are concerned with identifying key concepts of a particular study, turning these concepts into variables, defining and developing ways of measuring them (Blaikie, 2009). This section defines some key concepts and shows how they are measured in this study.

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Conceptual Definitions

Work: Guest (2002) defines work as paid employment. It refers to the time individuals spend in or outside the workplace for which they are paid for the services they provide.

Non-work activities/Social life: In this study, non-work activities refer to free time workers have outside the work environment in which they are not paid for the activities they engage in (Lewis, 2003). They involve the time employees spend with their friends and families and the time they have for hobbies.

Work-life balance: It is the ability for an employee to have sufficient time to meet demands at work and at home (Guest, 2002).

Job Satisfaction: The study defines satisfaction as the employee's attitudes, feelings and behaviour towards his/her organisation.

Operational Definitions

Employee satisfaction was measured using other variables such as employees' morale, good communication with superiors, available tools and resources for the job, flexible working conditions, emotional attachment to work, relations with workers and supervisors and the time employees arrive at work and close from work.

Work-life balance was measured based on paid work interference with home activities and social activities interference with work. The researcher measured this variable using the number of weekly working hours, the demanding nature of work, access to short term leave, flexible working hours, and roles played in the family and the wider community.

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Organisation of the Study

This study is organised in five chapters. The first chapter covers the introduction particularly looking at the background to the study, statement of the problem. It is followed by the objectives of the study, research questions, significance, the delimitations, limitations, conceptual and operational definitions of terms and the organisation of the study. The second chapter deals with review of related literature. It comprises the theoretical, conceptual and empirical frameworks. Chapter Three presents the methodology; it describes the research design, study area, population sampling procedure, data collection and data processing and analysis. The fourth chapter concerns itself with the presentation, discussion and analysis of the data collected. The fifth chapter presents the summary, conclusions and recommendations of the study.

Chapter Summary

The chapter indicated that work-life balance is a widely studied concept in human resource management. It further showed that, as workers, it is important to maintain a balanced life. However, the nature of work among employees in the police service showed an imbalance between paid work and non-paid work. It was therefore relevant to examine the impact of work-life balance on job satisfaction among Ghana Police Officers in the Cape Coast Metropolis.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents theories underpinning the study, the conceptual and empirical frameworks. It further provides a detailed description of the concept of work-life balance and job satisfaction. It examines studies on work-life balance and job satisfaction as well as factors that influence work-life balance.

Theoretical Framework

The major theories used to explain work-life balance and employee satisfaction in this study are role expansion, work-family conflict and spill-over theories. These theories were chosen because they are appropriate for discussing the relationship between work-life balance and job satisfaction. The overarching theory for the study however is the work-family conflict theory. The section that follows looks at the theories' general arguments, assumptions and how they relate to work-life balance and job satisfaction.

Work-Family Conflict Theory

Conflict and tension within an organisation can emerge from inequality in power, authority, prestige and wealth among workers occupying different positions (Zanden, 1990). The urge for equality in society explains how workers spend less time on other aspects of their lives and more time on work (Lockwood, 2003). Thus, the term, work-family conflict, generally refers to the inter-role conflict in which the role demands from work are incompatible with role demands from family.

The idea of work-family conflict was first used in 1986 when employees struggled to balance work and life responsibilities (Lockwood, 2003). Work-life balance policies are part of the conditions of service provided by management of organisations to ensure its employees balance work and social responsibilities. These policies are intended to provide a flexible work environment which should allow workers to have time for other aspects of their lives.

The imbalance between the roles performed at work and outside work is due to the demanding and inflexible nature of work. Zanden (1990) interprets Marx's 'theory of alienation' by stating that the demanding nature of work at the organisation might divorce the worker from domestic duties such as preparing children for school, performing household duties and roles beneficial to the wider community. This is evident in research done in the business field by Hobson, Delmus and Kesic (2001). The researchers explained that the inability of employees in the corporate world to balance work and family activities can lead to a high rate of absenteeism, reduced performance and productivity, and decreased job satisfaction.

In relating this approach to the current study, when employees at Ghana Police Service experience conflicting roles from work and home, it adversely affects job satisfaction. In this study, the work-family theory, which is the overarching theory, would help unearth various issues concerning the work-life balance of the police personnel in the Cape Coast Metropolis.

Role Expansion Theory

The main idea behind the role expansion theory is that performing multiple roles in both work and social life has positive effects on the individual

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(Barnett & Hyde, 2001). Thus, multiple roles generate social and economic resources. First, multiple roles generate economic resources by making it possible to find satisfaction and support in one area of life when there is difficulty in another. Second, it produces outcomes such as social support and increased self-complexity that generate a feeling of personal worth and life satisfaction (Barnett & Hyde, 2001).

Engaging in multiple roles benefits both men and women. Women employment increases their economic resources, power relations and control over their lives within and outside their households. Men with a higher level of engagement in family activities are assumed to strengthen the relationship between father and child and this, in turn, increases the overall satisfaction of both men and children (Barnett & Hyde, 2001). Workers who view the performance of multiple roles as functional to the work and home lives might stay satisfied with the work they do and enjoy the benefits associated with it (Wayne, Musisca & Fleeson, 2004). In sum, employees receive benefits from multiple roles when the workload is not too heavy (Scharlach, 2001). Although performing different roles at work and at home has benefits to individuals, it becomes a burden when the roles at work adversely affect the social life of employees. The next section discusses the work-family conflict theory in relation to performing multiple roles.

Spill-over Theory

Spill-over is a process whereby experiences in one role affect experiences in the other, rendering the roles more alike. Research has examined the spill-over of mood, values, skills and behaviours from one role to another although most of these researches have focused on mood spill-over, (Edwards

& Rothbard, 2000). The experiences resulting from spill-over can manifest themselves as either positive or negative (Morris & Madsen, 2007). In a study of spill-over, Williams and Alliger (1994) used experience sampling methodology to examine mood-related spillover on a daily basis, findings suggest that working parents in their sample were more likely to bring work-related emotions home than they were to transfer family related emotions to the workplace.

Linking this theory to the work of the police, there is the possibility that they transfer their emotions at work to the home. For instance, when a police officer is scolded by the boss in the office, he or she is likely to spill over his or her emotion to the family members and that will affect his or her relationship with the family. In another instance, when a police officer exchange gun shot with armed robbers, his or her emotions might change and that might also have an effect on the relationship with the family.

Conceptual Framework

Concept of Work-Life Balance

The concept of work-life balance has gained enough momentum and taken center stage of many discussions related to human resource management. Work-life balance has been described as multiple roles of individuals derived from the early recognition that non-work demands may carry over into the working day and negatively influence individual health and work performance (Greenhaus, Collins & Shaw, 2003). Clark (2000) and Kirchmeyer (2000) has also defined work-life balance as achieving satisfying experiences in all life domains and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains. Other perspectives on the

concept have been shared as work-life balance being a fulfilment of role salience between multiple roles (Brinley, 2005), relationship between conflict and facilitation (Frone, 2003) and perceived control between multiple roles (Fleetwood, 2007).

Though there has not been a definite nor one accepted definition for the concept (Agha, Azmi & Irfan, 2017), many scholars have made attempts to provide specific description of the concept. Kar and Misra (2013) define work-life balance as finding the right balance between work and life, and feeling comfortable with both work and family commitments. It is essentially the balance between three components, namely, paid work, unpaid work and personal time (Agha et al., 2017). Byrne (2005) also describes work-life balance as juggling of five aspects of one's life at any one point in time, namely, work, family, friends, health and self. Similarly, Clutterbuck (2003) defined work-life balance as awareness of different demands in relation to energy and time, ability to allocate the time and energy among different domains of work and life and then to apply and make choices. Grzywacz and Carlson (2007) (cited in Brough, Chan, Timms & Hawkes, 2020) conceptualize work-life balance as the "accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains" (p. 66). Definitions made to the concept work-life balance suggest that the term usually refers to one of the following factors: organizational support for dependent care, flexible work options and family or personal leave (Agha et al., 2017); which enables employees to maintain a perfect balance between work and non-work life.

Consequences of Work-life Imbalance

Various studies conducted show that one of the most common consequences of work-life imbalance is depression, resulting in decreased productivity and higher absenteeism (Layous, Chancellor, Lyubomirsky, Wang & Doraiswamy, 2011; Seligman, 2011). Low WLB can also lead to employees experiencing low morale and higher absenteeism (Brought, O'Driscoll & Kalliath, 2005), and organisations experiencing higher staff turnover, lower productivity and poorer work quality (Seligman, 2011; Hill, 2005).

Research conducted by Malik, McKie, Beattie and Hogg (2010) shows that unbalanced work-family life caused by increased work demands leads to higher levels of stress. Stress caused by higher demands from work results in family-work conflicts and work-family conflicts (Aryee et al., 2005). This has negative impacts not only on the well-being of workers but also on their families (Hochschild, 1997), as it increases anxiety of individuals at work and at home (Doby & Caplan, 1995), and leads to lower quality relationships with family members (e.g. spouse or children) (Parasuraman & Greenhaus, 2002). Increased work demands such as overtime and shift work may lead to work-family conflict, which can result in decreased satisfaction with work and with the employer (Paton, Jackson & Johnson, 2003). Therefore, work-related stress has a negative impact on employees, organisations, families and societies (Brought & 2005; Parasuraman & Greenhaus, 2002).

Work-life balance (WLB) policies have been found to reduce absenteeism and positively impact employees' job satisfaction, productivity and retention (Hill, 2005; Allen, 2001). Grady, McCarthy, Darcy and Kirrane (2008) emphasised the importance for organisations to implement WLB initiatives.

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These initiatives include flexible working hours, temporal agreements, childcare facilities, and supports such as counseling (Grady et al., 2008). Organisations providing such benefits seem to understand the relationship between greater WLB and retention of a competent workforce and its effect on commitment and profitability (Ryan & Kossek, 2008; Hill, 2005). Organisations with a high WLB culture are more likely to retain individuals who prioritise WLB (Kristof, 1996). In contrast, when WLB priorities differ between employers and employees, then work-family conflict occurs. This can result in staff deciding to leave an organisation and to look for work in organisations where WLB cultures are high (Kristof, 1996).

Research conducted by Clark (2000) found that workplace flexibility has a positive impact on employees' wellbeing and WLB. Employees with flexible work schedules achieve better WLB, which results in higher job satisfaction, higher home activity satisfaction, and lower role conflict (Clark, 2000). Clark (2001) believes that WLB has been recognised by employees and organisations as an important factor in achieving optimum well-being and job performance. In recent decades, the focus on WLB has become significant due to changing demographics such as an increased female workforce, single parents and two-income households (Clark, 2001), as well as a restructured and aging labour force (Grady et al., 2008). As previously mentioned, Grady et al. (2008) recognised that the Irish labour force is aging, which means that in the future more individuals may carry a duty of care for dependent elders, and organisations may require greater flexibility in working arrangements.

Concept of Job Satisfaction

Job satisfaction is defined as the employee's attitudes, feelings and behavior towards his/her organisation (Chen, 2008). Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organisation, and the way management treats employees. Job satisfaction falls into two levels: affective job satisfaction and cognitive job satisfaction. Affective job satisfaction is a person's emotional feeling about the job as a whole. Cognitive job satisfaction is how satisfied employees feel concerning some aspect of their job, such as pay, hours or benefits.

Over a decade, several researchers in different countries have studied and examined job satisfaction in some way. Also, they linked it with different factors. For example, Elton Mayo of Harvard Business School found strong evidence that people work for purposes other than pay. However, Maslow's hierarchy of need theory linked motivation to job satisfaction. His theory explains the main five needs of people's lives needs to be satisfied which are physiological, safety, social, self-esteem and self-actualization. Job satisfaction is used to describe how content an individual is with his or her job. Many organisations develop training programmes and benefits packages to develop loyal employees. The longer employees work for the organisation, more valuable the employees become. Job satisfaction is most important attitude in the field of the organisation behavior (Pandey, 2012).

Edwin Locke of Affat Theory's (1976) found that people are different in their job satisfaction. What makes an employee very satisfied? Maybe he/she

is less satisfied than another employee; it depends on his or her interest and position. However, Frederick Herzberg described two main factors related to job satisfaction: motivation and hygiene. He also mentioned that hygiene factors include pay, supervisory practices, aspects of company policy, and work conditions.

Every organisation tries to create satisfied work force to operate the well-being of the organisation because a satisfied worker extends more efforts to job performance. Total organisational performance depends on efficient and effective performance of individual employees (Pushpakumari, 2008). He further adds that when employee is satisfied with the job he or she is motivated to perform the job with great effort. Satisfied employees are necessary for the success of the organisation. When employees are unclear about the tasks given to them and do not receive enough input on the job they become unhappy and dissatisfied with their work. As a result, this situation leads to a low level of job satisfaction.

According to Al-Zoubi (2012), employees also agree that salaries will increase the job satisfaction and as a result will raise individual performance levels. Job satisfaction also increases employee motivation at work. But Researches also examined that salary can affect job satisfaction when other job characteristics are positive.

Job satisfaction has different factors. An example is job promotion. Promotion is the progress of moving an employee from his/her current position to another higher position in the organisation hierarchy level. Employees get promoted not only because of their experience, but also because of their skills and performance. By contrast, bad attendance, exceeding vacation balance,

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absenteeism and poor performance are the main limiters against promoting employees. For example, an employee who is absent most of the time and does not finish his/her tasks on time will not be promoted by their supervisors.

Employee satisfaction is used to describe whether employees are happy and fulfilling their desires and needs. Employee satisfaction can help to build commitment of employees towards organisation. Bharati Deshpande (2012) found that financial benefits, employee relations, work environment and role clarity are the factors that are used to measure job satisfaction of employees at work. Employee satisfaction is a factor in employee motivation and goal achievement.

When employees move to a new position as they get promoted, they will have new responsibilities. In some cases, the organisation sends employees to train to obtain skills needed for new positions. In addition, promotion varies from one organisation to another with regards to benefits and privileges. For example, in some organisations promotion is only an increase in salary and a change in job titles, whereas in other organisations it has many benefits such as car loans, house loans, flight tickets and bonus pay (Al-Zoubi, 2012).

Moreover, the work tasks and responsibilities carried with promotion are different from one organisation to another. For instance, in some organisations the promoted employees will maintain the same job and responsibilities, whilst in other organisations new responsibilities and new tasks will be involved with promotion. Furthermore, in United Arab Emirates organisations, some of UAE nationals prefer promotion to a managerial position more than getting a salary increment, whereas expatriates tend to prefer to get promotion benefits while working in technical positions.

An empirical study by Weiss and Cropanzanos (1996) discussed job satisfaction and emotions and found that good mood is related to overall job satisfaction. In addition, positive and negative emotion was found to be related to overall job satisfaction. For instance, an employee could have had a bad night because his/her son had a car accident would keep his/her mind busy thinking of his son. He or she may go to work in a bad mood which could impact performance negatively.

Relationship between Work-life Balance and Job Satisfaction

Many researchers have established that good work-life balance practices help to achieve higher levels of job satisfaction to their organisation (Reicheld, 1996). Keeton, Fenner, Johnson and Hayward (2007) explored the factors influencing career satisfaction, work-life balance, and burnout among physicians. They observed that women and men were highly satisfied with their careers while only moderately satisfied with work-life balance and emotional resilience. The findings of the study revealed that work-life balance was significantly associated with career satisfaction and the relationship is mediated by key factors such as control over schedule, total work hours, marital status, and child dependents in the household. In addition, gender also contributed to career satisfaction, work-life balance and burnout, while, older age was consistently associated with work-life balance and less burnout.

Shanafelt Boone, Tan, Dyrbye, Sotile, Satele, West, Sloan and Oreskovich (2012) also conducted a similar study on burnout and satisfaction with work life balance among US physicians. The results indicated that burnout was common among physicians as they worked longer hours and had greater struggles with work-life integration. Physicians in general surgery, general

surgery subspecialties, and obstetrics/ gynecology were identified to suffer from low levels work-life balance.

Ilies, Wilson and Wagner (2009) examined the role of work-family integration in the spill-over of daily job satisfaction upon daily marital satisfaction and emotional states experienced by employees at home. The samples chosen from university employees including administrative professionals, supervisors, and clerical-technical employees indicated that employees with higher daily job satisfaction to experience lower negative effect at home.

Smith (2010) in his study on work-life balance perspectives of millennial job candidates between 1980 and 1995 observed that work-life balance to have higher priority for the current generation of workers in comparison to previous generations. Results of the study indicated that the incumbents consider a healthy work-life balance as a vital source for person's quality of work, job performance, ethical decision making, and long-term job satisfaction and generally declined extra pay in lieu of vacation and flex time.

Saif, Malik and Awan (2011) examined the relationship between employee work satisfaction and prevalence of work-life balance (WLB) practices among layoff survivors in two big organisations operating in Pakistan. The results of regression analysis showed a positive relationship among the variables without any significant differences between top, middle and lower level management. Noor (2011) identified the relationship between perceived work-life balance and the intention to leave in Malaysian public higher education institutions. The results indicated that perceived satisfaction with work-life balance was negatively correlated to intention to leave the

organisation but partially mediated by job satisfaction and organisational commitment.

Similarly, Maeran, Pitarelli and Cangiano (2013) conducted an exploratory study to analyse the relationship between work-life balance and job satisfaction among teachers in Italy. The study investigated the role of work-family conflict and work family enrichment to the job. The authors reported a negative correlation between work-family conflict and family-work conflict to job satisfaction, similar to previous research by Carlson in 1996.

Unlike Saif et al. (2011) and Maeran et al. (2013), Shankar and Bhatnagar (2010) examined the literature in the field of work-life balance and proposed a conceptual model. The model focused on the correlation of work-life balance construct with other variables namely employee engagement, emotional consonance/dissonance and turnover intention. The study demonstrated that higher work-life balance leads to high employee engagement and low intention to quit.

In another study, Rani, Kamalanabhan and Selvarani (2011) demonstrated the relationship between employee satisfaction and work-life balance among employees working in IT organisations in Chennai, India. The study revealed high correlation between work task and employee satisfaction with work-life balance being a mediator variable. The results demonstrated a positive relationship between employee satisfaction and variables such as career opportunity, recognition, work task, benefits, work-life balance and superior subordinate relationship while being negatively associated with pay. The study proposed a SEM model in which the observed endogenous variables were employee satisfaction and the work/life balance and the observed exogenous

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variables were career opportunities, recognition, work task, pay and superior subordinate relationship.

Varatharaj and Vasantha (2012) conducted an exploratory study among women service sector employees with reference to Chennai city, India to demonstrate their work life balance as source of job satisfaction. Their study revealed that greater part of the women employees feel comfortable in their work place irrespective of their personal and work place disturbances and demonstrated ability to balance their duties and responsibilities at work and in their families.

Nayeem and Tripathy (2012) examined the relationship of job satisfaction with work-life balance, turnover intentions and burnout levels among teachers in technical institutions. Their study pointed out that work-life balance was a major contributor towards job satisfaction. In addition, males experienced higher degree of burnout compared to female teachers. The study identified that work-life balance and burnout had positive relationship with job satisfaction.

Boles, Howard and Donofrio (2004) conducted a study among police personnel and revealed that work-life balance significantly related to job satisfaction. Similarly, Rathi and Barath (2013) also conducted a study among 148 police personnel based in India. Their study demonstrated that work-to-family and family-to-work conflict to be negatively correlated with job satisfaction. They identified a significantly moderate relationship of social support from co-workers to work-to-family and family-to-work conflict and family satisfaction.

Lakshmi, Ramachandran and Boohene (2012) identified the issues connected with work-life balance of female nurses in government and private hospitals in Tamil Nadu, India. The study suggested that government and private hospital management need to be conscious of the status of female nurses and periodically review their work and personal life satisfaction.

Hill, Hawkins, Ferris and Weitzman (2001) conducted a study on 6,451 employees of International Business Machines in United State America. The study empirically suggested the importance of flexible work timings and location of work place to reduce employee's work life imbalance. Their study demonstrated that individuals with perceived job flexibility benefit from good work- life balance and were capable of working longer hours.

A similar study was conducted by Lingard, Francis and Turner (2010) among construction workers in a large civil engineering construction project in Melbourne, Australia. The study captured data on the number of hours worked, satisfaction with work-life balance and capacity to complete required tasks at work and at home. Results demonstrated a strong correlation between hours worked each week and participants' work and life experiences. The time series modeling revealed that workers taking a short, temporary break from work can contribute to improve work life balance.

Based on the variables discussed in preceding paragraphs, the conceptual framework (Figure 1) advances that there is a direct relationship between work-life balance and job satisfaction. The various antecedents of work-life balance among employees (independent variable) have a direct bearing on the level of satisfaction (dependent variable) obtained by employees. The various antecedents of work-life balance would directly influence and

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determine the satisfaction gained by employees. The factors as outlined in the framework could be categorised into four major domains: socio-demographic, personal or individual, organisational and role and societal-related factors. In applying the framework to personnel in the Ghana Police Service, various socio-demographic factors as outlined in the framework would for instance determine their level of job satisfaction. Same could be said of the other factors: personal or individual factors, organisational and role and societal-related factors. It is proposed based on the framework (Figure 1) that antecedents of work-life balance has a direct bearing and influence on job satisfaction.
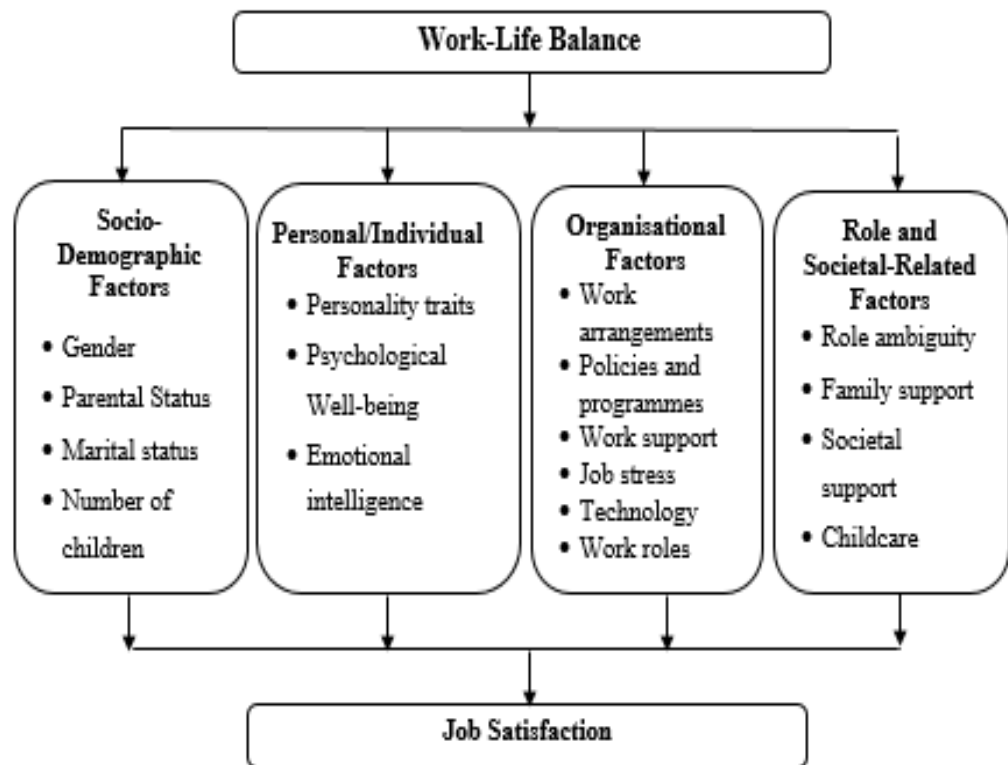
Figure 1: Conceptual Framework

Source: Researcher's Construct, Coleman, 2019

Empirical Review

Many studies have been devoted in search of antecedents influencing work-life balance among individuals. These antecedents can be broadly grouped

based on the major dimensions of Work-life Balance namely, socio-demographic factors, individual, organisational and societal factors. The following sections present notable contributions of researcher in these directions. This section takes a critical look at the works done by other scholars on work-life balance in the world at large, and in Africa, in particular. It begins with a relationship between some socio-demographic characteristics and work-life balance.

Socio-Demographic Characteristics of Work-Life Balance

Frone (2003) argues that personal variables including gender, age, marital status, number of children, among others are the most important predictors of work life balance. Hence, socio-demographic characteristics such as sex, age, marital status, and parental status are discussed in the section that follows.

One issue that often appears in the discourse on the factors that influence work-life balance is gender. Gender has been viewed by Parpart, Connelly and Barriteau (2000) in their book titled "theoretical perspectives on gender and development" as the roles and responsibilities of men and women that have been socially constructed. Gutek, Searl and Klepa (1991) in their article entitled "work-family role conflict: evaluation study also observed that because of different roles and responsibilities, men and women exhibit different inter role conflict. For example, men exhibit greater work to family interference (WFI) and women reporting more family to work interference (FWI). They further proved that women reported more interference in family than men despite spending about same number of hours in paid work as men do.

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"Roles stressors, mood spill over and perception of work-family conflict of employed parents written" by Williams and Alliger (1994) found that women spend more hours in family work than men and reported the same level of family interference. Even the spill over theory they employed found out that both FWI and WFI were stronger for women than men. Several international studies have been conducted on antecedents of work-family conflict. In another study by Aryee (1996) "Antecedents and outcomes of work-life conflict among married professional women in Singapore", work overload and parental overload were considered as predictors of WFI and FWI in the city of Singapore. Aryee observed that WFI was significantly higher than FWI as especially males reported higher levels of WFI than females experiencing FWI. From a US based titled "re-conceptualizing the work-family interface: An ecological perspective on the correlates of negative and positive spill over between work and family, Grzywacz and Marks (2000) found that social support at work and from one's spouse were negatively related to WFC. Low levels of support at work were strongly correlated with negative spill over from work to family interference especially for women.

Greenhaus and Beutell (1985) initially identified various kinds of job demands affecting work life balance or work life conflict among men and women in their published article "sources of conflict between work and family roles". Basically, researchers divided job demands into time-based and behaviour-based. That is, the amount of one's time that is spent on work place and the time devoted for family activities. Similarly, the kind of job responsibility the individual is possessing in the organisation.

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Parental status is considered by Erdem and Karakose (2008) in their article "importance of work-life balance in today's information age" as another factor that affects work-life balance. The presence or absence of children in the family continues to make a significant difference in the degree of balance that individuals experience (Tausig & Fenwick, 2001). Married couples who have children and perform family responsibilities such as attending Parent Teacher Association meetings, performing household chores, taking the children to school and picking them from school daily have found these responsibilities to be a source of stress which affects work-life balance (Jennings & McDougald, 2007).

Lingard and Francis (2010) also report that married couples without children reported higher levels of work life balance in their article titled "it's about time: the impact of fluctuating work hours on the work-life balance. The presence of children, whether in single or two parent households or dual earner, is relatively affected by work life balance issues. For an individual who is not subject to high levels of family role expectations, being mentally preoccupied with a job assignment while at home may generate only a small amount of work interference at home. For an individual who is pressurized by friends or family to prioritize family over work, however, the experience of work interfering with family may be more intense. Parental demands are believed to be greatest for people with infants and preschool aged children and less for those with school aged children and even lowest for parents with adult children who have left home (Parsuraman & Simmers, 2001).

The marital status of a worker can also influence work-life balance. In Martins, Eddleston and Veiga (2002) article title "moderators of the relationship

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between work-family conflict and career satisfaction" suggest that workers who are married give more priority to their families relative to work. Employees who are married and have children need more time and energy to satisfy the needs of the family. All too often, the role of being a spouse along with the role of being an employee makes it difficult to balance work and non-work activities. This is further explained by Md-Sidin, Sambasivan and Ismail (2008) who report that individuals who are married experience more work-life conflict than those who are not married.

Unbinding time: alternate work schedule and work-life balance, an article published by Tausig and Fenwick (2001). They argue that older employees enjoy greater success with work-life balance than younger employees. The authors further suggest that at the late stage of their career, older employees might not be able to endure work pressure; hence it is advisable to reduce their workload. This might eventually reduce work-family conflict.

Individual Factors Influencing Work-Life Balance

The studies undertaken in determining the individual factors influencing work-life balance among employees are explained in terms of personality, well-being and emotional intelligence.

McCrae and John (1992) proposed a five factor model of personality traits in terms of five basic dimensions namely: (i) extraversion – describing active, assertive, energetic, enthusiastic and sociable individuals, (ii) agreeableness– characterizing cooperation, forgivingness, kindness and trust, (iii) conscientiousness–pertaining to achievement orientation, dependability, orderliness, efficiency, responsibility and hardworking, (iv) neuroticism-referring to anxiety, insecurity, tension, and worry, and (v) openness to

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experience - characterized by intelligence, imagination, curiosity, creativity, and originality. In general personality can be defined as the sum total of ways in which an individual reacts to and interact with others (Robins & Judge, 2011).

Parasuraman and Greenhaus (2002) suggested that personality characteristics could be influenced by the ability of individuals to interact and react to a situation and also help to proactively shape the environment. Wayne, Musisca and Fleeson (2004) investigated the relationship between each of the five personality traits conflict and facilitation between work and family roles. The study identified significant negative relationships between conscientiousness, extraversion, agreeableness, openness to experience, work-family and family-work conflict, while a significant positive relationship between neuroticism and work-family and family-work conflict. The findings showed that extraversion is related to greater facilitation between work and family roles and do not relate to conflict, while neuroticism is related to conflict by a greater extent but only weakly related to facilitation.

Aryee, Srinivas and Tan (2005) observed that individuals with proactive personalities may take steps to obtain support and engage in role reformation or negotiation to minimize work–family conflict and encourage work–family facilitation. The study also revealed that neuroticism is positively correlated to work– family conflict and negatively correlated to work–family facilitation. In addition, optimists would have the ability to extract social support and implement appropriate coping strategies to cope up with stressful circumstances, demonstrated by negative relation with work– family conflict and positive relation with work-family facilitation.

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Psychological well-being refers to positive psychological traits, such as self-acceptance, satisfaction, hope or optimism (Ryff & Keyes, 1996). Gropel and Kuhl (2009) observed that need fulfillment plays a mediating role in the relationship between work life balance and subjective well-being. The study utilised two components of subjective well-being, namely, a cognitive component (life satisfaction) and an affective component (emotional well-being). Findings reported that females experience higher well-being compared to males and consequently exhibit higher work life balance in terms of lower work-family & family-work conflict.

Wilkinson (2013) examined the relationship between work-life balance and psychological well-being among a non-random sample of participants chosen from three companies in the South Eastern United States and observed that work-life balance and psychological well-being to be positively correlated. The study showed that gender was a moderator between work-life balance and psychological well-being. The psychological well-being scale was constructed using six dimensions, namely, autonomy, environmental mastery, purpose in life, self-acceptance, personal relations with others and personal growth based on Ryff and Burton's (1996) psychological well-being scale. The results revealed that while full-time working women reported relatively higher levels of stress with lower levels of psychological well-being and consequently lower levels of WLB compared to the part-time working women.

According to Schutte (1998), emotional intelligence is the ability to adaptively recognize emotion, express emotion, regulate emotion and harness emotions. Affandi and Raza (2013) investigated the association between a leader's emotional intelligence and its impact on quality of work life, burnout

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and employee performance among medical doctors working in various hospitals across Pakistan. Results indicated that leaders' emotional intelligence is positively linked with quality of work life and can be considered as a strong predictor of quality of work life, and employee performance while it is not associated with employee burnout.

Rangreji (2010) found that information technology employees in Bangalore city, India, exhibited higher regulation of emotions in the self, followed by appraisal and recognition of emotions in others, use of emotions to facilitate performance and appraisal and expression of emotion in the self. The influence of emotional intelligence on work life balance dimensions was observed to be weakly related but significant, while appraisal and expression of emotions in self and use of emotions to facilitate performance displayed larger influence. Among the work life dimensions the usage of work life balance programme was maximally influenced by emotional intelligence.

Organisational Factors Influencing Work-Life Balance

The studies undertaken in determining the work-related factors influencing the perception of work life balance among individuals are explained in terms of flexible work arrangements, work life balance policies and programmes, work support, job stress, technology and role related factors.

Many studies have suggested that flexible work arrangements would help the employees to attain a better blend between work and non-work activities and help the organisations to recruit, retain and motivate their employees (Bachmann, 2000). Christensen and Staines (1990) identified that flexible time work arrangement reduced late comings, absenteeism, and turnover. The study concluded that flexible time strategy improved employee

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productivity by minimizing absenteeism, turnover and work family conflict. Wayne (2004) suggested that limiting work hours may benefit workers to increase the level of work family balance because fewer work hours may contribute to reduction in work family conflict. Hill, Erickson, Hoimes, and Ferris (2013) propounded that flexible time helps employees to manage their work and family responsibilities effectively thereby allowing them to minimize work family conflict and to improve the performance at work and home.

Julien, Somerville and Culp (2011) had examined the role of alternative work arrangements that help to reduce work life conflict in the public sector. The results revealed that a compressed work week is considered as an alternative work life arrangement that reduces work-life conflict and helps to enhance work-life balance. High levels of management and superior support of flexible work arrangements such as flexible hours and compressed work week were positively related with the ability to balance personal, family and work demands. In recent days, a number of international studies have laid higher emphasis on flexible work arrangements and new working conditions compared to other work life balance initiatives (Kramar, 1998).

Thompson, Kirk and Brown (2015) showed that supervisors have significant influence on professional stress of female police officers and they can reduce moral exhaustion and contribute to a better work-life balance. Warner and Hausdorf (2009) conducted a study on work life issues among health care workers in Canada. The results indicated that a positive relationship exists between the organisation and supervisor support for work-life issues and reduction of work-to-family conflict. Tremblay, Genin and Loreto (2011) illustrated the importance of support to work-life balance in a demanding work

environment among police officers and agents in Québec, using case study methodology involving a questionnaire and in-depth interviews. The findings substantiated the importance for organisations to offer formal and informal support to employees in the work environment to balance their work and family aspects.

Role and Societal Related Factors

Greenhaus and Beutell (1985) had identified that work domain factors such as, role conflict, role ambiguity, working hours and inflexibility of the work schedule have a vital role in developing work family conflict. Role conflict is the simultaneous occurrence of two or more sets of pressures, such that adaptation with one role makes adjustment with the other more difficult (Khan, Wolfe, Quinn, Snoek, & Rosenthal, 1964). On the other hand, role ambiguity refers to the lack of clarity about the expectations of the role which may arise out of lack of understanding (Pareek & Purohit, 2010).

Jayanthi and Vanniarajan (2012) had investigated the effect of work life imbalance on organisational and family domain performance among executives employed in service industry in the southern part of India. The study identified that role stress factors exert significant influence up on work life imbalance. The investigators also observed that the level of these factors to be higher in the private sector as compared to public sector organisations and also higher among female executives than male executives. The studies undertaken in determining the societal factors influencing the perception of work life balance among individuals are explained in terms of childcare responsibilities, family and social support along with other societal factors.

Many studies had explored the influence of demographic variables and attitudinal issues on work-life balance within the working population. Duxbury and Higgins (2010) observed significant increases in work-life conflict were observed regardless of gender, job type and parental status as compared to studies in 1991 among a large sample of employees in Canada. Parasuraman and Simmers (2011) revealed that gender and job type had significant influence on work-family issues, job involvement and job satisfaction. The influence of gender on work-life issues was reported in literature. The studies have also indicated that the major stress experienced by females arises from family demands rather than work demands particularly when the family has children (Tausig & Fenwick, 2001). Emslie, Hunt and Macintyre (2013) identified that factors affecting work and family life did vary by gender. Nurturing children and being in a senior position were more strongly related to work-home conflict for women than men.

Barnett (2003) identified the relationship of income of employees and balancing work and family responsibilities. Employees with lower income, particularly single mothers, have more difficulties in balancing work and family responsibilities. Thriveni and Rama (2012) examined a significant relationship between demographic variables, namely, age, experience, marital status, income, type of family, number of dependents and perception of work- life balance among women employees in Bangalore city, India. They also articulated the importance of these relationships for designing appropriate policies for employees to deal with work life balance issues. Nathani and Jha (2009) explored some of the factors influencing work-life balance namely, ageing population, emergence of service sector industries, technological

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advancement of work, skill shortages, loss of social support network, globalization and demographic shift of workforce.

Chapter Summary

Literature reviewed has pointed to the extensive effort made by scholars and academicians to provide a clear data on the relationship between work-life balance and satisfaction to job among employees in various sectors and industry. The review has offered a succinct literature on the concept of work-life balance, drawing attention to antecedents and benefits of the concept. More so, the chapter has provided knowledge on job satisfaction and showed how the latter is affected by work-life balance. Conclusively, the review has provided evidence of the relationship between work-life balance and job satisfaction among employees. Empirical evidence on the concepts has equally been highlighted to enable researcher make informed comparisons between the current findings and observations of the study. It should however be noted that a knowledge gap, which is antecedents of work-life balance and its effect on job satisfaction, particularly among security personnel like those of the Ghana Police Service is evident.

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CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter discusses the methodology employed in this study. It examines the way the study was carried out to meet objective. The methodology details the study design, study area, population and sampling, research instruments and pre-testing of the study. The data collection procedure and data analysis are also discussed.

Research Design

The research design for the study was the descriptive survey. Blaikie (2009) stated that research design is employed to discharge the burden of proof and the logical organisation that allows them to feel that whatever they have done in the research allows for them to reach a valid conclusion. The above is supported by Sarantakos (2005) who stated that the objective of a descriptive survey is to obtain relevant information from a sampled population such that all the characteristics and findings about the sample reflect the true representation of the entire population under study. Moreover, the descriptive design affords good control over the measurement or ascertainment process and has greater control over precision of estimates in sub-groups (Fraenkel & Wallen, 2008).

However, there is the problem of ensuring that questions to be responded in using the descriptive design are clear and not misleading because results can vary significantly depending on the exact wording of questions. It may also produce untrustworthy results because they inquire into private matters that people may not be completely truthful about (Fraenkel & Wallen, 2008). Thus, the researcher believes that the descriptive survey is the appropriate design

which would help make direct contact with respondents. Again, dealing with perceptions of individuals within the police require the use of a survey. Fraenkel and Wallen (2008) buttressed the point that in elusive issues or perceptions the descriptive survey helps to ascertain the views of respondents. Thus, the descriptive survey design was adopted because it aided researcher to have good control over the measurement process and also obtain a sample that is a true reflection of the entire population. Since the study was about reporting the current state of the existing phenomenon, without introducing any external manipulations, the descriptive survey was considered the most appropriate design.

Study Organisation

The Ghana Police Service (GPS) is the main law enforcement agency of Ghana. The service is under the control of Ghana's Ministry of Interior and employs over 30,000 officers across its 651 stations (Ghana Police Service, 2011). The Service has, since its inception been in the frontline of the criminal justice system of Ghana. It maintains law and order in the country. Ghana Police Service is mandated by Article 200 of the 1992 constitution of the Republic of Ghana, and the Police Service Act 1970 (ACT 350). The constitution mandates the Service to operate on democratic policing principles. The Police Service Act 1970, Act350 spells out the core functions of the service as follows: to protect life and property, to prevent and detect crime, to apprehend and prosecute offenders, and to maintain public order, to ensure a peaceful and safe environment, to facilitate economic and social activities as a pre-requisite for making Ghana a gateway to West Africa.

As per the new motto of the service, "to protect and serve with honour", the GPS is committed to protect and serve all residents in their communities, using democratic policing principles, and appropriate technology to protect life and property and personal dignity. The vision of the Ghana Police Service is to be a world class police service capable of delivering planned, democratic, protective, and peaceful services up to standards of international best practice. The Ghana Police Service is divided into twelve (12) administrative regions, namely, Accra, Tema, Ashanti, Eastern, Brong Ahafo, Volta, Western, Central, Northern, Upper East, Upper West and Railways, Ports and Harbour Regions (Ghana Police Service, 2011). An additional division, the Marine Police Unit, exists to handle issues that arise from the country's offshore oil and gas industry (Police Administration, 2011).

As part of the Ghana Police Service functions, the current online service portal helps citizens and non-citizen residents of Ghana to connect with each other at a simple point and share information of the service available online. Currently, the online service allows the citizens of Ghana to post and track their application for obtaining the fingerprint or Nominal Vetting Certificate. Apart from the online service the portal also allows the general public to abstain information from the service available at the Ghana Police Service.

The Ghana Police Service is headed by an Inspector General of Police (IGP). The structure of the Ghana Police Service is such that for each of the regional police divisions, there is a Regional Commander who is in charge of all operational and administrative functions under his jurisdiction. In direct operational matters, the Regional Commander furthermore works in tandem with the Regional Operational Commander. For administrative functions, the

Regional Commander is assisted by the Deputy Regional Commander and the Regional Crime Officer. The Deputy Inspector General of Police is assisted by the Director General of the Police Administration, and supervises the activities of the regional commanders of police (Police Administration, 2011)

Population

According to Blaikie (2009), a population is the total collection of elements about which inferences are made and refers to all possible cases which are of interest for a study. It is thus the entire group of individuals, events or objects having a common observable characteristic. The target population for this study were 517 personnel from the Ghana Police Service, drawn from all the three police stations in the Cape Coast Metropolitan Assembly. According to information obtained from the metropolitan office of the police service in Cape Coast, the three police stations are categorized as follows: Kotokuraba Police Station (25 officers), Bakaano Police Station (61 police officers) and Pedu Headquarters (431 police officers).

Sample Size and Sampling Technique

Salaria (2012) posits that the miniature representation of the whole group or aggregate from which it has been taken is the sample. Thus, the sample is the representation of the larger group or population which is selected by researchers for the conduct of the study. This study targeted police officers irrespective of rank in all three Police Stations in the study area. A total of 156 police officers were sampled based on a population of 517, which forms 30% of the targeted population. This sufficiently meets the minimum threshold sample size suggested by Blaikie (2009) that a sample size of 10% of the target population is regarded as adequate for small population (N<1000). Table 1

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presents breakdown of the sample size and the population from which each subjects were drawn.

Table 1: Breakdown of Sample

Police Station	Population (N)	Sample Size (n)
Kotokuraba Police Station	25	8
Bakaano Police Station	61	19
Pedu Headquarters	431	129
Total	517	156

Source: Field work, Coleman (2018)

To select a representative sample, a researcher must first have a sampling frame. A sampling frame is a list, directory or index of cases from which a sample can be selected (Sekaran, 2003). Participants from each police unit were selected using stratified sampling technique. Personnel were put into three strata based on their station. The exact number of personnel from each stratum (police station) was selected using proportional allocation strategy. The formula for finding the proportion of personnel is given as: stratum = n/N x 100; n = subject and N = population. Based on this formula, 8, 19 and 129 police officers were selected from Kotokuraba Police Station, Bakaano Police Station and Pedu Headquarters respectively. The steps used in calculating the strata are as follows:

Step One: Finding proportion of stratum on population (N = 517)

Stratum A (Kotokuraba Police Station) = 25/517 x 100

= 4.83% (5% nearest whole number)

Stratum B (Bakaano Police Station) = 61/517 x 100

= 11.79% (12% nearest whole number)

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Stratum C (Pedu Headquarters) = 431/517 x 100

= 83.37% (83% nearest whole number)

Step Two: Finding percentage of stratum on sample size (n= 156)

Stratum A (Kotokuraba Police Station) = 5/100 x 155

= 7.75 (8; nearest whole number)

Stratum B (Bakaano Police Station) = 12/100 x 155

= 18.6 (19; nearest whole number)

Stratum C (Pedu Headquarters) = 83/100 x 155

= 128.65 (129; nearest whole number)

Police officers were then selected from each station using the convenience sampling technique. The researcher engaged officers from the research site who were easy to be reached. Officers whom researcher came into contact with were involved in the study.

Research Instrument

A standardized questionnaire that captures the various variables under study was developed and administered to the sample respondents. A questionnaire is a research instrument that captures data over a large sample and its objective is to translate the research objectives into specific questions and answers and for each question provides the data for hypothesis testing (Blaikie, 2009). The advantages of a questionnaire over other instruments include: information can be collected from large samples, no opportunity for bias since it is presented in paper form and confidentiality is upheld (Blaikie, 2009).

This data collection instrument was used because it provided the opportunity for self-administered surveys and cost less than personal interviews and sometimes sample accessibility becomes difficult (Cooper & Schindler,

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2006). The questionnaire gave room for careful considerations where the respondents took more time to collect facts, talk with others or consider replies at length than is possible in an interview and in terms of anonymity than other instruments.

Guided by the job satisfaction index and work-life balance scale designed in a Likert scale format, the questionnaire was divided into four sections. Section A elicited for demographic data of respondents. A total of nine (9) demographic variables were measured. Items in Section B covered organisational factors to work-life balance among police personnel. A total of fourteen (14) items designed on a five-point Likert-scale format covered organisational factors to work-life balance. In Section C, thirteen (13) items were presented to elicit personal factors to work-life balance. These items were designed on a five point Likert-scale format. The last section, Section D measured job satisfaction among personnel. It had seventeen (17) items designed as five point Likert-scale format. The instrument had a total of fifty-three (53) closed-items.

Reliability

Reliability refers to the consistency of a measure of a concept. It is a matter of whether a particular technique, applied repeatedly to the same object, yields the same results each time. Morrison (2012) argues that establishment of reliability in a quantitative research is about the trustworthiness (credibility) of the data. To obtain the reliability of the instrument, a pilot study was undertaken. A sample of twenty (20) police officers were conveniently sampled from Takoradi Police Headquarters. These officers were selected based on the assumption that they share similar characteristics with the target population and

the study area. This enabled the researcher to detect inconsistencies and other inherent problems in the instrument. Using the Statistical Product for Service Solutions (SPSS) (v.23), the data gathered was analysed and the Cronbach's alpha established for the items that were under the research questions for the study. The value of Cronbach's alpha of .708 for the instrument was obtained. Such a reliability coefficient value is said to be respectable and appropriate for data collection. Fraenkel and Wallen (2000) are of the view that "for research purposes a useful rule of thumb is that reliability should be at .70 and preferably higher" (p. 17). With this, the instrument could be said to be of good quality and capable of collecting data for the study. Table 2 presents the Cronbach alpha values for each section of the questionnaire instrument.

Table 2: Reliability of Instrument

Section	Number of Items	Cronbach alpha value
A (Demographic Data)	9	.215
B (Organisational Factors)	14	.728
C (Personal Factors)	13	.857
D (Job Satisfaction)	17	.891
Total	53	.708

Source: Field Survey, 2018

Data Collection Procedure

According to Blaikie (2009), data collection is the process of gathering pieces of information that are necessary for research process. Questionnaires were self-administered. The target participants who filled the questionnaires were from all the three police stations in the metropolis. The Ghana Police Service was first contacted and the intention to drop the questionnaires and the

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reason to do so was explained to the authorities in charge. An introductory letter was sent from the School of Business to the Police Headquarters (Pedu) to seek consent. The instrument and a copy of the proposal were requested and reviewed for six working days at their outfit. The researcher was called for a round table discussion on the fifth day to discuss about issues such as the feasibility of the study and how sensitive the study would become.

The researcher was introduced to the various staff and a permit was given to start the data collection processes. The researcher then provided all the information about the research to the participants. The disputants were engaged at the natural setting. Most of the interactions were done in English language. The field work took place over a period of one month from March 23 to April 23, 2018. For every three to four questionnaires administered each day, each interview lasted between 20 to 30 minutes.

Data Processing and Analysis

According to Sekaran (2003), one should never collect data without substantial analysis going on simultaneously. Before processing the response data, the completed questionnaires were edited for completeness and consistency and then coding was. The qualitative data were converted into quantifiable forms by coding all relevant data followed by the systematic assembly. Statistical Product for Service Solutions (SPSS) version 23 was used to analyze the data to generate summative statistics like mean, median, mode, variance and standard deviation. SPSS was used to generate tables, pie charts and graphs where necessary.

Descriptive statistics was done to analyze quantitative data in order to generate percentages, means, median, mode, standard deviation and variance of

both dependent and independent variables. Regression analysis was done to establish whether there is a correlation between independent variables (personal factors and work-related factors) and the dependent variable (job satisfaction).

Ethical Considerations

Ethics means conforming to accepted standards and being consistent with agreed principles of correct moral conduct (De Vos, Strydom, Fouche, & Delport, 2005). First, an introductory letter was obtained to help get information. Informed consent was sought from the respondents before selecting them for the data collection. This was achieved by explaining the purpose of the study to them and giving them an informed consent form to fill. The purpose was to guarantee that respondents were willing to participate in the study. Respondents were made to be aware that information given would be confidentially kept and not exposed to individuals who are not expected to have access to it. All respondents were not denied the right of participation or non-participation. During the administration of the instrument, any respondents who for any reason decided to withdraw his/her participation was not denied. At any point in the study, respondents were at liberty to rescind their earlier decision of participation. Information provided by participants was not given out to third parties to affect participants in any way whatsoever in order to ensure confidentiality. Respondents were not required to provide any information that could easily be used to identify their personality. Therefore, information such as names and contact addresses of respondents were not taken. This was to ensure that respondents were kept anonymous throughout and after the research. Data was considered for research and academic purposes solely. All information

obtained from respondents were used for research purposes and did not serve any managerial or field purposes.

Chapter Summary

The chapter has been able to enumerate the key strategies and modalities that guided the collection and analysis of needed data. Each strategy or modality for collecting and analysing data has been extensively discussed making reference to literature. The researcher has been able to illustrate how each of the dimensions was applied to the study and also justified the involvement of the components. The study design, study area, population, sample and sampling procedure and instrumentation have been provided in the chapter. Similarly, the procedure for data collection, data analysis and the ethical issues underlying the study have also been given in this chapter.
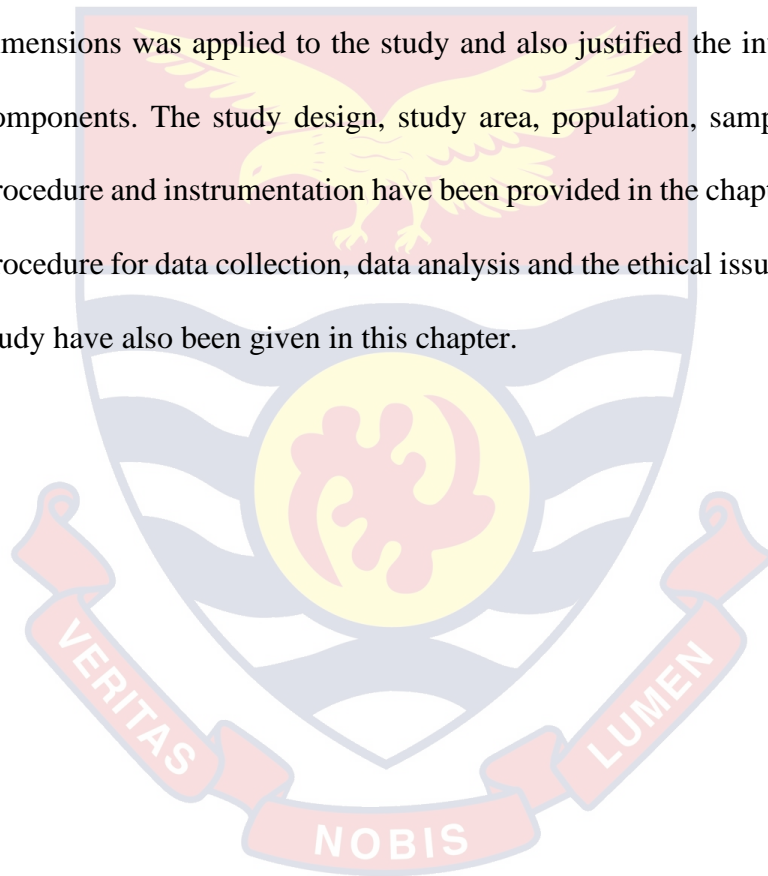
CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the findings from data collected in the field. After data collection, the instruments were cleaned for desirability and further analysis. 155 items were found desirable for analysis, which formed the final sample size. Data was analyzed and discussed based on the research objectives. Results and discussion is presented per the objectives raised in the study. The first section offers data on the description of respondents' demographic characteristics to offer a clearer view of the individuals whose views were sampled for the study.

Background of Respondents

The background of respondents is in relation to age of respondents, sex, marital status, level of education of respondents and length of service at Ghana Police Service. Table 3 presents frequency and percentage values of respondents' demographic characteristics.

Table 3: Demographic Characteristics of Respondents

Variable	Response	Frequency	Percentage (%)
Rank	Junior Officer	89	57.4
	Senior Officer	66	42.6
Age (in years)	18-24	13	8.4
	25-34	63	40.6
	35-44	57	36.8
	45-54	17	11.0
	55-64	5	3.2

Table 3 Continued

Sex	Male	120	77.4
	Female	35	22.6
Level of Education	Secondary School	71	45.8
	Commercial/Vocational	16	10.3
	Polytechnic	16	10.3
	Tertiary(University)	52	33.5
Marital Status	Single	16	10.3
	Married	107	69.0
	Divorced	15	9.7
	Widowed	17	11.0
Length of Service	1-5years	6	4.1
	6-10years	28	18.1
	11-15years	78	50.3
	16-20yesrs	19	12.3
	21-25years	11	7.1
	≥26years	13	8.1
Hours Spent at Work	6-10	52	33.5
	11-15	103	66.5
Hour Spent at Home	1-5	134	86.5
	6-10	8	5.2
	11-15	13	8.4
Total		155	100.0

Source: Field data, 2018

According to the Ghana Living Standards Survey (GSS, 2012), the majority of the working population of Ghana ranges between the ages of 18 and 65 years. The ages of respondents for this study fell within the Ghanaian working population. The results gathered from the field were categorized into age intervals of nine. This helped the researcher to identify the majority of employees of Ghana Police Service in Cape Coast who fell within a specific age interval. From Table 3, it can be observed that 40.6 percent fell within 25-34 years. Out of the total number of respondents, 36.8 percent were aged between 35 and 44 while 11 percent were between 45-54 years. It was revealed that 8.4 and 3.2 percent were between 18-24 and 55-65 years respectively. It can be deduced that the greater number of employees who worked in the Ghana Police Service were between the ages 25-34 years followed by those who fell within 35-44 years. A critical observation of the Table indicates that the majority of workers in the Ghana Police Service were within the youthful population as described by the Ghana Statistical Service. This notwithstanding, it can be deduced that fewer of the workers in the police service were in their early 20s and late 50s.

Information on the sex of employees in Ghana Police Service in Cape Coast helped the researcher to determine which sex group experienced better work-life balance and how that impacted satisfaction. The sample of 155 respondents consisted of 120(77.4%) males and 35(22.6%) females. The majority of the respondents in this study were males. In other words, a fewer of the sampled workers were females which confirm the Ghanaian occupational structure in which men are more than women, especially in the security service. The finding of the study is corroborated by the statistics on the occupational

structure of Ghana (GSS, 2004). From a gender perspective, the researcher wanted to find out which sex group (men or women) experienced work-life balance.

It was observed that the greater proportion of the respondents (45.8%) had attained secondary level of education. This implies that there is a large number of employees in the Ghana Police Service who hold secondary level of qualification. 10.3 percent of respondents had completed polytechnic while 10.3 percent had been in commercial or vocational school. Approximately 34 percent of the respondents had obtained qualifications in the tertiary level. It can be deduced that one does not necessarily need a tertiary level qualification in order to enter into the Ghana Police Service. Little (1980) argues that the lower one's educational status, the lower the expected income and the higher an individual's status, the higher the expected income. This is due to the fact that when an individual is able to attain a higher level of education, he or she might occupy a higher position in an organisation and thereby earn an attractive income. The author further notes that the level of education of employees is reflected in the positions or ranks and earnings of employees in the service industry.

The researcher wanted to find out the marital status of employees in the company or organisation. A careful look at Table 3 depicts that 16 respondents (10.3%) were single or never married while 107 respondents (69%) said they were married. It was observed that 9.7 percent of the respondents were divorced whereas 11 percent were widowed. It can be deduced that the majority of the respondents were married and in their youthful age. This is relevant in the discussion of work-life balance and job satisfaction because one's marital status can determine the kind of household responsibilities the person might be

involved in. Martins et al. (2002) suggested that married workers prioritize their families' relative to work. Married employees with children need more time and energy to satisfy the needs of the family. All too often, the role of being a spouse along with the role of being an employee makes it difficult to balance work and non-work activities. It is therefore imperative to display the marital status of respondents in this study.

As part of the demographic characteristics of the respondents, the researcher sought to determine the number of years employees have spent working in the police institution. The findings, as indicted in Table 3 showed that the majority of the workers (50.3%) had spent between 11-15 years in the Ghana Police Service while 18.1percent said they have been with the institution within 6-10 years. In addition, 12.3 percent said they have worked for 16-20 years as well as 7.1 percent indicating that they have served for 21-25 years. The maximum and minimum number of years served by workers was 35 years and 1 year respectively. On the average, respondents have spent 13 years working as police personnel. This implied that, on average, each employee has spent 13 years working for the Ghana Police Service.

Furthermore, the hours spent at work and with the family was important in determining whether employees manage their work and social or family life effectively and efficiently. As noted previously, the Ghana Labour Act 615 (2003) has prescribed a maximum number of eight hours per day or 40 hours a week working hours for workers. Working within these stipulated hours has positive effects on the health of workers (Sparks et al., 1997). Thus, when workers are able to work within these hours, they might be in good health to perform activities at home and work. From Table 3, 52 respondents (33.5%)

indicated that they spent 6-10 hours per day at work. The study found that the majority of respondents (66.5%) worked between 11-15 hours per day. On the average, a maximum number of 16 hours was spent at work when police personnel were on duty while the minimum was 6 hours. It can be deduced that the mean number of hours of workers in this organisation is 11 with a standard deviation of 0.474. This implies that the majority of workers spent 55 hours a week engaging in paid work. As a result, employees complained that social life was adversely affected by the number of working hours. Working 55 hours per week contradicts the Ghana Labour Act (2003) and European Legislation that respectively defines an appropriate maximum of 40 and 48 working hours per week for employees.

Contrary to hours spent at work, personnel (86.5%) at the Ghana Police Service admitted that they spent between 1-5 hours with the family. Given the minimum of 1 hour and a maximum of 15 hours spent with family, workers spent an average of 8 hours with their families with a standard deviation of 0.584. It can therefore be deduced that the majority of the respondents spent more time at work and less time with the family. Put differently, per the number of hours spent at work and at home, employees at the Ghana Police Service were engaged by their work at the expense of family responsibilities. This might be due to the nature of the police job which requires persons to be on the field offering protection, maintaining peace and order in the society.

Examination of Study Objectives

Socio-Demographic Determinants of Work-Life Balance

The first objective of the study was to examine some demographic variables that affect work-life balance among police officers in the Cape Coast

Metropolis. The study measured socio-demographic variables such as age, sex, level of education, marital status, rank or position in the service and the number of years served. With the use of a chi-square test, the study sought to establish a relationship between these variables and work-life balance. The level of significant is 0.05. Hence, when the *p* value is greater than 0.05, it implies that there is no significant relationship between the variables. However, when the *p* value is less than 0.05, it implies that there is a significant relationship between the variables. Table 4 presents data illustrating socio-demographic determinants of work-life balance among police officers.

Table 4: Socio-Demographic Factors that Affect Work-Life Balance

Variable	Category	I get home on time every day to spend time with my family		Total	Chi-square
		D (%)	A (%)		
Sex	Male	114 (95)	6 (5)	120 (77.4)	0.056*
	Female	29 (82.9)	6 (17.1)	35 (22.6)	
	Total	143 (92.3)	12 (7.7)	155 (100)	
Age	18-24	13 (100)	0 (0)	13 (8.4)	0.000*
	25-34	54 (85.7)	9 (14.3)	63 (40.6)	
	35-44	57 (100)	0 (0)	57 (36.8)	
	45-54	14 (82.4)	3 (17.6)	17 (11.0)	
	55-64	5 (100)	0 (0)	5 (3.2)	
	Total	143 (92.3)	12 (7.7)	155 (100)	

Table 4 Continued

Marital status	Single	13 (81.2)	3 (18.8)	16 (10.3)	0.036*
	Married	101 (94.4)	6 (5.6)	107(69.0)	
	Divorced	15 (100)	0 (0)	15 (9.7)	
	Widowed	14 (82.4)	3 (17.6)	17 (11.0)	
Total		143 (92.3)	12 (7.7)	155 (100)	
Rank	Junior Officer	89 (100)	0 (0)	89 (57.4)	0.000*
	Senior Officer	54 (81.8)	12 (18.2)	66 (42.6)	
Total		143 (92.3)	12 (7.7)	155 (100)	
Level of Education	SHS and below	71 (100)	0 (0)	71 (45.8)	0.000
	Commercial/ vocational	16 (100)	0 (0)	16 (10.3)	
	Polytechnic	10 (62.5)	6 (37.5)	16 (10.3)	
	University	46 (88.5)	6 (11.5)	52 (33.5)	
Total		143 (92.3)	12 (7.7)	155 (100)	

Source: Field work, Coleman (2018)

From Table 4, it can be deduced that out of the 120 male police officers, 114(95%) did not get home on time to spend time with their families as the same can be said for female police officers (82.9%). There is no statistically significant relationship between sex and work-life balance since the p value (0.056*) is by approximation higher than 0.05. It can therefore be deduced that

although there is a percentage difference that showed that males seem to be affected based on the time they get home.

Statistically, their experiences are not much different from what their female counterparts go through. That is, male and female police officers often get home late due to the nature of their work. This confirms Gutek's (1991) assertion that men and women perform different roles which might exhibit different inter role conflict. Hence, it is quite difficult to determine which amongst them suffer more work-life conflict.

The relationship between age of police officers and work-life balance showed that among other things officers within 25-34 years often arrived home late as compared to others. The p value (0.000*) indicates that officers within ages of 25-34 years arrived home late than those in other age range. Another socio-demographic factor used to determine work-life balance was marital status of police officer. This supports Tausig's and Fenwick's (2001) argument that older employees enjoy greater success with work-life balance than younger employees. The reason is that at the late stage of their career, older employees might not be able to endure work pressure; hence it is advisable to reduce their workload. This might eventually reduce work-family conflict.

The finding of the study depicted that married police officers often got home late which affected the time they spent with their families. At p value of 0.036*, it can be deduced that there is a significant difference between time married and unmarried police officers spent with their families. This confirms Martins, Eddleston and Veiga's (2002) study that reported that married workers give more priority to their families' relative to work. Employees who are married and have children need more time and energy to satisfy the needs of the

family. Hence, the role of being a spouse along with the role of being an employee makes it difficult to balance work and non-work activities. This is further explained by Md-Sidin, Sambasivan and Ismail (2008) who report that individuals who are married experience more work-life conflict than those who are not married.

The rank of workers sometimes affects the intensity of work people do at the workplace. In this regard, the study categorized police rank into junior and senior. The study revealed that junior officers (100%) often got home late to spend time with their families as compared to 81.8 percent of the senior officers. Supported by a chi-square test, the study recorded a p value (0.000*) indicating that there is a statistically significant difference between rank and work-life balance. Officers in senior ranks had more time for their families as compared to those in the junior ranks.

Organisational Factors that Affect Work-Life Balance

The purpose of this objective was to find out whether workers in the organisation can identify some organizational factors that affected work-life balance. In this regard, the researcher used organizational factors status to explore respondents' level of understanding of work-life balance. Their responses were coded and percentages were calculated for each question the researcher asked. If the mean is greater than the average mean, it either implies that respondents agreed that some factors influenced work-life balance or agreed with the questions the researcher asked. However, if the mean is less than the average mean, it implies that they disagreed that the factors affected work-life balance or disagreed with the questions. Employees' responses are

represented in percentages and are grouped into agree (A), neutral (N) and disagree (D). The results are shown in Table 5.

Table 5: Organizational Factors that Affect Employee's Work-Life Balance

Factors	Agree N (%)	Neutral N (%)	Disagree N (%)	MEAN
The number of hours at work is not too long	54(34.8)	0	101(65.2)	2.27
I am happy with the hours I spend at work	15(9.6)	8(5.2)	132(85.2)	2.20
I get home on time every day to spend time with my family	12(7.7)	0	143(92.2)	1.68
The organisation takes initiative to help manage my work and family life	15(9.7)	3(1.9)	137(88.4)	2.19
I worry about my work when I am home	89(57.4)	0	66(42.6)	3.41
The workload is too much	89(57.4)	0	66(42.6)	3.48
There is a lot of pressure in the work I do	97(62.5)	0	58(37.4)	3.58
I am satisfied with me time for work and family	**17(11.0)**	**0**	**138(89.0)**	**1.55**
I often work late or at weekends to deal with paperwork without been interrupted be friends and family members	9(5.8)	3(1.9)	143(92.3)	1.88
I worry about the effect of work stress on my health	103(66.4)	3(1.9)	49(31.6)	3.75
Overall, I feel that I have a good balance between the time I spend at work and the time for family	9(5.8)	0	146(94.2)	1.25
AVERAGE MEAN				2.65

Source: Field work, Coleman (2018) *(Mean Score interpreted as: ≤ 2.55 = Disagree and ≥ 2.56 = Agree)*

Table 5 shows that 65.2 percent of the respondents disagreed while 34.8 percent of the respondents agreed that the number of working hours is not too long which lead to a negatively effect of work-life balance. This implies that police personnel spent a longer period of time on the job which might affect the

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time spent on other social responsibilities. This confirms Wayne's (2004) suggestion that heavy or too much work hours adversely affect work family balance because more work hours may contribute in work family conflict.

A clear indication of their unhappiness with the number of hours spent at work was that the mean value of 2.27 on the number of hours was less than the average mean of 2.55. As a result of the number of working hours described earlier, employees at the Ghana Police Service (85.2%), with a mean value of 2.2 obviously lower than the average mean value of 2.55, expressed their discontent with the hours spent at the workplace. In furtherance of expressing their displeasure to the above situation, 92.2 percent of the police force scarcely got home on time every day to spend time with the family. This again contradicts the stipulated working hours of 8 hours per day recommended by the Ghana Labour Act 615 (Ghana Labour Act, 2003). Indeed, deducing from their responses, the nature of the police work is quiet demanding and as such might have resulted exceeding the expected number of working hours; hence sometimes resulting in getting home late.

In spite of their unhappiness with the working hours, respondents (88.4%) argued that institutional heads have not taken any initiative to help them manage their work and family life. This contradicts Warner's and Hausdorf's (2009) study in Canada which suggested the need for supervisors to support their subordinates or workers on work-life issues in order to reduce work-to-family conflict. Approximately 57 percent of the police force agreed to the fact that they worry about work when they are home whereas the same proportion of the sampled respondents stressed on too much workload been a factor to disrupting their work-life balance. This finding supports responses given by the

police force on the amount of pressure involved in their work. About 63 percent of the respondents attested to the fact that there is a lot of pressure in the work they do. This finding is consistent with the recommendation by Tremblay, Genin and Loreto (2011). They argued that the pressure and demanding work environment among police officers and agents requires the need to offer formal and informal support to employees in the work environment to balance their work and family aspects.

The current study also found that 66.4 percent of the respondents worry about the effect of work stress on their health while an overwhelming 94.2 percent of the respondents disagreed with the fact that they have a good balance between time spent at work and with family. This supports Aycan's et al. (2007) assertion that workers who work longer hours are exposed to more work-related stress. When employees experience more work-family imbalance, it leads to psychosomatic complaints such as stomach aches, headaches and sleeping disorders. It can therefore be deduced that the majority of the employees at the Ghana Police Service did not experience work-life balance. This is because the mean value (1.25) for this variable was lower than the average mean (2.55).

Personal Factors that Affect Work-Life Balance

As part of achieving the objectives of the study, the researcher identified some personal or social factors that might influence work-life balance. In as much as organisational factors shape a worker's ability to manage paid work and social life, the onus also lies on how workers can, through their own initiatives, manage their work-life balance. Engaging in several activities including taking breakfast, free leisure hours, enjoying vacations, co-operation from family members among others are some indicators for measuring personal

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factors that affect work-life balance. The responses were categorized as Agree

(A), Neutral (N) and Disagree (D). Responses are displayed in Table 6.

Table 6: Personal Factors Affecting Work-Life Balance

Personal Factors	Agree	Neutral	Disagree	MEAN
	N (%)	N (%)	N (%)	
I am satisfied with my free/leisure hours	52(33.5)	3(1.9)	100(64.5)	2.59
I am happy to get nice sleep of maximum 8 hours at night	41(26.5)	0	114(73.5)	2.43
I can take my breakfast in the morning without hurry	15(9.7)	48(31.0)	92(59.4)	2.21
I am satisfied with the family gathering	68(43.9)	5(3.2)	82(52.9)	2.65
I enjoy during vacation at least once in a year	81(52.3)	3(1.9)	71(45.8)	3.00
I get more satisfaction for good co-operation from my family members for cooking and serving a healthy balance diet	104(67.1)	0	51(32.9)	3.35
I am satisfied with the leisure hours I have on weekends	22(14.2)	0	133(85.8)	1.74
I am satisfied with me weekend shopping and outing with my family	11(7.1)	3(1.9)	141(91.0)	1.82
I feel satisfied with the time I am spending with my partner	52(33.5)	7(4.5)	96(61.9)	2.59
I am satisfied about spending quality time with my children	16(10.3)	15(9.7)	124(80.0)	2.21
I am satisfied about spending quality time for myself	8(5.2)	8(5.2)	139(89.7)	1.63
I enjoy and celebrate well with my children during their birthdays and shop for them during festivals	9(5.8)	3(1.9)	143(92.3)	1.61
AVERAGE MEAN				2.31

Source: Field work, Coleman (2018) *(Mean Score interpreted as: ≤ 2.55 = Disagree and ≥ 2.56 = Agree)*

The mean values and the average mean value were used to determine

the factors that had much influence on work-life balance. A critical look at the

personal factors that affect work-life balance showed that approximately 65

percent of the respondents were not satisfied with their free/leisure hours. This implied that they were more engaged by their paid work. This supports Yadav's (2013) argument that policing is an extremely demanding profession and you have no choice for working hours; that eventually affect the time for free or leisure hours.

In addition, 73.5 percent of the respondent disagreed with the fact that they had a minimum of 8 hours of sleep at night. Respondents (59.4%) further argued that because of the nature of their job they are always in a hurry to take their breakfast. While 52.9 percent of the respondents were not satisfied with the time they spent on family gathering, 85.8 percent too were not satisfied with the leisure hours they have on weekends. This supports Holbeche's (2002) assertion that employees involved in demanding work experience anxiety, workload, and loss of control, pressure, long hours and insufficient personal time with the family.

Similarly, 61.9 percent of employees at the Ghana Police Service were not satisfied with the time they spent with their partners whereas 80 percent and 92.3 percent respectively were dissatisfied with the time they spent with their children as well as their children's birthday, shopping for festivals among others. The above analysis contradicts Higgins's and Duxbury's (2001) argument that the problems working couples encounter are related to taking care of the children and elderly, especially in dual income families. However, the study found that 52.3 percent of workers at the Ghana Police Service enjoyed their vacation at least once in a year while 67.1 percent enjoyed co-operation between family members, good cooking and a healthy balanced diet provided at home. This confirms Allen's (2008) argument that the greater the amount of

family love and commitment, the more positive the relationship between job satisfaction and work-family conflict.

Comparing organisational factors affecting work-life balance to personal or social life factors influencing work-life balance, it can be deduced that the majority of the respondents felt personal factors affect work-life balance at the minimum level in comparison to organisational factors. The average mean for organisational factors is 2.55 whereas that for personal factors is 2.31. This indicates that the majority of the respondents viewed organisational factor influencing work-life balance more than the personal factors.

Work-Life Balance and Employee Satisfaction at Ghana Police Service

The fourth objective of this study was to examine employee work-life balance at Ghana Police Service and how it influences job satisfaction. For workers to experience work-life balance there is the need for organisations to implement certain policies. Bernardin (2007) asserts that organisations are becoming more involved in designing policies to help employees manage their work-family role conflict by providing a place and procedure for discussing conflicts and coping strategies. To ascertain the influence of work-life balance on job satisfaction, researcher examined the satisfaction level of personnel to their job. Table 7 presents the job satisfaction level among respondents.

Table 7: Job Satisfaction Level Among Respondents

Factors	Agree N (%)	Neutral N (%)	Disagree N (%)	MEAN
I feel satisfied with my working hours	69(44.5)	3(1.9)	83(53.5)	2.53
I feel satisfied with the recognition I get for good performance of work.	53(34.2)		102(65.8)	2.47
The morale in my department is high	79(51.0)		76(49.0)	3.17
I communicate well with my superiors	56(36.1)	2(1.3)	97(62.6)	2.61
I am satisfied with my pay	73(47.1)	6(3.9)	76(49.0)	2.78
I am satisfied with process for promotion	51(32.9)		104(67.1)	3.27
I am satisfied with the break and lunch time to have healthy food and talk to my colleagues	88(56.8)	11(7.1)	56(36.1)	3.29
I have the tools and resources for my job	22(14.2)		133(85.8)	1.74
I feel satisfied with the training we grown through	81(52.3)	3(1.9)	71(45.8)	3.07
In my organisation, communication of all rules, policies and procedures is very good	52(33.5)	7(4.5)	96(61.9)	2.63

Table 7 Continued

I get proper feedback about my work performance from my superior.	41(26.5)		114(73.5)	2.57
It is easy to get along with my colleagues	69(44.5)	3(1.9)	83(53.5)	2.61
I am satisfied with the work performance and respect with co-workers, customers and superior from diverse backgrounds	81(52.3)	3(1.9)	71(45.8)	3.13
I feel satisfactory with my relationship at work	104(67.1)		51(32.9)	3.35
I am satisfied with the separation of both my professional and personal life without any conflicts.	53(34.2)	11(7.1)	91(58.7)	2.43
I am satisfied with the Work Life Balance I follow that makes me to stay healthy	41(26.5)	19(12.3)	95(61.3)	2.48
I feel satisfactory with the right work life balance that increases the quality of work	51(32.9)	13(8.4)	91(58.7)	2.49
AVERAGE MEAN				2.27

Source: Field work, Coleman (2018) (*Mean score interpreted as ≤ 2.55 = Dissatisfied and ≥ 2.56 = Satisfied*)

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Respondents expressed their views on various elements on their satisfaction to their work. With respect to satisfaction with working hours, 83(53.5%) disagreed, 3(1.9%) were neutral and 69(44.5%) indicated their strong agreement. When asked about satisfaction with recognition for good performance of work, 102(65.8%) disagreed and 53(34.2%) agreed. This was confirmed with the mean score of 2.47, showing how respondents disagreed to being satisfied with recognition for good performance of work. On the statement of morale in my department being high, 76(49.0%) disagreed with 79(51.0%) agreeing. The mean score for this statement was 3.17. Respondents were hence satisfied with the level of morale in their work. In terms of communicating with well with supervisors, 56(36.1%) agreed, 2(1.3%) appeared neutral and 97(62.6%) disagreed (Mean = 2.61). When asked about satisfaction with pay levels, 73(47.1%) agreed, 6(3.9%) indicted their neutrality and 76(49.0%) disagreed. A mean score of 2.78 affirmed respondents' agreement to their satisfactorily levels to their pay levels. The issue of promotion was also raised to ascertain respondents' satisfaction to this element. While 51(32.9%) agreed they are satisfied with the promotion process in their work, 104(67.1%) disagreed.

In terms of being satisfied with the break and lunch time to have healthy food and talk to colleagues, 88(56.8%) agreed, 11(7.1%) indicated their neutrality and 56(36.1%) pointed out their disagreement. On the issue of having the right tools and resources for work, 22(14.2%) agreed with the remaining 133(85.8%) disagreeing. The majority of the respondents, represented with a mean score of 1.74 disagreed that they have the right and sufficient tools and resources to aid in their discharge of duties. However, as many as 81(52.3%)

respondents agreed they were satisfied with the training they have gone through to equip them for their job: though 71(45.8%) indicated their disagreement and 3(1.9%) chose a neutral response.

The issue of receiving proper feedback was also ascertained among respondents. It was observed that while 41(26.5%) indicated their agreement, as many as 114(73.5%) pointed out their disagreement. While 69(44.5%) agreed they easily get along with their colleagues, 83(53.5%) shared a contrary view. In terms of satisfaction with relationships at work, 104(67.1%) agreed while 51(32.9%) respondents appeared to be dissatisfied. When asked if they were satisfied with the separation of both professional and personal life without any conflicts, 53(34.2%) agreed, 11(7.1%) were neutral while 91(58.7%) disagreed. The mean score of 2.43 affirmed the disagreement made by respondents on their satisfaction to separation of both professional and personal life without any conflicts. This points to the fact that respondents are not able to separate their professional life from personal life. There is obviously a conflict between professional and personal life of respondents. This was further affirmed with a mean score of 2.48 showing respondents' disagreement to being satisfied with the work life balance being followed to make them stay healthy. Specifically, as many as 95(61.3%) disagreed with 41(26.5%) agreeing they are satisfied with the work life balance policy they follow to enable them stay healthy. Similarly, the majority of respondents, represented with a mean score of 2.49, disagreed to being satisfied with the right work life balance which increases the quality of their work.

Conclusively, respondents pointed out to be dissatisfied with their work. A total mean score of 2.27, respondents generally disagreed to the various

statements raised to ascertain their level of job satisfaction. It can hence be adduced that officers from the Ghana Police Service sampled in Cape Coast Metropolis are not satisfied with their job.

Since the objective was to ascertain the influence of work-life balance on job satisfaction, a simple linear regression was employed to determine the relationship between the variables. Work-life balance was the predictor variable and job satisfaction was the constant or the outcome variable. Table 8 presents the result of the simple linear regression between work-life balance and job satisfaction among police personnel.

Table 8: Simple Linear Regression of Work-Life Balance and Job Satisfaction

VARIABLES	obs	Coef.	Std. Err.	R	R^2	F	$Prop> F$	df
Work-life Balance	155	62.197	3.146	0.296	.104	17.337	.0036	1,153
Constant		.457	.110					

Source: Field survey, Coleman (2018)

Correlation co-efficient degree/directions: High/Strong (+ - 0.60)

Moderate (+ - 0.40 $\leq$ /r/ $\leq$0.60)

Weak/low (+ - /r/ < 0.40)

The linear regression established that work-life balance could statistically significantly influence and predict job satisfaction [F (1,153) = 17.337, r = .296, p = .0036]. There was a positive correlation between work-life balance and job satisfaction. It could be adduced therefore that both variables move in similar direction: an increase in work-life balance would equally result

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in an increase in job satisfaction. However, the relationship between the variables were found to be weak, though statistically significant ($p = .0036$). Moreover, work-life balance accounted for ten per cent of the explained variability in personnel job satisfaction ($R^2 = .104$). With a statistically significant *Prop>F* value, the model is statistically significant for predicting the outcome variable. It affirms the assertion that there is a statistically significant relationship between work-life balance and job satisfaction among officers of the Ghana Police Service within the Cape Coast Metropolis.

This implies that as workers are able to manage their social and work lives adequately due to the existence of policies for a better work-life balance, their satisfaction as officers in the Ghana Police increases but not that much. This supports the hypothesis that there is a positive association between work-life balance and employee satisfaction in Ghana Police Service in the Cape Coast Metropolis. Although the relationship is not strong, this supports Sakthivel and Jayakrishnan's (2002) findings that there is a positive association between work-life balance, satisfaction and commitment among police service. The weak positive relationship between work-life balance and job satisfaction could imply that employees at Ghana Police Service view other factors such as work environment, the culture of performing family responsibilities and individual interest as an influence on their satisfaction. However, these factors were not included as part of the indicators of work-life balance in this study.

Linking the finding above to the work-family conflict theory, it can be argued that officers in the Ghana Police Service spend more time at the workplace at the expense of their family or social responsibilities. They do not adequately benefit from such work-life balance policies; hence they experience

role conflict which has adverse effects on satisfaction (Hobson, Delmus & Kesic, 2001). With regard to the influence of work-life balance on job satisfaction, the study shows a weak positive relationship between work-life balance and job satisfaction. Linking this finding with role expansion theory, as police officers benefit from work-life balance policies, work-life balance would be enhanced and this can have positive effects on job satisfaction (Barnett & Hyde, 2001). Work-life balance policies will help police officers to perform multiple roles. As a result, they will be satisfied and committed to work.

Chapter Summary

It has been illustrated in the chapter that apart from sex, age, marital status, rank and level of education affect work-life balance of Ghana Police Officers in the Cape Coast Metropolis. Some organisational and personal factors also affected police officers' ability to balance their paid work with non-paid work activities. In sum, there was a weak positive relationship between work-life balance and job satisfaction among police officers in the Cape Coast Metropolis. Work-life balance accounted for ten percent of the variability in the level of job satisfaction among officers of Ghana Police Service within the Cape Coast Metropolis.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter gives a summary and conclusions to the entire study that has been undertaken. Based on the findings made, general conclusions are drawn. Similarly, the chapter provides recommendations to improve practice and research as well.

Summary

The study examined the influence of work-life balance on employee satisfaction at the Ghana Police Service in the Cape Coast Metropolis in the Central Region. Four specific objectives were addressed: to examine the socio-demographic factors that influence work-life balance; explore the organisational factors that affect work-life balance; to determine personal factors that influence work-life balance and examine the influence of work-life balance on employee satisfaction in the Ghana Police Service. The study was a descriptive research and data was collected from 155 police officers. A stratified sampling technique was used to draw the sample unit from three police stations within the Cape Coast Metropolis. A validated questionnaire instrument with Cronbach Alpha value of .708 was used to collect data. Descriptive values including frequencies, percentages, and mean scores were used to analyse data. A simple linear regression was used to ascertain the influence of work-life balance on job satisfaction. Computations were mad using SPSS version 23.0.

The following findings were made:

- Age, marital status, rank and level of education had a statistically significant relationship with work-life balance. These socio-

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demographic variables affected work-life balance among officers of the Ghana Police Service in the Cape Coast metropolis.

- With a mean score of 2.55, respondents agreed that the following institutional factors affected their work-life balance: working hours, initiative taken by organisation, work pressure, workload, late work and weekend assignments, and work stress. These factors, apart from mostly being dissatisfactory for respondents, accounted for work-life balance among officers of the Ghana Police Service.

- Personal factors which affected work-life balance include free/leisure hours, sleep time, opportunity to take breakfast, vacation, and opportunity for family gathering and cooperation. With a total mean score of 2.31, respondents similarly indicated their disagreement of their satisfaction to these personal variables of work-life balance.

- The linear regression established that work-life balance could statistically significantly influence and predict job satisfaction [F $(1,153) = 17.337$, $r = .296$, $p = .0036$]. Work-life balance accounted for ten per cent of the explained variability in personnel job satisfaction ($R^2 = .104$) Thus, as work-life balance increases, employees' satisfaction to work increases but just a little.

Conclusions

Socio-demographic variables such as marital status, age, level of education and rank positively impact work-life balance among personnel. In other words, being married or not, young or old, and professional rank of police officers determined their ability to balance their paid-work and non-paid work

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life. These factors thus would determine the ability of police officers to ensure the right balance between their paid work and on-paid work life.

There was a general disagreement of satisfaction to institutional factors affecting work-life balance. These factors: workload, work pressure, stress, organisational initiatives and weekend assignments were rated dissatisfactory among respondents. It is hence concluded that though the existence of these factors a key determiners of work-life balance for employees, it is not considered satisfactory among officers.

Personal factors including sleep time, leisure time, vacation, and opportunity for family gathering were majorly dissatisfactory among respondents. Though these factors were considered an antecedent to work-life balance among employees, respondents unfortunately indicated their dissatisfaction to the personal variables.

Generally, officers of the Ghana Police Service pointed out their low level of satisfaction to their job. The low level of job satisfaction was accounted for by work-life balance among the officers. It can thus be concluded that ensuring an effective work-life balance among police officers would positively improve their level of job satisfaction and morale.

In entirety, the objectives of the study: to ascertain demographic characteristics affecting work-life balances, institutional and personal antecedents of work-life balance and effect of work-life balance on job satisfaction, has been achieved. Demographic variables, institutional factors and personal factors affect work-life balance among police officers. Job satisfaction is also affected by work-life balance.

Recommendations

Based on the conclusions drawn on employees' work-life balance, the following recommendations are made:

1. Management should enforce institutional policies such as the policy on brief leave with pay, part-time work, logistics for work, provision of incentives and allowance and the fact that they cannot take office work home occasionally to enhance work-life balance.

2. The management of the Ghana Police Service should take a critical look at work environment, workers' interest and family responsibilities. This is because these factors heavily influence satisfaction of employees at work and at home and provide the required resources to enhance work-life balance.

3. It is recommended that the Ghana Police Service should address the issue of low pay, lack of vacation and leisure time as well as insufficient working tools and logistics to improve personnel's morale and satisfaction to work

Suggestions for Further Research

The following suggestions are made for further studies taking into consideration the limitations and delimitations of the current study.

1. Since the current study was limited in scope (Cape Coast Metropolis), future studies should broaden the scope of their study to other regions in Ghana in order to increase the population and widen generalizability.

2. Future studies on work-life balance should focus on other security officers such as military officers, Ghana Immigration Officers, officers at the Customs, Excise and Preventive Service in the country.

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Limitations of the Study

Limitation of the study is that the researcher solely relied on the information provided by the respondents without observing their activities at home and work for confirmation. Due to logistical constraint, the study is limited to only Ghana Police Officers in the Cape Coast Metropolis, Central Region. Despite these limitations, the researcher followed the due process to ensure that the finding of this research reflects the reality on the ground. The researcher could not meet the expected sample size due to the nature of the work of the police which could affect the quality and quantity of data needed to generate findings of the study. A methodological limitation of the study was in respect of the study's inability to include a content analysis of work-life balance policy of the Ghana Police Service to provide further understanding of the phenomenon being studied.

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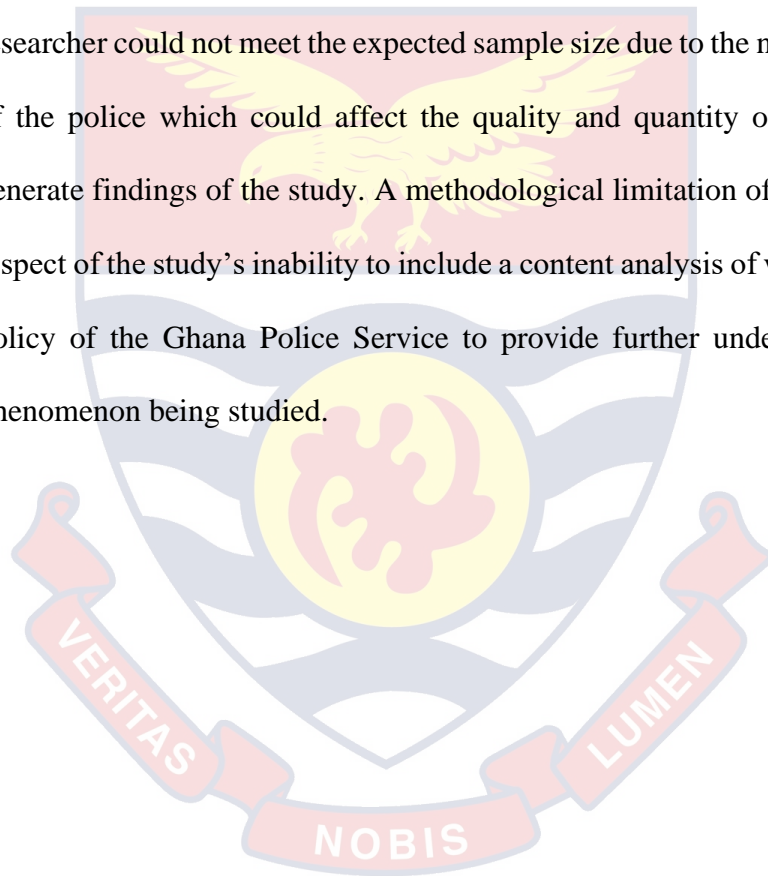
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APPENDIX

SAMPLE QUESTIONNAIRE

UNIVERSITY OF CAPE COAST

SCHOOL OF BUSINESS STUDIES

QUESTIONNAIRE FOR POLICE OFFICERS

Dear Respondent,

I am a student of the University of Cape Coast, offering Master of Business Administration programme at the School of Business. This questionnaire attempts to solicit for information for my research work titled: **the antecedent and impact of work-life balance on job satisfaction among Ghana Police Officers in the Central region**. This data is purely for an academic exercise and you are assured anonymity and absolute confidentiality. I will be grateful if you take little time to complete the questionnaire.

Please tick (√) the appropriate responses to the questions, unless otherwise stated, responses are both open and closed.

Section A: Socio-demographic Background of Respondents

1. Sex   a) Male [   ]   b) Female [   ]

2. Age   ……………….

3. Marital Status a) Single [   ] b) Married [   ] c) Divorced [   ] d) Widowed

    [   ]

4. Number of children...

5. What is your rank? a) Junior Officer [   ]   b) Senior Officer   [   ]

6. Level of education   a) Secondary School and below [   ]

b) Commercial/Vocational [   ]   c) Polytechnic   [   ]   d) Tertiary [   ]

e) Others, please specify.................

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7. Number of years you have worked at Ghana Police Service?..

8. On average how many hours do you spend at work a day? …………………………………………………………….…..

9. On average how many hours do you spend with your family a day? …………

………………………………………………………………………………

…

Section B: Organisational Factors to Work-Life Balance

Check the answer that best describes how much you agree or disagree with each statement below; Where, 1-strongly disagree (SD), 2-disagree (D), 3-neutral (N), 4-agree (A), 5-strongly agree (SA)

Statements	1 SD	2 D	3 N	4 A	5 SA
1. The number of hours at work is not too long					
2. I am happy with the hours I spend at work					
3. I get home on time every day to spend time with my family.					
4. The organisation takes initiatives to help me to manage my work and family life					
5. I often think or worry about work when I am home					
6. The workload is too much					
7. There is a lot of pressure in the work I do					

8. I am satisfied with my time for work and family					
9. I often work late or at weekends to deal with paperwork without been interrupted by friends and family members					
10. I am satisfied about sparing quality time with my children.					
11. I am satisfied about spending quality time for myself.					
12. I have satisfaction with the Exercise I undergo every day.					
13. I worry about the effect of work stress on my health					
14. Overall I feel that I have a good balance between the time I spend at work and the time for family					

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Section C: Personal Factors to Work-Life Balance

Check the answer that best describes how much you agree or disagree with each statement below; where 1-strongly disagree (SD), 2-disagree (D), 3-neutral (N), 4-agree (A), 5-strongly agree (SA)

Statements	1 SD	2 D	3 N	4 A	5 SA
15. I feel satisfied with my free/leisure hours.					
16. I am happy to get nice sleep of minimum 8 hours at night.					
17. I can take my breakfast in the morning without hurry.					
18. I am satisfied with the family gathering I 19. Enjoy during vacation at least once in a year.					
20. I get more satisfaction for good co-operation from my family members for cooking and serving a balanced, healthy diet.					
21. I am satisfied with the leisure hours I have on weekends.					

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22. I am satisfied with my weekend shopping and outing with my family.					
23. I feel satisfactory with the time I am spending with my partner.					
24. I am satisfied about sparing quality time with my children.					
25. I am satisfied about spending quality time for myself.					
26. I have satisfaction with the Exercise I undergo every day.					
27. I can enjoy and celebrate well my children birthdays, shopping for festivals.					

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Section D: Job Satisfaction Level

Check the answer that best describes how much you agree or disagree with each

statement below; where 1-strongly disagree (SD), 2-disagree (D), 3-neutral (N),

4-agree (A), 5-strongly agree (SA)

Satisfaction	1 SD	2 D	3 N	4 A	5 SA
28. I feel satisfied with my working hours					
29. I feel satisfied with the recognition I get for good performance of work.					
30. The morale in my department is high					
31. I communicate well with my superiors					
32. I am satisfied with my pay					
33. I am satisfied with process for promotion					
34. I am satisfied with the break and lunch time to have healthy food and talk to my colleagues.					
35. I have the tools and resources for my job					
36. I feel satisfied with the training we grown through					
37. In my organisation, communication of all rules, policies and procedures is very good					

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38. I get proper feedback about my work performance from my superior.					
39. It is easy to get along with my colleagues					
40. I am satisfied with the work performance and respect with co-workers, customers and superior from diverse backgrounds.					
41. I feel satisfactory with my relationship at work.					
42. I am satisfied with the separation of both my professional and personal life without any conflicts.					
43. I am satisfied with the Work Life Balance I follow that makes me to stay healthy.					
44. I feel satisfactory with the right Work life balance that increases the quality of work.					

Thank you for your co-operation.