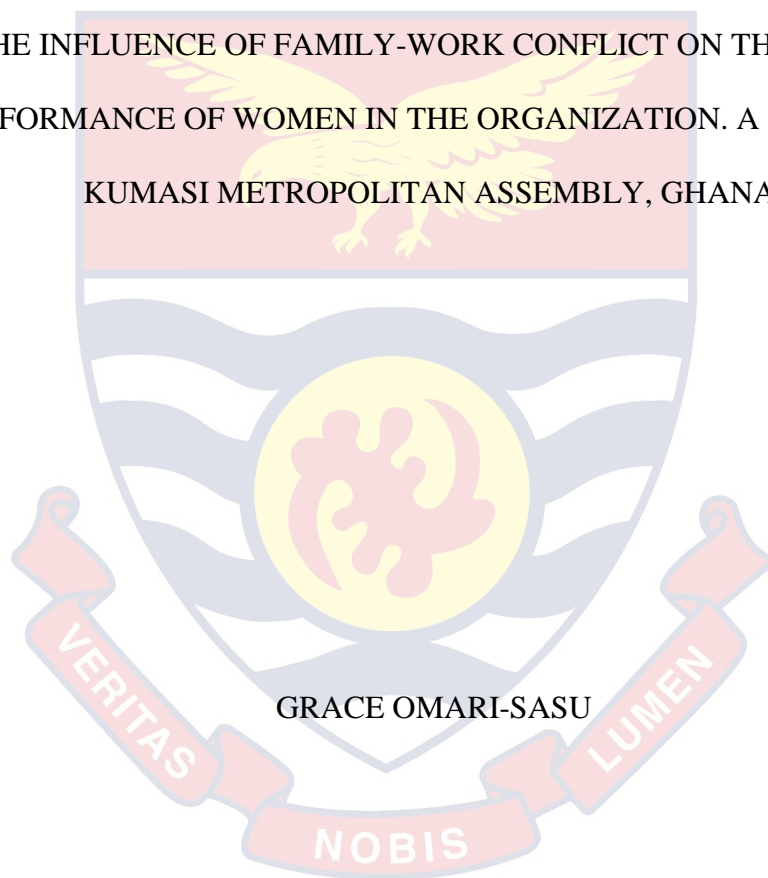PRESBYTERIAN UNIVERSITY COLLEGE, GHANA

FACULTY OF DEVELOPMENT STUDIES

THE INFLUENCE OF FAMILY-WORK CONFLICT ON THE WORK

PERFORMANCE OF WOMEN IN THE ORGANIZATION. A STUDY ON

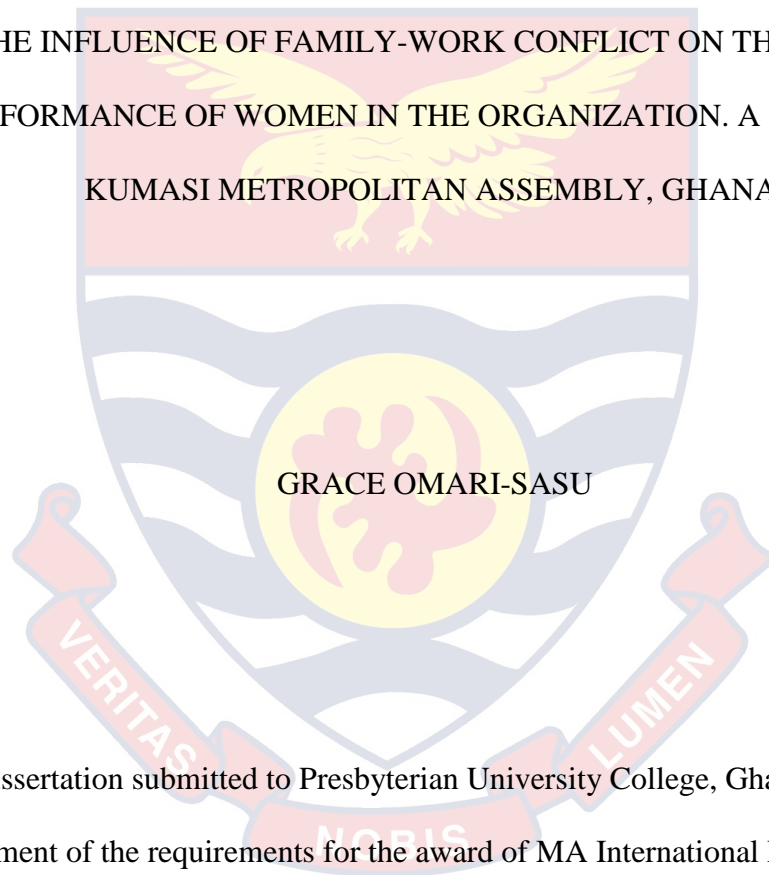KUMASI METROPOLITAN ASSEMBLY, GHANA.

GRACE OMARI-SASU

2019

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GRACE OMARI-SASU

A Dissertation submitted to Presbyterian University College, Ghana in partial

fulfilment of the requirements for the award of MA International Development

Studies

SEPTEMBER, 2019

DECLARATION

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

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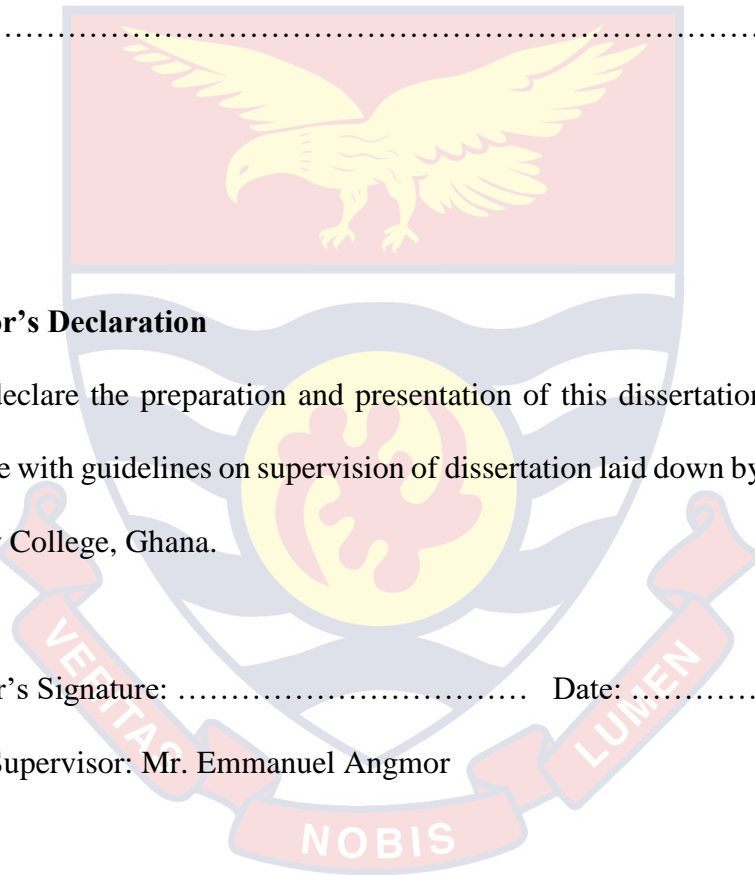
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Supervisor's Declaration

I hereby declare the preparation and presentation of this dissertation was supervised accordance with guidelines on supervision of dissertation laid down by the Presbyterian University College, Ghana.

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

Name of Supervisor: Mr. Emmanuel Angmor

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ABSTRACT

The emergence and determined survival of women in high flying jobs today in corporations depended on their own willingness to confront and fight strong barriers and hurdles that stool their way. The main objective of this study was to investigate the performance of career women using the Kumasi Metropolitan Assembly. The specific objectives included: examining the factors influencing the performance of women in the organization; examining the challenges affecting women in the organization and assessing the coping strategies adopted by women in the organization. The study adopted a descriptive research design with a sample of 100 respondents. The main data collection instrument was questionnaire. The collected data was analysed using Statistical package for Social Sciences (SPSS version 23) and presented using frequency distribution tables. With the first objectives, the study concludes that the factors affecting the performance of women in the organization included: pressure from the family, low salary, low recognition as compare to male and workload in the organization. With the second objective, the study concluded that family-work conflict affects the performance of women in the organization. With the last objectives, the coping strategies of women in the organization included flexible working hour strategy include: part-time, telecommuting, job sharing and compressed work weeks, employees are able to maintain a balance between their work and their family and flexible working hours influence them in the organization. Generally, the study concluded due to flexible working policies, women are able to cope with family-work conflict. The study further recommends the need for flexible working hours programs will benefit both the employees and employer. This will help promote job satisfaction and enable employees to reduce work-life conflict.

ACKNOWLEDGEMENT

We thank the almighty God for his guidance throughout this thesis. We would also like to sincerely thank our supervisor. Without his expertise, patience, suggestion and support, this research thesis would have not been completed. We want to thank the respondents for providing us with the information needed for the study.

DEDICATION

I dedicate this work to my family for this support and guidance.

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CHAPTER ONE

INTRODUCTION

Background to the Study

In the history of human development, women have been as vital in the history making as men have been. In fact, higher status for women employment and work performed by them in a society is a significant indicator of a nation's overall progress. Undoubtedly, without the active participation of women in national activities, the social, economic or political progress of a country will deteriorate and become stagnant. But ironically and tragically, women employees in general, are not taken very seriously by their superiors, colleagues, or society at large (Dex and Smith 2002).

Having a career poses challenges for women due to their family responsibilities. Traditionally Ghanaian women had been home makers but in the recent decades, proper education and better awareness has traditional role of women. However, due to the increasing cost of living has made them to go out and choose careers. In a patriarchal society like Ghana it is still believed that a man is the primary bread winner of his family. Although Ghanaian women have started working outside their homes but still, they have a long way to go both culturally, socially and economically, to bring in positive attitudinal changes in the mind-set of people. For what women themselves believe men are the breadwinners.

According to Sandbergh (2013), it is general perceived that gender bias against workers starts right from the recruitment. Most Ghanaian men are not ready to accept that women are capable enough to increase their performance in the organization. This implies that women capabilities are generally underestimated as a result most women have a tendency to opt for less demanding jobs even if they are highly qualified. Also, women have the he responsibilities to effectively manage their multiple roles in

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domestic homes as well as professional lives. Men generally do not offer any help in the household work. This makes the life of working women extremely stressful (Kirchmeyer, 2006).

Despite all the multiple roles and challenges most women face to secure their employee, Dube (2010), stated that some women have the capability to work extra harder to achieve the goals and objective of the organization. However, there are much fewer women employees in top management positions than men fellows in various organization. O'Neil (2008), stated that Women are still significantly underrepresented at the top levels of organizations.

Family responsibilities are one important factor influencing the amount of time and energy that individuals are able and willing to devote to work (Meyer, Raikes and Virmani 2008). The demands of family have been shown to reduce women's personal resources of time, energy, and commitment available for work (Kirchmeyer,2006). Heidi and Ellen (2010) noted that the effects of gender on career expectation were often mediated by personal and environmental variables such as perceived support for combining work and family. Family responsibility has an adverse effect on work effort, particularly for women. Relatively low work effort will, in turn, limit opportunities for positive performance outcomes, such as merit increases and promotions (Lobel et al, 2010).

Problem Statement

Female presence in corporate boards and top management has become a topical question in the past few decades. Women still face the glass ceiling phenomenon, which means that women have more difficulties in entering the top management and corporate boards of companies compared to men (Daily et al., 1999). According to Ika et al

(2015), nowadays women are actively involved in the world of work either to pursue their personal career or to support their family wealth. unfortunately, this current world of work's phenomenon generates unintentionally a balance conflict of roles and responsibilities as a career woman and a wife/mother (Karatepe & Kilic, 2007). There are two types of conflict. First, work-family conflict (WFC) occurs when the job-demands interfere in the family responsibilities, for example, due to long labouring hours and work overload, a mother has missed her children birthday party. Second, family-work conflict (FWC) occurs when family responsibilities clash with one's job responsibilities. Even though many studies have explored and discussed the how family work responsibility affects the performance of career women in various organization, there are still gaps to be bridged and scientifically enriched. Most of the studies only examine how family-work conflict affect the performance of women. This current study will include important variables such as job satisfaction and organizational commitment. This will help improve scholars and researcher identify why family-work conflict influence job satisfaction. Also, various studies failed to address the coping strategies adopted by career women. This study will discuss all the coping strategies employed by women in various organizations. This study aims to examine the effect of work-family and family-work conflict on job performance.

Research Objectives

The main objective of the study is to examine the influence of family-work conflict on the work performance of women in the organization, using Kumasi Metropolitan Assembly as a case study.

Specific Objective

1. To assess the coping strategies of women in family-work conflict.

2. To examine the factors affecting the performance of women in the

   organization.

3. To examine the level of satisfaction of women in the organization

Research Question

1. What are the coping strategies of women in family-work conflict?

2. What are the factors affecting the performance of women in the organization?

3. What is the level of satisfaction and commitment of women in the organization?

Significance of the study

The study examined the influence of family-work conflict on the work performance of women**.** A lot of factors influence the performance of women in organization. A study of this nature will be beneficial to employees, employers, help in policy formation in the organization and to the government. To the employee, the study will enable to identify the best way of improving his/her performance. The study will also enable them to cope with family-work conflict in the organization. To the employers of various organization, the study will enable them to implement policies which reduce employee stress in the organization. Again, the study will enable employers put much consideration into the well-welfare of employees. This will enhance the performance of employees in the organization. With policy formulation, the study will enable Labour department ensure that all organization adhere to the lie down policies and regulation regarding working conditions for both employees and employees.

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This study is very significant because it will contribute to existing theory and literature. It will also try to address the gaps in similar or related studies. Also, the study is very important because it will make vital recommendation to the factors influencing family-work conflict on the work performance of women. The study will also serve as a reference point for students and academicals will be undertaking research on performance of career women or other related topics.

Limitation of the study

The study of this nature should have covered more than one organization and needs to cover the entire MMDA'S in Ashanti Region. However, time and finance constraints could permit us to go use more MMDA'S. Also, the use of open-end questionnaire prevented the respondents from giving in-depth information.

Delimitation

This scope of the study was mainly limited to one organization, Kumasi Metropolitan Assembly. The study was focused on a small sample population since the target population was only women.

Organization of the study

The study would begin with a declaration, certification, dedication, acknowledgement, abstract and table of content. The study is going to be integrated in five chapters: The chapter one of the study include: background of the study, problem statement, objectives, research questions, scope of study and relevance of the study, research methods, and organization of study. The chapter two focuses on the literature review. Thus, it the chapter two includes, concept of family work conflict in the organization,

the theoretical framework, the conceptual framework will be design to establish the relationship between variables in the study and empirical review will be done in the same chapter. The chapter three would talk about the methodology for the research. The chapter four examines the outline the findings/results of the research. The chapter five would also comprise of the summary, findings, solutions, conclusion and recommendations

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CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

A literature review is an essential aspect of a project because it looks at other previous research works on the topic or similar to that, and it serves as the basis to develop your current research. Literature review helps to identify limitations within previous works and the likely ones in your current work. It also provides an up to date understanding on the subject matter as well as identify methods used in previous research works. This chapter will discuss the factors influencing the performance of women in the organization, influence of family work conflict and work family conflict and challenges women faces in the organization

The concept of Career

According to Perrone and Civietto (2004), individual career includes a number of a series or combination of roles occupied over the life span. This implies that work and outside of work are not distinguished, but are interrelated with each other. A career is the sequence and variety of occupations (paid and unpaid) which one undertakes throughout a lifetime. More broadly, 'career ' includes life roles, leisure activities, learning and working. (Patton 2010). Greenhaus and Kossek (2014), suggests that career development must be understood in relation to various life domains, including the relation of work and non-work outcomes. A career is the sum total of paid and unpaid work, learning and life roles you undertake throughout your life. It involves setting, identifying and achieving career goals taking into consideration personal goal and available opportunities that can be tapped into. A career also involves "the series of work –related positions a person occupies throughout life".

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Gender and Performance

In today's global market, individuals have to work in order to be survived and improve their living condition and levels to gain social respect, prestige and basically come up with economic and market fluctuation more easily. Hence, women unlike past have to work like men to show their important and outstanding role in life so they have to come up with some difficulties and tough features of working condition. Women constitute half of total working population. They only have one-third of management roles in organizations with only 3% as senior management position in public firms (Segal, 2009). Stroh, Brett and Reilly (2010), stated that in most organization men and women have the same experience and educational background but women salaries increase slower as compare to the men in the organization.

Although women have showed best performance in highest managerial and business counterpart but they received less attention and income relevantly; these differences can be explained due to gender discrimination and gender-related work preferences (Green, Jegadeesh, and Tang, 2007). Study by Beck (2009) found that female loan officer made less mistakes in loan offering in compare to men. This study explains this due to limited working opportunities for women they would take more careful and pay attention when working in the organization to avoid any minimal mistakes and discrepancies in their work.

Empirical studies concluded that women are more risk averse so, they monitor and control every aspect of their job more carefully than male in order to keep the job and show their true role in the working environment, but no differences found in approving or rejecting loan (Beck 2009; Yavas et al, 2013). So, one interpretation is that women perform better than men in businesses with high risk default. Another study by Lyness and Heilman (2006) investigated the impact of gender on types of position

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among high managerial levels which found that women promotion is more strictly related to their work performance and promotion standards than men.

Work-Family Conflict

Febrillia and Warokka (2015), indicates that work-family conflict (WFC) is a "form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. That is, participation in the work (family) role becomes more difficult due to virtue of participation in the family (work) role". This type of conflict most affects women who are considered to be the caretaker of the family. Work family conflict occurs when there is a discrepancy between real situation and people's expectation that will disturb and decrease their role's performance at work or family (Greenhaus et al., 2006).

In addition, Work-family conflict is conceptualized as the consequence of "resources being lost in the process of juggling both work and family roles" (Grandey and Cropanzano, 2009). Furthermore, Trachtenberg et al. (2009) argued that Work-family conflict was a term "used to illustrate the competition between one's professional role and one's personal and family life." The work-family conflict is also considered as a bi-directional conflict. It is divided into two main concepts. First, work can be interfered by family and second, family can be interfered by work (Frone et al., 1992).

Conceptually, there is a contrary concept between work-family conflict (WFC) and family-work conflict (FWC) while they are actually related in terms of inter role conflict (Frone et al., 1992; Netemeyer et al., 1996). Work-family conflict refers to "a form of inter role conflict in which the general demands of time devoted to and strain created by the job, interfere with performing family related responsibilities." Meanwhile, Family-work conflict refers to "a form of inter role conflict, in which the

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overall demands of time devoted to and strain created by the family, interfere with performing work-related responsibilities" (Netemeyer et al., 1996). In other words, Work-family conflict happens when someone is unable to do his or her work activities because of his or her family responsibilities, whereas family-work conflict happens when family activities interfere with work responsibilities.

Work-Family Conflict and Job Satisfaction

In most of the studies, work-family conflict has a significant and negative influence on the employees' job satisfaction (; Kinnunen et al., 2006; Zhao & Namasivayam, 2012). Those prior studies revealed that interferences between work activities and family responsibilities finally would create job dissatisfaction, bring employees to dislike their job, and lead to underperforming job quality. The research of Karatepe and Kilic (2007) also reported that work-family conflict would affects the decrease job satisfaction for most women various organization. Most women have excessive workloads and have hampered their efforts to meet family needs" which has driven to a lower job satisfaction. On the contrary, research indicates that also mentioned the family interfered work, which happens when employees' family roles create restriction for them to do their work tasks. It also will trigger job dissatisfaction (Zhao & Namasivayam, 2012).

Karatepe and Sokmen (2006) supported this adverse influence of family-work conflict on job satisfaction by testing frontline employee female in three, four, and five star-category hotels located in Ankara (Turkey) as the sample. Furthermore, the study shows that female employees, who could not dispense their time to fulfil family needs, would lead to high level of disruption, not only at home but also at the office. Since family and works are critical things for people, especially for adult, these conflicts will finally

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give significant and unfavorable influence, either on family or job satisfaction (Karatepe & Kilic, 2007).

Job Performance

Job performance is defined as "the level of productivity of an individual employee, relative to his or her peers, on several job related behaviors and outcomes" (Babin 2010). In terms of organization context, employees with high performance usually get promotions more easily. They also have better career opportunities than others with low performance (Van Scotter et al., 2000). Performance is the overall outcome or success of a person during certain periods of duty compared to the standard of the work, the targets or criteria that have been determined in advance and have been agreed (Rivai et al, 2004). Performance does not stand alone but is related to job satisfaction and compensation, influenced by the skills, abilities and individual traits. Armstrong (2006), however, proposes that performance is a matter not only of what people do; neither is it only about what they achieve, but how they achieve it as well. In other words, employee performance is determined by the ability, desire and environment. Employee performance is measured in terms of input-output relationship. It is the measure of the efficiency with which inputs or resources are utilized to create outputs. Performance is employee productivity. Employee performance is influenced by various characteristics of everyone.

Influence of Work-Family Conflict on Job Performance of Career Woman

According to Ashaf (2013), there are two variables thus work-life conflict and job overload. These are connected to the organization and also have significant effect on employees' performance. Those variables also related to long working hours that need

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a high level of energy to fulfil. It is connected with job demand exceeding human ability. Most women have addition responsibilities in the house and this influences them to do multiple tasks when combining the work roles. This affects their performance in the organization. Warren and Johnson **(2010), mentioned that** female employees with multiple task always have very limited time to increase their performance in the organization. They often complain of unfavourable reactions, such as stress, tardiness, dissatisfaction, or nonattendance behaviours (Boyar et al., 2005). To analyze these issues, there are several studies striving to find out the valid influence and also give an empirical support to those conflicts on job performance, although still in a limited number (Netemeyer et al., 1996). For example, the research of Patel et al. (2006) rejects the relationship between family-work conflict and job performance. On the contrary, Ashfaq et al. (2013) reported that employees' performance was affected by work-life conflict and work overload in the banking sector.

Non-Work Roles

According to Ilgen and Hollenbeck (2010), there are different roles that people must participate in or perform in their personal life outside the work environment (non-work roles). In simple terms, non-work roles are personal life roles played outside the workplace. Non-work roles include family roles, religious roles and general social roles. Non-work orientations refer to a reaction to the nonspecific treatment of diverse non-work-related domains (Hall, Kossek, Briscoe, Pichler and Lee, 2013). Hall, Kossek, Briscoe, Pichler and Lee (2013), found that three different types of non-work orientations such as family orientation, personal life orientation, and community service orientation. A family orientation means that the degree to which one attaches

importance to family needs relative to one's career role (Hirschi, Herrmann, Nagy & Spurk, 2016).

Personal life orientation is defined as a focus on the time for oneself to pursue personal interests, whereas at the same time engaging in a career (Hirschi, Herrmann, Nagy and Spurk, 2016). Finally, a community service orientation is about a high concern for being able to engage in service to the community where one lives at the same time one is pursuing a career (Hirschi, Herrmann, Nagy and Spurk, 2016). The general demands of each role comprise the responsibilities, requirements duties, commitments and expectations related to performance in a given domain or role (Bulger, Matthews & Hoffman,2007; McCllenan & Uys, 2009; Voydanoff, 2003).

Strategies for coping with non-works roles

The researchers also considered some relevant strategies that could be useful for the female employees to cope with their non-work roles outside the working environment in other to increase their performance. According to role theory (Katz and Kahn, 1978), individuals are a part of multiple roles over the course of their lives, and managing the responsibilities and expectations of each role is challenging and can lead to conflict. One strategy involves the employer directly supporting workers' non-work activities and appears to be as dependent on the actions of immediate supervisors as on organization-wide programmes (Warren & Johnson 2007).

Individuals' experiences with such support can vary also owing to personal usage or demand (Kossek & Nichol 2010). If workers can cope with their non-work roles, they will have enough time to participate in various non-work roles. Thomas and Ganster (1995) found workers' perceptions of non-work support to reflect accurately the practices available to them. The second strategy involves workers using their own

personal resources to cope independently with multiple roles. Although the strategy is self-directed by individuals, employers can play a role by providing workshops and other educational forums that encourage self-awareness and stress management (Osterman 2013).

Additionally, the flexibility nature of non-work roles can assist employees to cope properly with the roles outside the workplace. Employers' responses to employees' non-work lives fall broadly into these possibilities. Employers might facilitate multiple domain management by making the physical demarcations of work flexible enough to meet individual needs, or by integrating non-work and work roles and activities to reduce conflict and separation (Kirchmeyer, 1995). A classic triune typology for the response of a firm along these lines is as follows (Kanter, 1977; Kirchmeyer, 1995). Separation: based on the assumption that work and non-work domains are entirely separate. In the context of the organization's response, separation entails high boundary inflexibility and with the implicit assumption that employees' non-work lives do not exist vis-à-vis work and productivity (Kirchmeyer, 1995). Integration entails treating work and non-work as related worlds, and acting to reduce the gap between them to help employees manage their multiple domains. Integration may involve flexibility and permeability of boundaries, but in this taxonomy would tend towards at least some of the latter. Employers might adopt integration-type initiatives from a depletion mindset (Kirchmeyer, 1992), believing that they must help employees reduce their non-work activities and responsibilities. Counselling services, childcare, financial planning and medical facilities are examples (Crouter, 2014). Integration may be seen as employers "taking control" and perhaps adopting a paternalistic approach to the employment relationship: Respect entails organizational responses between separation and integration, in which the firm commits where necessary to supporting rather than

controlling employees' non-work roles as desired by employees (Kanter, 1977; Kirchmeyer, 1995). Many, if not most employees still prefer to manage their own external lives (Kirchmeyer, 1992; Hall and Richter, 1988; Rothbard et al., 2005). Hall and Richter (1988) argue that employers should respect employees' outside lives, and provide them with the time and resources to allow them to fulfil outside roles themselves rather than trying to take them over. Support involves providing employees with the personal resources to fulfil non-work responsibilities, generally by creating boundary flexibility rather than permeability. Employers who assume that participation in non-work domains acts as a positive force may perceive their role as enhancing synergies, for example by supporting employee family needs in order to mitigate cross-role stress (Kirchmeyer, 2012).

Challenges Facing Career Women

Employee performance is very importance to organizational success whereas work-life conflict which is one of the outcomes of stress is responsible for reducing the performance level of employees. There is a negative correlation found between job stress and job performance. Employees having high level of job stress generally tend to have low performance. In a study, females were found to be more affected by stress than males that increased the chances of reducing job performance greatly (Kazmi, Amjad, and Khan, 2009). The idea of spill over psychological distress, decreased quality of life, and decreased relationship quality (Perrone & Civiletto, 2004).

Even though women have grown in number across the world and the potential of women have changed economic. This still does mean that women are free of challenges in the organization. Most women are not able to achieve their full potential due to barriers they are facing. The challenges influence their job performance in the

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organization and also prevents women from engaging themselves fully in the organization (Kazmi, Amjad, and Khan, 2009).

According to Ewoh (2014), majority of women have difficult when getting access to network. This is because most women are victims of gender discrimination. The main existing networks and male dominated. Also, Mahbud (2000), stated that most of the closing time in organization does not favour women who are taking care of their family. With this, the lack of access to network could be important hindering factor at achieving growth and success of women's performance in the organization.

Family interface is among the challenges that influences the performance of most women in the organization (Vossenberg, 2013). Vossenberg mentioned that women have to combined family responsibilities with business which may deteriorate the success of the business. Most Career women try to manage the double workload and challenges coming from family and business. This results in lack of flexibility and workover load which can lead to organizational stress. Jennings and McDougald (2007), indicated that the success of organization depends on the time the employee spent in the organization, however, in a situation whereby women have double task thus family responsibilities and work responsibilities, they are not able to exhibit their full potentials in the organization. Marlow (2010), declare that family workload has a negative influence of women working in organization.

In most developing countries and other part of the world, most people have negative perception towards women in higher position in organization (Jamali, 2009). Jamali stated that due to cultural and religious beliefs of most people in the society they do not support women working in corporate institutions. This lack of support negatively affects women engagement in the organization. This also affects the performance of the organization.

Policies and Practices of Work Life Balance for Women

Most a time work and home are conflicting with each other and it is very hard to create a boundary between the two. It is incumbent upon the employees and employers to discover flexible solutions to increase productivity notwithstanding sacrificing the welfare, safety and personal life of employees. The provision of work life balance policies can be most productive in this regard. Such policies can help employers to recruit, select and maintain competent workers who will be of competitive advantage (Jones et al., 2013). "Work-life balance policies" refer to policies created by businesses, as part of their human resources or management strategies (Yasbek, 2004). Through the study of practices and policies employees' knowledge about work life balance issues is measured. It is to study the awareness of employees about their entitlements and certain rights that are available to them. These include their right to take leave from the job including parental leave, time off from work to care for dependants, annual leave, maternity leave extensions, paternity and adoptive leave. It also involves the right of parents to look for flexible working arrangements of part time work (Stevens et al., 2004).

According to Greenblatt (2002) managers cannot make informed staffing decisions with regards to work life policies unless they have a fair idea of the factors that facilitate work life balance. The changes in work life balance trends are as a result of changes in social needs, available technologies and personal expectations. One can find extensive collection of policies with regards to work life balance. Dex and Smith (2002) describe the work life balance policies influence most women to increases their performance in the organization. Work life balance policies in the organization is about the hours of work at job (including part-time, job sharing and flexitime), the issue of leave which covers the parental leave, maternity leave and career break etc., and the policies of

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workplace or location of work, working at the office or working from home. Then there are other policies, such as financial support which covers the issues of childcare, maternity pay, and elder care (Dex & Smith, 2002).

Yasbek (2004) argues that in the contemporary highly competitive labour market Work life balance policies can affect the performance of an organisation in several ways. For example employers can offer better work life balance policies coupled with attractive remuneration to recruit good workers. He says that work life balance policies can retain employees and enhance productivity. Several theories exist to explain the relationship between WLB and productivity

In whatever form these policies are available they are meant to either adjust people's lives around work by reducing any intrusion from outside work, or otherwise their aim is to adjust work around other non-work activities of people. In contrast to two former ones, these policies are also aimed to integrate work with personal lives (Yasbek, 2004). These policies have an effect on the performance of the business in diverse ways. The contemporary labour market is competitive and through WLB policies together with competitive pay better workforce can be attracted. Such employees can be retained and ultimately the costs of their turnover can be reduced and productivity can be improved.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter discuss the methodology used in the research study. It includes research design, population of the study, sample size, source of data collection, data collection tools and data analysis.

Research Design

The choice of the research methodology is guided by the research question, objective, the focus of the study, the purpose of the study and the extent of existing knowledge Research designs falls into three categories, Descriptive, Explanatory and Exploratory (Saunders, Lewis and Thornhill, 2000). Exploratory research design is defined as an attempt to understand more of a nature of a situation that is less known. Descriptive research design is defined as an attempt to explain while proving additional information about the topic. In addition, it can be used to describe the characteristics of a population (Malhotra, 2007). Explanatory research design is also defined as an attempt to connect ideas and understand causes and affect, thus to explain what is going on.

The study employed exploratory design and descriptive research design. It helps to satisfy the focus of the researcher and also gives proper understanding. The use of exploratory and descriptive research design enables the research to examine the influence of family-work conflict on the work performance of women. In addition, descriptive research helped the researcher to gather quantifiable information that can be used statistically to analyse a target population. It is also used to describe the research problem. Exploratory research helps to determine whether to proceed with a

research idea and how to approach it. It is often flexible and dynamic and can be rooted in pre-existing data or literature

Profile of the Study Area

The Kumasi Metropolitan Assembly is one of the two hundred and sixteen (216) Metropolitan, Municipal and District Assemblies (MMDAs) established by the Act 462 and LI 1614 of 1989 to manage one of the five cities in Ghana. The Kumasi Metropolis covers a land surface area of approximately 214.3 square kilometres which is about 0.9% of the Ashanti Region's land area, but accommodates about 36.2% of the region's population; a population density of about 8,013 persons/sq.km.

With its founder attributed to the late king, Asantehene Osei Tutu I in 1680, the city has seen enormous growth across all sectors over the past decades, making it second to Accra in terms of land size, economic activity, population growth and social life. Perhaps her rich history, culture, rainforest vegetation coupled with a good geographic location has endowed the city of Kumasi with booming entrepreneurial and economic activities. According to the Ghana Statistical Service MICS Report (2014), the city is a rapidly growing one with an annual growth rate of 5.47 per cent and encompasses about 90 suburbs, many of which were absorbed into it as a result of the process of growth and physical expansion. The Kumasi Metropolitan Assembly oversees nine other sub-metros including Nhyiaeso, Bantama, Tafo, Kwadaso, Suame, Manhyia, Asokwa, Subin and Oforikrom with her population estimated to be around 1,730,249 in 2015. It is also estimated that, 48% of the population is urban, 46% peri-urban and 60% rural. The male to female ratio population is about 3:1. Most of the females are into small and medium scale business.

The Population

According to Kumekpor (2009) population refers empirical units such as objects, subjects, occurrences etc. used for a study. This clearly indicates that, population is the group of interest to the researcher on whom the research would like to generalize the results of the study. In addition, it describes a specific list of members of the population called sample frame. With reference to the scope of this study, the population consisted of female staff of Kumasi Metropolitan Assembly. The population for female workers in Kumasi Metropolitan Assembly is about five hundred and sixty-five (565)

Sample size

Kumar (2008), revealed that the sample size is a sub-group of the population which is an ideal representation of the entire population. The target sample population were female employees of Kumasi Metropolitan Assembly. All the respondents were conveniently selected based on the willingness to provide relevant information for the study. A convenient sample of 100 respondents were selected for the study population. The respondents were selected based on the researcher discretion. Also, a sample size of 100 also reflect the entire population of the study. There was no explicit criterion used in selecting the 100 respondents that will be participating in the study. The selection was done randomly and based on approval from the organization. Since the entire populations could not be used for the study, a sampling technique was used to determine the sample size. The main purpose of sampling is to choose a subset of individuals from a population in order to estimate characteristics of the whole population (Fisher, 2007). The sampling technique adopted was a simple random technique. This was to ensure that each member of the population had an equal chance of being represented (Saunders et al., 2012; Collis & Hussey, 2009; Fisher, 2007).

Data collection instruments

According to Cannel and Kahn (2009), a questionnaire is a list of questions which are documented and given to a respondent to answer. The questionnaires were closed and open-ended questions where the respondents were asked to indicate their degree of agreement and disagreement on a five-point Likert scale. In the open-ended the respondents were to provide their own answers and the closed ended, the respondents have to select the alternatives provided by the researchers. The questionnaire was design to capture all the objectives of the study. It was self-administered. The researcher used a questionnaire because they were relatively easy to analyse a large sample of the given population can be contacted at low cost and they are simple to administer.

Data collection procedure

The data collection instrument for this study is questionnaire. A structured questionnaire is a printed self-report used to collect information through written respond of the respondents. The questionnaire was designed base on the research objective and the literature review of the study. It was used to collect demographic information and information on research objective. Respondents who required extra explanation were guided in answering the questionnaires. The questionnaire used for this study included an information sheet explaining the reason for this research, emphasising confidentiality and anonymity of the survey, and the voluntary nature of participation.

Data Analysis Technique

Emory and Cooper (1991) indicated that data analysis involves transforming raw data to meaningful information for the purpose of making decision. It involves classification

of data in tables, frequency, charts and graphs. It also includes correction of errors to ensure consistency in the study. The data collected were coded to enabled the responses to be grouped into limited number of categories and analyzed with the helped of statistical package for social science (SPSS). The data will be presented in tubular and narrative forms. In addition, the study employed qualitative design. This is because it helps us to understand the totality of situation. The approach involved tabulation and summarizing statistics with the help of Statistical Package for Social Studies (SPSS).

Reliability and Validity

Reliability refers the ability of an item to perform its intended purpose. Validity is highly linked with the credibility of research study. According to Joppe (2000), validity test whether a study measures how true the research results are. Conrbach Alpha will be used to examined the reliability of the study. A study variable is considered to significant and reliable when its value is 0.7 of above. It also about how the result gives the right answer to the research question. Easterby et al (2002), came out with three dimensions which includes: will the measure yield the same result on the other occasion? will similar observation he reached other observation and Is there a transparency in how raw data have used by draw conclusion?

Ethical Consideration

It is one of the most important parts of the research. Respondents should not be subjected to harm in any ways whatsoever, respect the dignity of research respondents, the protection of privacy of the research respondent has to be ensured and anonymity of individuals and organizations participating in the research has to be ensured.

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CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the result and discussion of findings. The data was obtained from self-administered questionnaire which was completed by 100 respondents. The questionnaires comprised of five (5) sections and data is presented as follows: the demographic of the respondents: flexible working hours: organizational commitment; Job satisfaction and job performance.

Demographic of the Respondents

The result shows that 6 (6%) of the respondents were below 19 years, 53 (53%) of the respondents were between 20-29 years, 22 (22%) of the respondents were also between 30-39 years, 15 (15%) of the respondents were between 40-49 years and 4 (4%) of the respondents were above 50 years. This result implies that most of the respondents were between 20-29 years.

Table 1 Age range of the respondents

Response	Frequency	Percent
Below 19 years	6	6.0
20-29 years	53	53.0
30-39 years	22	22.0
40-49 years	15	15.0
Above 50 years	4	4.0
Total	**100**	**100.0**

Source: Field study (2019)

According to the result, 49 (49%) of the respondents were single, 29 (29%) of the respondents were married, 16 (16%) of the respondents were widowed and 6 (6%) of the respondents were divorced. This result implies that most of the respondents were single

Table 2 Martial Status of the respondents

Response	Frequency	Percent
Single	49	49.0
Married	29	29.0
Widowed	16	16.0
Divorced	6	6.0
Total	**100**	**100.0**

Source: Field study (2019)

The result of the study shows that 41 (41%) of the respondents were executive operators, 24 (24%5) of the respondents were revenue supervisors, 27 (27%) of the respondents were managers and 8 (8%) of the respondents were executive directors. This shows that most of the respondents were executive operators

Table 3 Position in the organization

Response	Frequency	Percent
Operative	41	41.0
Supervisor	24	24.0
Manager	27	27.0
Executive	8	8.0
Total	**100**	**100.0**

Source: Field study (2019)

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With the level of education, 13 (13%) of the respondents have completed senior high school, 25 (25%) of the respondents were HND holders, 40 (40%) of the respondents were degree holders and 22 of the respondents were master's degree holders. This implies that most of the respondents were degree holders.

Table 4 Level of education

Response	Frequency	Percent
SHS	13	13.0
HND	25	25.0
Degree	40	40.0
Masters	22	22.0
Total	**100**	**100.0**

Source: Field study (2019)

The study shows that 46 (46%) have been being in the organization between 1-5 years, 32 (32%) of the respondents have been in the organization between 6-10 years, 17 (17%) have been in the organization between 11-15 years and 5 of the respondents have been working in the organization for the 16 years and above. This shows that most of the respondents have been working in the organization between 1-5 years.

Table 5 Length of service in the organization

Response	Frequency	Percent
0-10 years	46	46.0
21-30 years	32	32.0
31-40 years	17	17.0
41 years and above	5	5.0
Total	**100**	**100.0**

Source: Field study (2019)

Coping strategies (Flexible working hours)

According to the result of the study, 88 (88%) of the respondents indicated that flexible working hours is very important in the organization and 12 (12%) of the respondents also indicated otherwise, thus flexible working hours is very important in the organization in the organization. This result shows that majority of the respondents agreed that flexible working hours is very important in the organization. Some of the respondents further mentioned that flexible working hours enable them to combine family duties and work roles. Thus, flexible working hours helps to avoid working under stress condition as it gives them the opportunities to arrange their duties in effectively. Masuda et al., (2011), mentioned that flexible working arrangement such as shift-work and mandatory overtime were introduced into organization because they were beneficial due to the socio-demographic changes.

Table 7 Flexible working hours is very important in the organization

Response	Frequency	Percent
Yes	88	88.0
No	12	12.0
Total	**100**	**100.0**

Source: Field study (2019)

The result shows that, 23 (23%) indicated that part-time is among the flexible working hours' strategies that is practiced in the organization, 17 (17%) of the respondents indicated telecommuting time is among the flexible working hours' strategies that is practiced in the organization, 57 (57%) of the respondents indicated that job sharing time is among the working hours strategies that is practice in the organization only 3 (3%) of the respondents indicated that compressed work week is among the flexible

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working hours strategies that is practices in the organization. This result implies that most of the respondent practices job sharing as flexible working hours strategy in the organization. The respondents also mentioned that job sharing is very effective method of coping strategies. This is because job sharing helps to perform multiple duties within a short period of time. Also, some of the respondents stated that sharing of working roles with co-workers enable them to close finish their duties on time. Most of the respondents stated that with flexible working strategies, they are able to close early from their organization to take care of their family. According to Newman (2011), some organizations have implemented policies and programs to enable employees enjoy their working in the organization.

Table 8 Coping strategies that is practiced in the organization

Response	Frequency	Percent
Part-time	23	23.0
Telecommuting	17	17.0
Job sharing	57	57.0
Compressed work weeks	3	3.0
Total	**100**	**100.0**

Source: Field study (2019)

The result shows that most of the respondents, thus 92 (92%) were able to maintain a balance between working in the organization and taking care of their families and 8 (8%) of the respondents also indicated that they were not able to maintain a balance between work and family. This leads to work-family conflict. Craig and Powell (2011), indicated that most of dominate policy in most organization focus on how flexible working hours help parents who are trying to combine family responsibility and paid

job. According to Greenhaus and Powell (2011) most women try to maintain balance between their work and family in other to family-work conflict which will have an impact on their working performance.

Table 9 Ability to maintain a balance between your work and your family

Response	Frequency	Percent
Yes	92	92.0
No	8	8.0
Total	**100**	**100.0**

Source: Field study (2019)

According to the result of the field study, 86 (86%) of the respondents indicated that flexible working hours influences their commitment towards the organization and 14 of the respondents also indicated that flexible working hours do not influences their commitment towards the organization. This result shows that most of the respondents indicated that that flexible working hours influences their commitment towards the organization. Most of the respondents further stated that when organization have coping strategies such as part-time leave, annual leave, sick leave, job sharing, etc. They are able to increase their performance and remain committed to the organization. Also, some of the respondents mentioned that coping strategies helps them to avoid stress and burnout. This also helps them to remain committed to the organization. Hill, Allen and Blanchard (2008), stated that flexible schedule help reduces work improves organizational commitment.

Table 10 Coping strategies influence your commitment

Response	Frequency	Percent
Yes	86	86.0
No	14	14.0
Total	**100**	**100.0**

Source; Field study (2019)

Performance of Career Women

With the result of field study, a mean score of 4.41 and a standard deviation of 1.52 implies that most of the respondent's skills and abilities are put into good use in increase the performance of the organization. A mean score of 4.55 and a standard deviation of 1.48 shows that most of the respondents can clearly define the quality of their goals in the organization.

Table 11 Performance of career women

Response	Mean	Std. Deviation	N=100
1. My skills and abilities are put into good use in my work.	4.41	1.525	100
2. I could clearly define quality goals in my work	4.55	1.486	100
3. I am clear about my duties and responsibilities	4.65	1.527	100
4. I have the tools and resources to do my job well	4.25	1.546	100
5. I gain personal accomplishment through my work	4.35	1.459	100
6. The company has a positive image towards my friends and family.	4.74	1.528	100

Source: Field study (2019)

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From table 4.11, all the response had a higher mean score and a standard deviation. The statement 'my skills and abilities are put into good use in my work' had a mean score of 4.41 and standard deviation of 1.525. The statement 'I could clearly defined quality goals in my work had a mean score of 4.55 and a standard deviation 1.486'. The statement 'I am clear about my duties and responsibilities' had a mean score of 4.65 and a standard deviation of 1.527. The statement 'I have the tools and resources to do my job well' had a mean score of 4.25 and a standard deviation of 1.546. Also, the statement 'I gain personal accomplishment through my work' had a mean score of 4.35 and standard deviation of 1.459 and the statement 'the company has a positive image towards their friends and family' had a mean score of 4.74 and standard deviation of 1.528. The highest mean score of 4.65 and a mean score of 1.527 shows that most of the respondents have higher organizational performance. This result implies that most of the respondents stated that they are able to improve their performance of in the organization. Adebola (2011), mentioned that terms of organization context, employees increase their performance to have better career development opportunity.

Factor Affecting Performance of women in the organization

This section examines the factors which affects the performance of women in the organization.

Table 12 Factors affecting performance of women in the organization

Statement	Mean	Std. Deviation	No
Pressure from the family	4.59	1.551	100
Policies and practices that discriminate against women can kill their morale and affect their performance negatively	4.4	1.47	100
Low salary	4.29	1.499	100
Low recognition as compared to male	4.04	1.333	100
Workload in the organization	4.17	1.378	100
Supportive or manageable task environment.	3.89	1.413	100

Source: Field study (2019)

Based on the result of the field study, a mean score of 4.41 and a standard deviation of 1.52 shows pressure from their family and house duties affects their performance in the organization. A mean score of 4.4 and a standard deviation of 1.47 implies that most of the respondents responded that policies and practices that discriminate against women kill their morale and affect their performance negatively in the organization.

Also, a mean score of 4.49 and a standard deviation of 1.499 implies low salary affects their performance in the organization. The mean score of 4.04 and a standard deviation of 1.33 shows that most of the respondents indicated that low recognition in the organization affects their performance. A mean score of 4.17 and a standard deviation of 1.378 shows that most of the respondents revealed that the workload in their organization affect their performance. The mean score of 3.89 and a standard deviation of 1.433 shows that most of the respondents were uncertain their support task environment affects their performance in the organization. A study done by Noor

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(2011), suggests that women are able to improve their performance in the organization when they have a lot of family related issue to solve. This may result in spill over. Thus, they are more likely to carry-over attitudes from to role another.

The respondents were to indicate if organization commitment affects their performance in the organization. The result study shows that 35 (35%) of the respondents mentioned that the organization problem are not their problems, However, 75 (75%) of the respondents mentioned that the organization problem are their problems. This result shows that most of the respondents agreed that the organization problem are their problems.

Table 13 Organization problem are my problems

Response	Frequency	Percent
Strongly disagree	13	13.0
Disagree	22	22.0
Not sure	13	13.0
Agree	48	48.0
Strongly agree	4	4.0
Total	100	100.0

Source; Field study (2019)

According to the result, 14 (14%) of the respondents mentioned that they do not feel emotional attached to their organization, 24 (24%) were not sure if they feel emotional attached to their organization, 53 (53%) of the respondents feel emotional attached to their organization and 9 (9%) strongly agree that they feel emotional attached to their organization. The respondents noted that because they are loyal to the organization, they feel the organization problems are their problems. Also, they are willing to protect the goodwill of the organization. This implies that most of the respondents are

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emotional attached to the organization. Noor (2011), mentioned flexible working hours is positive related to organizational commitment.

Table 14 I feel emotional attached to this organization

Response	Frequency	Percent
Strongly disagree	4	4.0
Disagree	10	10.0
Not sure	24	24.0
Agree	53	53.0
Strongly agree	9	9.0
Total	**100**	**100.0**

Source: Field study (2019)

The result shows that 4 (4%) of the respondents mentioned that their employer has done an excellent job by fulfilling his promises to them, 7 (7%) of the respondents indicated that their employer has done an excellent job by fulfilling his promises to them and 6 (6%) of the respondents were not sure that their employer has done an excellent job by fulfilling his promises to them. In addition, 62 (62%) of the respondents mentioned that their employer has done an excellent job by fulfilling his promises to them and 19 (19%) of the respondents agree that their employer has done an excellent job by fulfilling his promises to them. The respondents further clarified that management of the organization also pay their salary on time including their allowance and incentive which enable them to remain loyal to the organization. This implies that most of the respondents indicated that their employer has been fulfilling his promises to them. Qiu and Fan (2015), mentioned that when employees are committed to the goals and objective of the organization, they become emotional attached to the organization.

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Table 15 My employer has done an excellent job of fulfilling his promises to me

Response	Frequency	Percent
Strongly disagree	4	4.0
Disagree	7	7.0
Not sure	25	25.0
Agree	54	54.0
Strongly agree	10	10.0
Total	**100**	**100.0**

Source: Fields study (2019)

The result indicates that 13 (13%) of the respondents that they feel a sense of belonging to their organization, 6 (6%) of the respondents were not sure that they feel a sense of belonging to their organization. Also, 62 (62%) of the respondents agree that they feel a sense of belonging to their organization and 19 (19%) of the respondents strongly agree that they feel a sense of belonging to their organization. This result implies that most of the respondents agreed that they feel a sense of belonging to their organization. Masuda et al., (2011), mentioned that most employees feel a send of belongingness to the organization when their needs are provided. This create a good working environment where employees want to work and are willing to increase their performance.

Table 16 I feel a strong sense of belonging to my organization

Response	Frequency	Percent
Strongly disagree	2	2.0
Disagree	11	11.0
Not sure	6	6.0
Agree	62	62.0
Strongly agree	19	19.0
Total	**100**	**100.0**

Source: Fields study (2019)

According to the result of the field study, 7 (7%) of the respondents argued that they are very happy to spend the rest of their career with the organization, 11 (11%) of the respondent were not happy to spend the rest of their career with the organization. However, 48 (48%) of the respondents were not sure if they are very happy to spend the rest of their career with the organization, 28 (28%) of the respondents agree that they are very happy to spend the rest of their career with the organization and 6 (6%) of the respondents strongly agree that they are very happy to spend the rest of their career with the organization. On this response, the respondents mentioned that because they are committed to the organization, it enables to feel a sense of belongness to their organization. This implies that work to achieve the goals and mission of the organization.

Table 16 I am very happy to spend the rest of my career with this organization

Response	Frequency	Percent
Strongly disagree	7	7.0
Disagree	11	11.0
Not sure	48	48.0
Agree	28	28.0
Strongly agree	6	6.0
Total	**100**	**100.0**

Source: Fields study (2019)

The result shows that, 7 (7%) of the respondents strongly disagree that the organization has a great deal of personal meaning to them, 8 (8%) of the respondents disagree that the organization has a great deal of personal meaning to them, 22 (22%) of the respondents were uncertain that the organization has a great deal of personal meaning to them, 59 (59%) of the respondents agree that the organization has a great deal of

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personal meaning to them and 4 (4%) of the respondents strongly agree that the organization has a great deal of personal meaning to them. With this result, majority of the respondents agreed that the organization has a great deal of personal meaning to them. Thus, most of the respondents mentioned that they are willing to send the rest of the life working in the organization.

Table 17 The organization has a great deal of personal meaning to me

Response	Frequency	Percent
Strongly Disagree	7	7.0
Disagree	8	8.0
Not Sure	22	22.0
Agree	59	59.0
Strongly Agree	4	4.0
Total	**100**	**100.0**

Source: Fields study (2019)

The result of the field study indicated that, 6 (6%) of the respondents mentioned that they not are part of the family at their organization, 12 (12%) of the respondents disagree that they are part of the family at their organization, 17 (17%) of the respondents were not sure if they are part of the family at their organization, 58 (58%) of the respondents agree they are part of the family at their organization and 7 (7%) of the respondent strongly agree they are part of the family at their organization. Some of the respondents mentioned they consider the organization as part of their family. This is because they spend on most of entire life and hours working in the same organization for period of time. This result implies that most of the respondent agreed they are part of the family at their organization.

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Table 18 I feel like am part of the family at my organization

Response	Frequency	Percent
Strongly Disagree	6	6.0
Disagree	12	12.0
Not Sure	17	17.0
Agree	58	58.0
Strongly Agree	7	7.0
Total	100	100.0

Source: Field study (2019)

The result shows that, 5 (5%) of the respondents mentioned that their morale in their organization is not good, 13 (13%) of the respondents have low morale in their organization, 25 (25%) of the respondents were not sure if their morale in their organization is good, 39 (39%) of the respondent agree that their morale in their organization is good and 18 of the respondents strongly agree that their morale in their organization is good. Some of the respondents further mentioned that the morale toward the organization is very good because of the incentive provided to them by management in the organization. This result implies that most of the respondents agreed that their morale in their organization is good.

Table19 Morale in the organization is good

Response	Frequency	Percent
Strongly Disagree	5	5.0
Disagree	13	13.0
Not Sure	25	25.0
Agree	39	39.0
Strongly Agree	18	18.0
Total	**100**	**100.0**

Source: Field study (2019)

The result of the field study shows that 3 (3%) of the respondents do not understand how their job contributes to the goals and objectives of the organization, 12 (12%) of the respondents were not sure that they understand how their job contributes to the goals and objectives of the organization, 18 (18%) of the respondents understands how their job contributes to the goals and objectives of the organization and 17 (17%) of the respondents strongly agree that they understand how their job contributes to the goals and objectives of the organization. This result shows that most of the respondents agreed that they understand how their job contributes to the goals and objectives of the organization.

Table 20 I understand how my job contributes to the goals of the organization

Response	Frequency	Percent
Strongly Disagree	3	3.0
Disagree	12	12.0
Not Sure	18	18.0
Agree	50	50.0
Strongly Agree	17	17.0
Total	**100**	**100.0**

Source: Field study (2019)

Job Satisfaction and Women Performance in the Organization

The result of the field study shows that 6 (6%) of the respondents dislike the people they work with in their organization, 8 (8%) of the respondents disagree that they like the people they work with in their organization, 14 (14%) of the respondents were not sure that that they like the people they work with in their organization, 62 (62%) of the respondents like the people they work with in their organization and 10 (10%) of the

respondent strongly agree that they like the people they work with in their organization. Some of the respondents mentioned that they like people in their organization because they considered them to be hard working, trust and lovely when working with them. This result shows that majority of the respondents agreed that they like the people they work with in their organization.

Table 21 I like the people I work with in the organization

Response	Frequency	Percent
Strongly Disagree	6	6.0
Disagree	8	8.0
Not Sure	14	14.0
Agree	62	62.0
Strongly Agree	10	10.0
Total	**100**	**100.0**

Source; Field study (2019)

The result shows that 3 (3%) of the respondents revealed that their job is not enjoyable in the organization, 12 (12%) of the respondents disagree that their job is enjoyable in the organization, 24 (24%) of the respondents were uncertain that their job is enjoyable in the organization, 50 (50%) of the respondents mentioned that their job is enjoyable in the organization and 11 (11%) of the respondents strongly agree that their job is enjoyable in the organization. This shows that most of the respondents agree that their job is enjoyable in the organization. Also, some of the respondents mentioned that their job is enjoyable because of coping strategies implemented by management in the organization.

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Table 22 My job is enjoyable

Response	Frequency	Percent
Strongly Disagree	3	3.0
Disagree	12	12.0
Not Sure	24	24.0
Agree	50	50.0
Strongly Agree	11	11.0
Total	**100**	**100.0**

According to the result of the field study, 3 (3%) of the respondents strongly disagree that they feel a sense of pride in doing my job, 16 (16%) of the respondents disagree that that they feel a sense of pride in doing my job, 27 (27%) of the respondents were not sure that that they feel a sense of pride in doing my job, 40 (40%) of the respondents agree that they feel a sense of pride in doing my job and 14 (14%) of the of the respondents strongly agree that they feel a sense of pride in doing my job. This result implies that most of the respondents agreed that they feel a sense of pride in doing my job.

Table 23 I feel a sense of pride in doing my job

Response	Frequency	Percent
Strongly Disagree	3	3.0
Disagree	16	16.0
Not Sure	27	27.0
Agree	40	40.0
Strongly Agree	14	14.0
Total	**100**	**100.0**

Source: Field study (2019)

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According to the result of the field study, 6 (6%) of the respondents revealed that those who do well in the organization do not stand a fair chance of being promoted, 8 (8%) of the respondents disagree that those who do well in the organization stand a fair chance of being promoted, 36 (36%) of the respondents were not certain that those who do well in the organization stand a fair chance of being promoted and 12 (12%) of the respondents mentioned that those who do well in the organization stand a fair chance of being promoted. This result implies that most of the respondents agreed that those who do well in the organization stand a fair chance of being promoted.

Table 24 Those who do well in the organization stand a fair chance of being promoted

Response	Frequency	Percent
Strongly Disagree	6	6.0
Disagree	8	8.0
Not Sure	36	36.0
Agree	38	38.0
Strongly Agree	12	12.0
Total	**100**	**100.0**

Source: Field study (2019)

The result of the study shows that 5 (5%) of the respondents were not satisfied with the benefit they have received from the job, 28 (28%) of the respondents disagree that they are satisfied with the benefit they have received from the job, 26 (26%) of the respondents were not sure if they are satisfied with the benefit they have received from the job and 41 (41%) of the respondents were satisfied with the benefit they have received from the job. This result shows that majority if the respondents agreed they are satisfied with the benefit they have received from the job. The respondents

mentioned that they are satisfied with the benefit they received because it enables them to increase their performance and coping family-work conflict. with Masuda et al., (2011), argued that flexible working arrangement aim to provide win-win for both employers and employees. It reduces absenteeism and enable employees to adjust their family and persona; time.

Table 25 I am satisfied with the benefits I have received from job

Response	Frequency	Percent
Strongly Disagree	5	5.0
Disagree	28	28.0
Not Sure	26	26.0
Agree	41	41.0
Total	**100**	**100.0**

Source: Field study (2019)

The result of the field shows that 14 (14%) of the respondent were unsatisfied with the work they do, 38 (38%) of the respondents were not sure they are satisfied with the work they do, 39 (39%) of the respondents were satisfied with the work they do and 9 (9%) of the respondents strongly agree that they are satisfied with the work they do. This result shows that most of the respondents agreed they are satisfied with the work they do.

Table 26 I am satisfied with the job I do

Response	Frequency	Percent
Disagree	14	14.0
Not Sure	38	38.0
Agree	39	39.0
Strongly Agree	9	9.0
Total	**100**	**100.0**

Source: Field study (2019)

Based on the result of the field study, 16 (16%) of the respondents mentioned that that they do not feel encouraged to come up with up new and better ways of doing things,18 (18%) of the respondents were not sure if they feel encouraged to come up with up new and better ways of doing things, 62 (62%) of the respondents agree that they feel encouraged to come up with up new and better ways of doing things and 4 (4%) of the respondents mentioned that feel encouraged to come up with up new and better ways of doing things. This implies that majority of the respondents agreed that they feel encouraged to come up with up new and better ways of doing things.

Table 27 I feel encouraged to come up with new and better ways of doing things

Response	Frequency	Percent
Disagree	16	16.0
Not sure	18	18.0
Agree	62	62.0
Strongly agree	4	4.0
Total	**100**	**100.0**

Source: Field study (2019)

The result of the field study indicates that 3 (3%) of the respondents strongly disagree that their work gives them a feeling of accomplishment, 10 (10%) of the respondents disagree that their work gives them a feeling of accomplishment, 32 (32%) of the respondents were uncertain if their work gives them a feeling of accomplishment, 46 (46%) of the respondents stated that their work gives them a feeling of accomplishment and 9 (9%) of the respondents mentioned that their work gives them a feeling of accomplishment. This result shows that most agreed that their work gives them a feeling of accomplishment. This result is in line with a study done by Gala et al (2013), which

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revealed that organization introduced flexible working to enhance the employee wellbeing and welfare in the organization.

Table 28 My work gives me a feeling of accomplishment

Response	Frequency	Percent
Strongly Disagree	3	3.0
Disagree	10	10.0
Not Sure	32	32.0
Agree	46	46.0
Strongly Agree	9	9.0
Total	**100**	**100.0**

Source: Field study (2019)

The result of the result shows that 27 (27%) of the respondents mentioned that they have no tools and resources to do my job well, 24 (24%) of the respondents were not sure they have the tools and resources to do my job well. However, 36 (36%) of the respondents indicated they have the tools and resources to do my job well and 13 (13%) of the respondents strongly agree they have the tools and resources to do my job well. This result implies that most of the respondents agreed that they have the tools and resources to do my job well. The respondents mentioned that the organization provides them with all the needed resources they need to provide their work effectively in the organization. Wheatley (2016), mentioned that organization provides all the needed resources to employees to enable them increases their performance and level of commitment in the organization.

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Table 29 I have the tools and resources to do my job well

| Response	Frequency	Percent
Disagree	27	27.0
Not sure	24	24.0
Agree	36	36.0
Strongly agree	13	13.0
Total	**100**	**100.0**

Source: Field study (2019)

According to the field study, 17 (17%) of the respondents mentioned that they were unsatisfied with the information they receive from management and what is going on in the organization, 34 (34%) of the respondents were uncertain if they were satisfied with the information I receive from management and what is going on in the organization, 33 (33%) of the respondents were satisfied with the information I receive from management and what is going on in the organization and 16 (16%) were highly satisfied with the information I receive from management and what is going on in the organization. Most of the respondents further mentioned that management of organization provides them with feedback which helps them to increase their performance. Miryala and Chiluka (2012), mentioned that work-life balance information, policies and practices increase employee job satisfaction in the organization.

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Table 30 I am satisfied with the information I receive from management and what is going on in the organization

Response	Frequency	Percent
Strongly Disagree	2	2.0
Disagree	15	15.0
Not Sure	34	34.0
Agree	33	33.0
Strongly Agree	16	16.0
Total	**100**	**100.0**

Source: field study (2019)
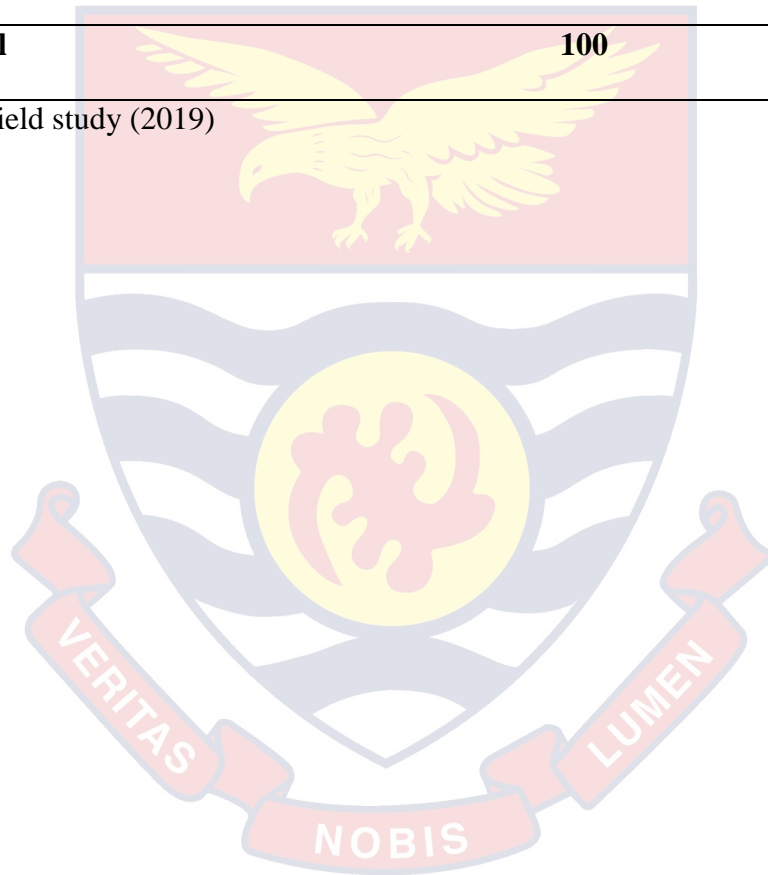
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

This chapter summarize the findings of the study as analysed and presented. The chapter also draws the conclusion and recommendation from the findings. The findings are based on the research objectives.

Summary of the Findings

Based on the result of the field, most of the respondents mentioned is that flexible working hours is very important in the organization. Also, the flexible working hour strategy include: part-time, telecommuting, job sharing and compressed work weeks. The findings show that most of the respondents agreed that they are able to maintain a balance between their work and their family, most of the respondents stated that flexible working hours influence their commitment in the organization.

With the performance of career women in the organization, most of the respondents agreed that their performance includes: putting their skills and abilities into goods use in the organization, clearly defining their qualities goals at the organization, been clear about their duties and responsibilities in the organization, having the tools and resources to do their job well, gaining personal accomplishment through their work and the company having a positive image towards their friends and family.

Based on the result of the field study, most of the respondents agreed that the factors which influence their performance in the organization includes: pressure from their family, policies and practices that discriminate against women which kills their moral and affects their performance negatively, low salary, low recognition as compared to

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male workers, workload in the organization and supportive or manageable task environment.

The findings revealed that most of the respondents agreed that the organization problems are their own, they feel emotional attached to the organization, their employees and head of department has done an excellent job of fulfilling their promises, they feel a strong sense of belonging to their organization. Also, most of the respondents agreed that they are happy to spend the rest of their career with the organization, most of the respondents mentioned that the organization has a great deal of personal meaning to them and most the respondents agreed that they are part of the family at their organization.

Based on the field study, most of the respondents agreed that they like to work with people in the organization, that their joy is enjoyable, they feel a sense of pride in doing their job, they sense a of pride in doing their job, employees who do well on the job stand a fair chance of being promoted, most of the respondents are satisfied with the benefit they received from the job and most of the respondents are satisfied with the job they do in the organization.

Conclusion

Based on the findings of the study, the study concludes that flexible working hours is very important in the organization, flexible working hour strategy include: part-time, telecommuting, job sharing and compressed work weeks, employees are able to maintain a balance between their work and their family and flexible working hours influence them in the organization.

Performance in the organization includes; putting their skills and abilities into goods use in the organization, clearly defining their qualities goals at the organization, been

clear about their duties and responsibilities in the organization, having the tools and resources to do their job well, gaining personal accomplishment through their work and the company having a positive image towards their friends and family.

The factors which influence their performance in the organization includes: pressure from their family, policies and practices that discriminate against women which kills their moral and affects their performance negatively, low salary, low recognition as compared to male workers, workload in the organization and supportive or manageable task environment.

Recommendation

Based on the findings and discussions, some recommendations could be mentioned here. Larbour Commission should develop new kinds of flexible working hours programs that involve the benefits for the employees and employer to have a more satisfying job and to help employees to reduce work-life conflict. The new programs or policies must be consistent with the business goal of the organisation to create high standard organisation in productivity and outcomes to be more competitive with other organisations. Other organisations should implement the open office which will be dedicated to women who want to breastfeed their wards and also where pregnant women can have rest. This will reduce the stress that these women have to through in the organization. This will improve their welfare and remain committed to the organization.

In addition, Human Resource Department need to develop flexible working hours' policies should be known by all employees in the organisation and should be published somewhere that can be reached very easily. What is more, regular gatherings with employees and managers or going somewhere for the team building activities would

help employees to have a very positive relationship with each other and this could lead to a friendly environment which will increase employees' commitment.

Furthermore, the organisation should have a family day gathering when all employees with their families share some activities together. What is more, organisation could consider giving employees a half working day on Fridays, so employees can leave to go home earlier to have more time if they want to go somewhere or travel with their families at the weekend.

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APPENDIX

QUESTIONNAIRE

FOR THE STAFF OF KMA

My research focuses the **influence of family-work conflict on the work performance of women in the organization. A study on Kumasi metropolitan assembly, Ghana.** I would be grateful if you could spare 10 minutes of your time to fill out this questionnaire for me. Your confidentiality is assured.

Section A: Socio-demographic Factors:

1. Age Range:

    18-29 □ 30-39 □   40-49 □   50-60 □

2. Marital Status:

    Single □   Married□   Widowed □

3. Position in organization:

     Operative/Non Manager□ Supervisor □Manager □ Executive□

4. Level of education

    HND □   Degree □   Masters □

5. Length of service in the organization

    0-10 years □   21-30 years □ 31-40 years □   41 years and above □

Section B: Flexible working hours

6. Do you think flexible working hours is very important in your organization?

   a) Yes   □   b) No □

7. How many hours to do spent at work?

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a) 1-3 hours   □   b) 3-5 hours □   c) 5-7 hours □ d) 7- 9 hours e) 9 hours and

above □

8. Which of the following flexible working hours' strategy is practice in your
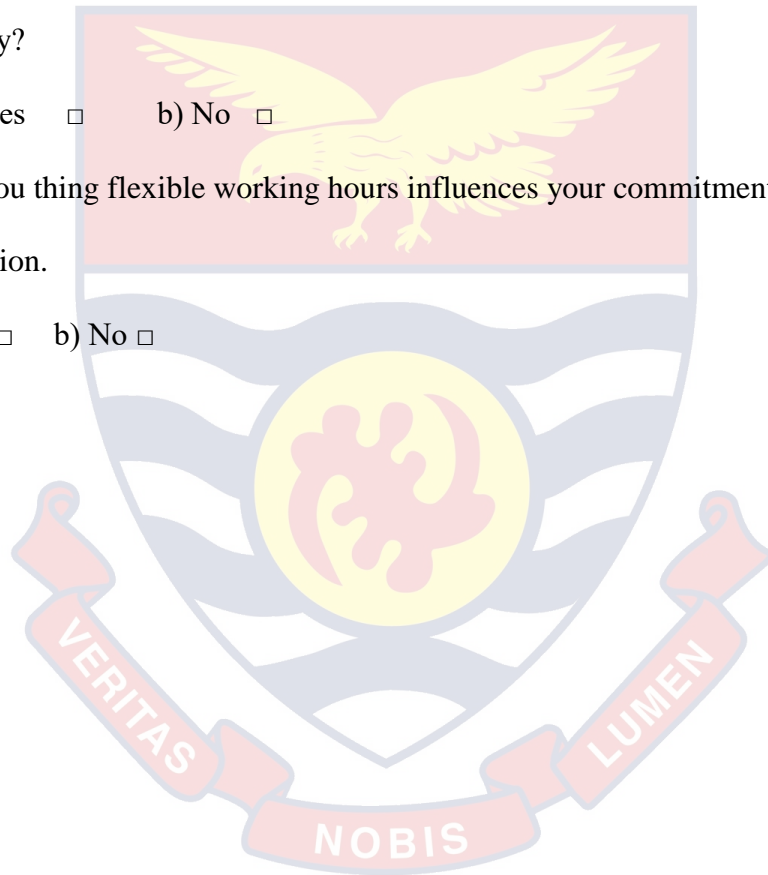
organization?

a) Part-time □   b) Telecommuting □   c) Job sharing □   d) Compressed work

weeks □

9. Are you able to maintain a balance between your working organization and your

family?

a) Yes   □   b) No □

11) Do you thing flexible working hours influences your commitment towards the

organization.

a) Yes   □   b) No □

Section c. organizational commitment.

Represents your opinion concerning your experience at work using the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree

Employee performance					
1My skills and abilities are put into good use in my work.					
2I could clearly define quality goals in my work					
3. I could clearly define quality goals in my work					
4. I have the tools and resources to do my job well					
5, I gain personal accomplishment through my work					
6. The company has a positive image towards my friends and family.					

Factor Affecting Performance of Women in the Organization	1	2	3	4	5
1.Pressure from the family					
2. Policies and practices that discriminate against women can kill their morale and affect their performance negatively					
3. Low salary					
4. Low recognition as compared to male					
5. Workload in the organization					
6. Supportive or manageable task environment.					

Section c. organizational commitment.

Represents your opinion concerning your experience at work using the following scale:

1	2	3	4	5
Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree

	1	2	3	4	5
Organizational Commitment					
1.I really feel as if this organization's problems are my own.					
2. I feel emotionally attached' to this organization					
3 . So far my employer has done an excellent job of fulfilling its promises to me					

4. I do feel a *strong* sense of belonging to *my* organization					
5. I would be very happy to spend the rest of my career with this organization					
6. The organization has a great deal of personal meaning to me					
7. I feel like am part of the family at mu organization					

Section d. Job satisfaction.

Represents your opinion concerning your experience at work using the following scale:

1 Strongly Disagree	2 Disagree	3 Not sure	4 Agree	5 Strongly Agree

	1	2	3	4	5
Job satisfaction					
1. I like the people I work with.					
2. My job is enjoyable					
3. I feel a sense of pride in doing my job					
4. Those who do well on the job stand a fair chance of being promoted					
5.I am satisfied with the benefits I received from the job.					
6 . I am satisfied with the job I do					