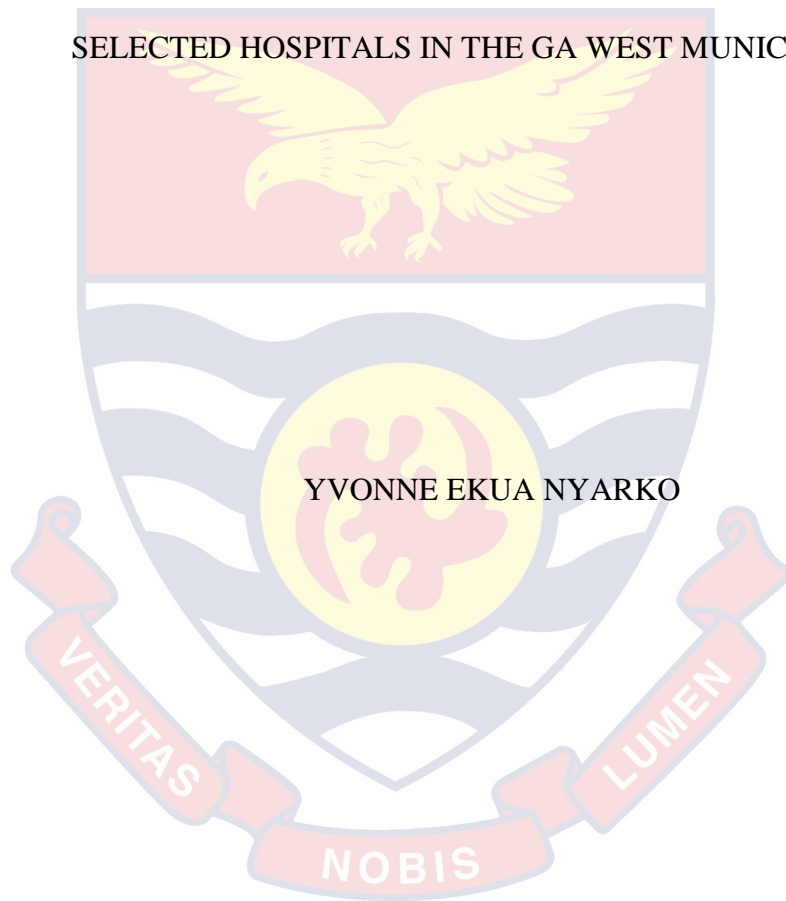


UNIVERSITY OF CAPE COAST

WORK-LIFE BALANCE AND EMPLOYEE RETENTION AT THE
SELECTED HOSPITALS IN THE GA WEST MUNICIPALITY

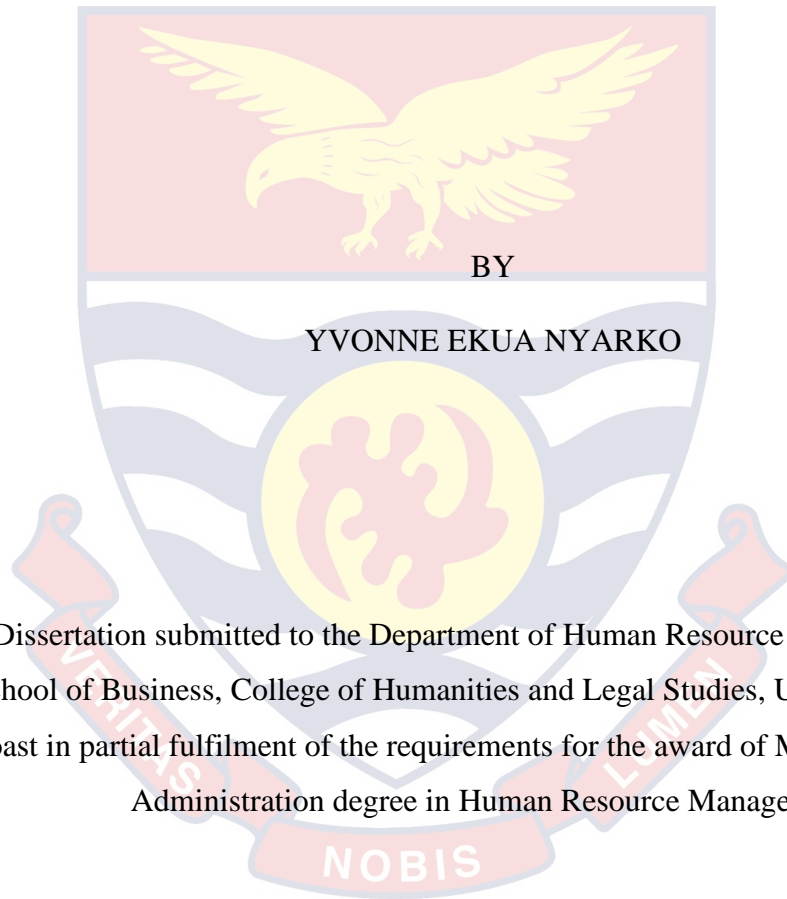


YVONNE EKUA NYARKO

2020

UNIVERSITY OF CAPE COAST

WORK-LIFE BALANCE AND EMPLOYEE RETENTION AT THE
SELECTED HOSPITALS IN THE GA WEST MUNICIPALITY



Dissertation submitted to the Department of Human Resource Management of
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

DECEMBER 2020

DECLARATION

Candidate's Declaration

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

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

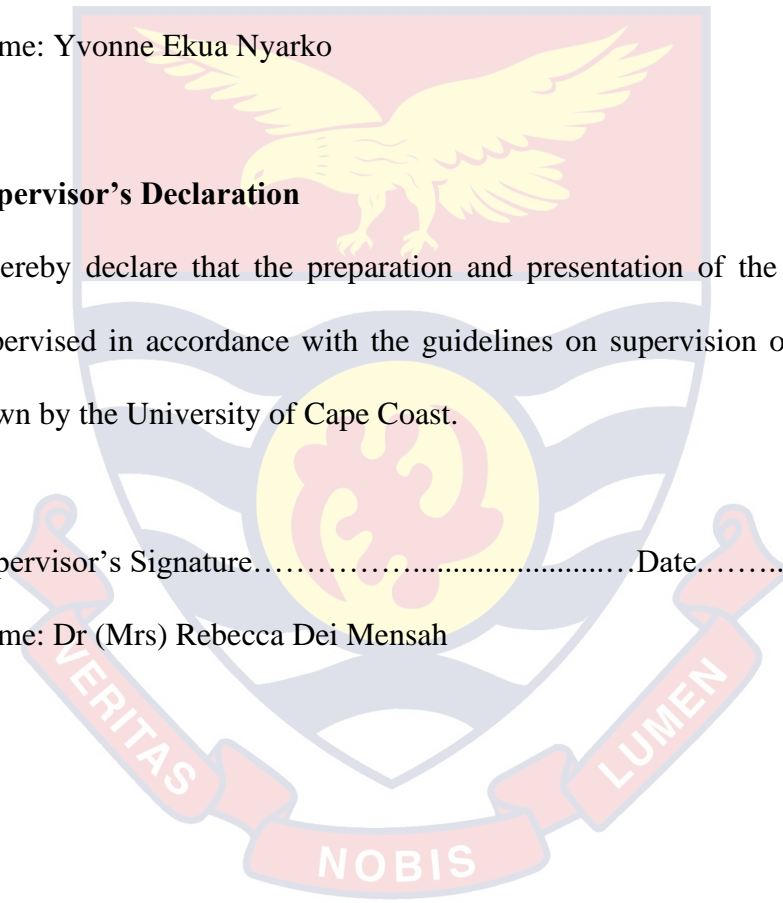
Name: Yvonne Ekua Nyarko

Supervisor's Declaration

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

Supervisor's Signature.....Date.....

Name: Dr (Mrs) Rebecca Dei Mensah



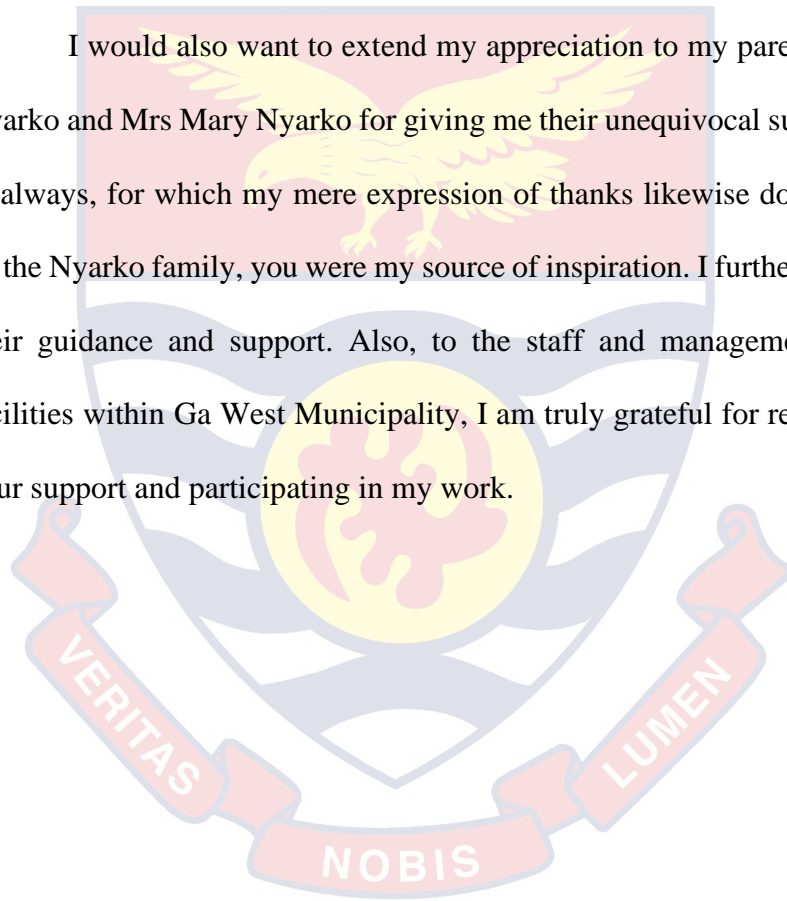
ABSTRACT

The purpose of the study was to examine the effect of work-life balance and employee retention at the selected hospitals within the Ga West municipality. To achieve the main purpose, the following specific objectives were pursued: examine the work-life balance among the employees considering their personal and organisational roles in the selected hospitals, examine the difference for work-life balance for male and female at selected hospitals and examine the effect of work-life balance on employee retention at selected hospitals within the Ga West municipality. The study adopted a quantitative approach and the design was both the descriptive and explanatory research design. The study also adopted a census study however, 103 questionnaires were retrieved from a population of 104. The Research instrument used was questionnaire and the findings revealed that health workers were able to balance both work and personal/life roles and there were differences in mean score for male and female in balancing work and life roles. Also, it was found that a moderate and positive statistically significant relationship between the work life balance and employee retention. The study concluded that there is difference in mean score for work-life balance for male and female and work life balance practice is an important factor in increasing employee retention. The study recommended that the health authorities must institute effective work load management that explain the causes of imbalance and strategies for upgrading the quality of lives to crate the life and work goals, especially for the female counterparts

ACKNOWLEDGEMENTS

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I would also want to extend my appreciation to my parents Mr. Robert C. Nyarko and Mrs Mary Nyarko for giving me their unequivocal support throughout, as always, for which my mere expression of thanks likewise does not suffice. To all the Nyarko family, you were my source of inspiration. I further thank friends for their guidance and support. Also, to the staff and management of the Health facilities within Ga West Municipality, I am truly grateful for readily granting me your support and participating in my work.



DEDICATION

To my mother and father Mr. Robert C. Nyarko and Mrs Mary Nyarko



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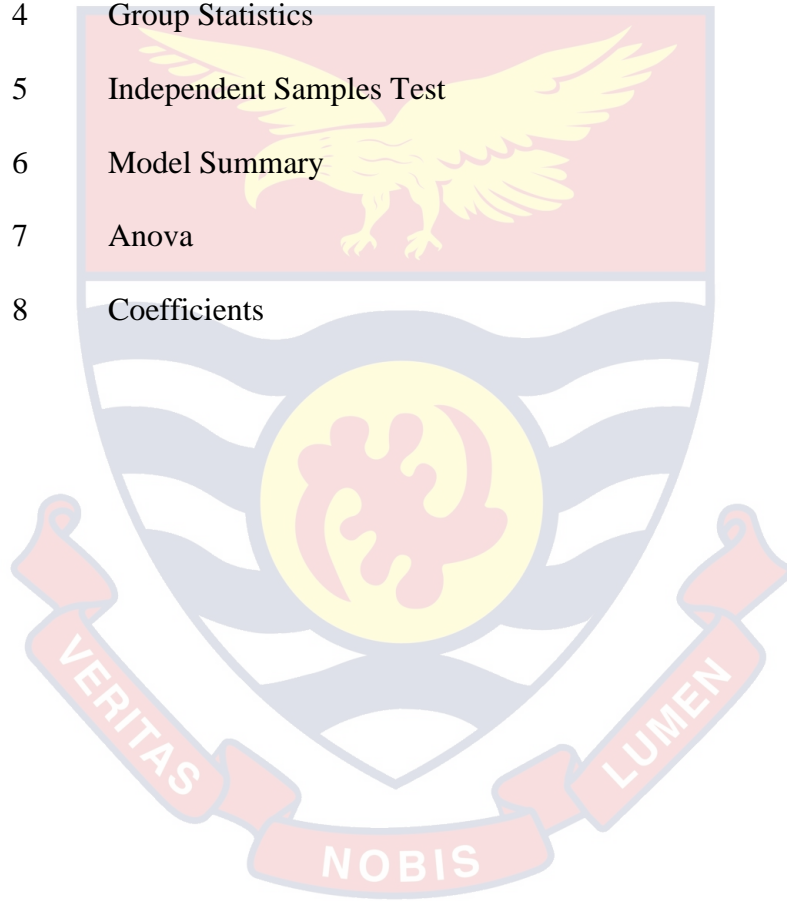
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CHAPTER ONE

INTRODUCTION

This chapter dwells on the background to the study, problem statement, objectives as well as research questions. The significance, scope or delimitation and how the study was organised were presented.

Background to the Study

Studies have shown that the two most important fields in the life of an employee are work and family (Kofodimos, 2003; Lewis, Gamble & Rapoport, 2007; McCarthy, Cleveland, Hunter, Darcy & Grady, 2013). According to Gilley, Waddell, Hall, Jackson and Gilley (2015), while some may argue that individuals realize themselves through work and are able to reach the very pinnacle of their chosen career, a truly all-encompassing self-actualization will integrate their responsibilities in the workplace and in the family. The person does not surrender his / her life in return for work at the point when an individual is accordingly employed in an institution. Instead it tries to maintain harmony, and this balance is indispensable to healthy living (Gilley et al, 2015).

Work-life balance involves putting work into harmony regardless of being performed at home, at work and in leisure (Weer & Greenhaus, 2017). It does not mean you are working and playing half of your time on earth. Rather, it means balancing the two to suit physical, mental, and spiritual wellbeing. Throughout the 1970s, concern about the balanced relationship between work and life arose as more women joined the job. Currently, women's rights and social issues have been seen as a problem. The field of work strategy was identified as a possible business

concern in the late 1980s by experts on human resources (Hartog, Frame, Rigby & Wilson, 2013). The needs of both workers and employers have shifted in social strength.

The multiple demands between work and home obligations were given greater significance for employees from late on because of demographic and workplace changes, such as: higher numbers of female employees (dual-career couples), changes in family structures (increased numbers of single parents), increasing reluctance to accept longer-hour culture, and These advances and disputes are causing organisations to gradually plan different practices amongst the multiple roles that employees play; they are expected to foster the efforts of the working people to meet both their employment-related commitments and their own commitments. How to achieve and strengthen the balance of work and life is an important issue for the management of human resources and has received considerable attention from employers, employees, government, academic researchers and the mass media (Jacques & Pierre, 2012). Inadequate balance of working life is a problem which poses a great risk to the health, morale and welfare of the workers (Michel, Bosch & Rexroth 2014). Many employees often struggle to balance job responsibilities with their social lives.

Work-life balance is anchored on social identity theory by Tajfel and Turner (1979) which postulates the conditions under which spill over between the work micro system and the family micro system occurs. It can either be positive or negative. If work- family interactions are rigidly structured in time and space, then spill over in term of time, energy, behaviour and job retention is negative (Shockley

& Singla, 2011). Whereas when flexibility occurs it enables individuals to integrate and overlap work and family responsibilities in time and space lead to positive spill over which is instrumental in achieving healthy work life balance and job retention (Clark, 2010).

Many workers are already burdened with more family and personal responsibilities, regardless of sexual identity, and issues that make it constantly crucial that businesses that wish to maintain their employees comply with the demands of harmony between work and life (Gassman-Pines, 2011). While difficulties in the balance of working life are reasonably indistinguishable among nations and sexual orientation with many nations familiar with arrangement activities, there are still many differences in practice (Colichi, Bocchi, Lima & Popim, 2017). Women are currently far more exposed to education than they were a few decades earlier, particularly in the urban environment. This has opened new landscapes, increased awareness and raised aspirations of personal growth (Nelson, Boyer, Villarreal & Smith, 2017).

This was instrumental in shaping women's decision to join the labour force along with financial pressure (Nohe, Meier, Sonntag & Michel, 2015). Work life Juggling women staff has been an important issue since time immemorial, when men and women share a duty to earn better living in their communities (Maheshwari & Joseph 2018). It is also very interesting to learn how women balance responsibilities and household tasks. The gender-based perceptions of and solutions to the work-life balance tend to vary, so this research explores whether gender gaps exist in occupational balance issues.

To attain competitive advantage, organisations are more concerned with the skills and the quality of their employees to ensure sustained performance (Harvey, 2009; Reiche, 2007) and retaining capable and quality employees are becoming the top strategic policy issue for many organisations (Heinan & O'Neill, 2004; Bersin, 2008; Holbeche, 2009). Employee retention is the escalating concept for many organisations. Organisations and managers believe that long-term success, survival and productivity of an organisation rely upon the ability to retain best and valuable employees (Das & Baruah, 2013).

Organisations across the world seek to retain their talent because the loss of an employee has been proven to incur exorbitant costs in the recruitment, selection, and training of a replacement, costs amounting to a full year's compensation or more (Allen & Bryant, 2013). Furthermore, an organisation's human resources are among its most precious; skilled and competent employees and thus their retention are acknowledged as being imperative for business success (Taamneh, Alsaad, & Elrehail, 2018; Maamari & Alameh, 2016; Mandhanya, 2015). How to attract and then retain such human capital is thus a key concern for businesses globally.

Retention is major problem for many organisations such as health care and universities are also facing the dilemma of retaining capable and qualified academic staff (Khalid, Irshad, & Mahmood, 2012). One strategy that has been adopted in recent times to resolve the issue of retention is that of managing work and life role of employees (Anku-Tsede & Kutin, 2013; Armstrong, 2009). Work life balance is best viewed as a win-win situation in which both employees (along with their families) and the organisation benefit from a better equilibrium and balance

between work and family life (Kinman, 2016). The literature is abundant with evidences that positively correlate Work life balance to positive outcomes such as profit returns (Beauregard & Henry, 2009), increased shareholder returns (Arthur, 2003), productivity, workplace attitudes and higher employee retention (Koubova & Buchko, 2013).

As a matter of fact, countless benefits can be reaped from adopting Work life balance and so many studies have been dedicated to investigate work life balance antecedents and consequences (Mas-Machuca, 2016). Though there are various advantages to employ work life balance practices at the workplace, however, these advantages may differ according to industry (Konrad & Mangel, 2000). This could be attributed to the fact that not all work life balance practices can be a possibility for all industries to offer (Dunne, 2007). And while most studies have been devoted to investigate the role work life balance, little attention has been given to of gender differences (Moore, 2007).

Statement of the Problem

Work-life balance is an important aspect of a healthy work environment. Maintaining work-life balance helps reduce stress and helps prevent burnout in the workplace (Deery & Jago, 2015). Studies reveal that those who maintain a steady work-life balance are much more productive than those who do not (Direenzo, Greenhaus & Weer, 2015). Poulouse and Sudarsan, 2018) are of the view that balance between work role and life roles help improve employee's health and wellbeing, higher productivity and retention in their jobs.

However, an anecdotal evidence demonstrated that workers in the different job categories for the most part experience the ill effects of the weight of exorbitant work. They are regularly confronted with numerous undertakings, long working hours and job ambiguities. They sometimes convey their work to the house. They further declared that they are confronted with dealing with their wards, home and groups of friends. Women employees ordinarily put in longer working hours so as to contend with their male partners in their work area for promotion and advancements (Vasan, 2018). In perspective on this, the women employees experience interference from their work with their family life attributable to less resource left to apportion to their family jobs after extended periods spent in finishing official work.

Most of the employees work for more than 6 days a week and that they are rarely able to balance their personal and professional life. Most of them lamented that often they think about their work even after their work period, which causes a great deal of stress/tension at home. Approximately 40 percent of the staff expressed they are unable to spend enough time with family. Most of the staff especially women bemoaned that they have inflexible working hours and there are no compensatory holidays so as to maintain work life balance. This has resulted in counterproductivity such as absenteeism, lateness and finally leaving the institution (Pahuja, 2016).

Also, there have been a number of valuable studies regarding work-life balance and employee retention. In the health care sector context, there are quite a number of researches based on the topic. The current studies in the healthcare sector

were conducted in the western world (Roberts, Vincent, Ferguson, Reynolds & Jay, 2019; Muraya, Govender, Mbachu, Uguru & Molyneux, 2019; Sheikh, Ashiq, Mehar, Hasan & Khalid, 2018) and they differ in terms of environment so applying their recommendation may not be suitable in the study area. Also, those conducted in Ghana mostly looked at work life balance on employee retention. There is no substantive empirical study that has been conducted to investigate the effect of work-life balance and employee retention at the selected hospitals within the Ga West municipality. Therefore, this study seeks to examine the effect work-life balance on employee retention at the selected hospitals within the Ga West municipality.

Purpose of the Study

The purpose of the study is to examine the effect of work-life balance on employee retention at the selected hospitals within the Ga West municipality.

Research Objectives

Specifically, the study sought to achieve the following objectives;

1. To examine the work-life balance among the employees considering their personal and organisational roles in the selected hospitals within the Ga West municipality.
2. To examine the difference for work-life balance for male and female at selected hospitals within the Ga West municipality.
3. To examine the effect of work-life balance on employee retention at selected hospitals within the Ga West municipality.

Research Questions

1. What is the work-life balance among the employees considering their personal and organisational roles in the selected hospitals within the Ga West municipality?
2. What is the difference for work-life balance for male and female at selected hospital within the Ga West municipality?
3. What is the effect of work-life balance on employee retention at selected hospital within the Ga West municipality?

Significance of the Study

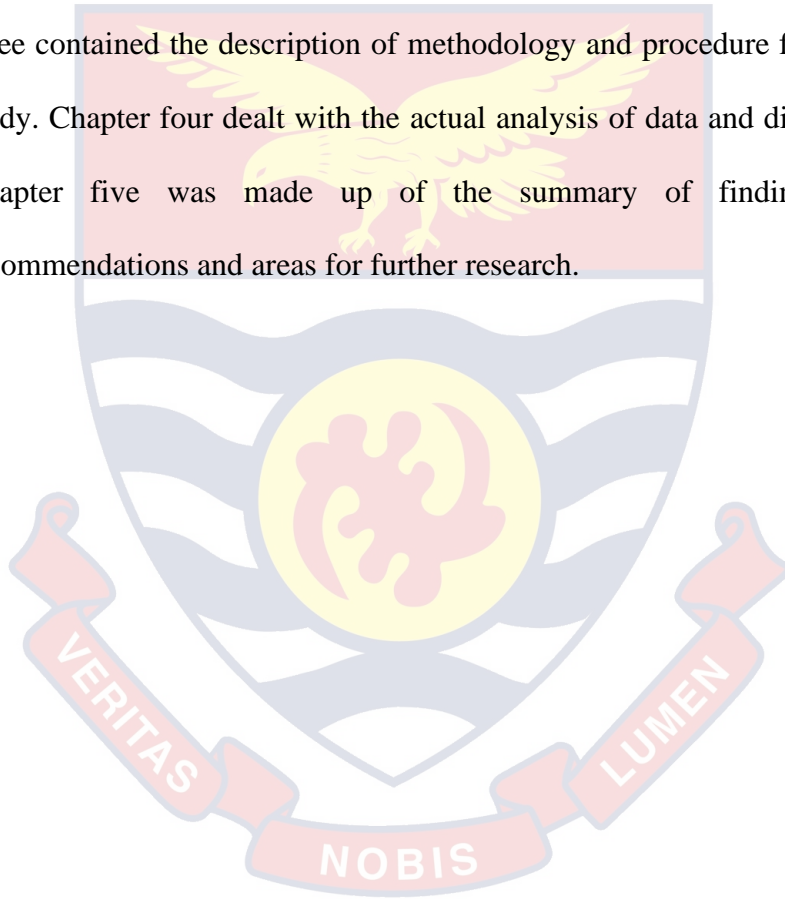
Results of this study will be utilized by management of hospitals at Ga West municipality especially the Human Resource Departments. The study will help employees of the hospitals to understand matters of work life balance and how it affects or affected them either positively or negatively. Scholars of Human Resource Management will gain insight into the relationship between work-life balance and employee retention.

Delimitation

The main variables of this study are work life balance and employee retention. The area covered by this study are selected hospitals at Ga West Municipality. As such all other hospitals in the municipality are excluded from this study.

Organisation of the Study

The study is organised in five chapters. These are Chapter one which entailed the background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope and limitation of the study and organisation of the study. Chapter two was devoted to the review of literature related to the study of work life balance and employee retention. Chapter three contained the description of methodology and procedure for conducting the study. Chapter four dealt with the actual analysis of data and discussions of data. Chapter five was made up of the summary of findings, conclusions, recommendations and areas for further research.



CHAPTER TWO

LITERATURE REVIEW

Introduction

This section of the study covers the views of other authors on the subject of study. Among the various themes covered include concept of work life balance and employee retention. The section also covers theory underpinning the study. Further, the section reviews empirical studies on the relationship between work life balance and employee retention and ends with a conceptual framework.

Work/family border theory

Clark (2000) develop the work/family border theory based on literature across different disciplines. The work/family border theory suggests that individuals are part of two domains; work and home, and that the individuals are constantly crossing the borders between these domains. The theory aims at providing a framework for achieving balance between the domains and to predict when and how a possible conflict could occur. The two different worlds of work and home (or free time) is referred to as domains (Clark, 2000). Clark (2000) argues that the differences in behaviour, thought patterns and rules between these two domains have their roots in the 18th century as a result of the Industrial Revolution, when work and home became two distinct areas of the individual's life. Work, at this time, conducted separate from home, led to different cultures and behaviour arising between the two domains.

Different behaviours in the domains can be referred to as roles (Ashforth et al, 2000). Keeping the two domains separate from each other has been the reality

and the norm for decades. For example, employees are expected to behave in accordance with the aim of the organisation when at work, often more formal and not expressing true emotions. At home, on the other hand, the desirable behaviour or role is often informal and emotionally honest. (Clark, 2000). Socially, people tend to share similar views on what is considered home and what is considered work, especially within the same culture. However, the degree of how individuals are managing, or choosing, to separate the two domains varies greatly. Segmentation, keeping the domains of work and home completely separate from each other, with both domains having distinct behavioural expectations is on one end of the spectrum, whereas integration, where behaviour and expectations are the same in both domains, is on the other end of the spectrum. (Nippert-Eng, 1996).

This continuum leads to the next key concept of the work/family theory; borders. The borders between the two domains can be physical; the place for work and home are physically different and determine where the activities of work and home take place. The borders can also be temporal; the time when work begins and ends and the time for nonwork begins and ends. Finally, the psychological aspect of the border; the individual's sense making of work and home and the determination of what behaviour is relevant in the respective domain. (Clark, 2000)

Apart from the physical, temporal and psychological aspects of borders explained, the borders have several different qualities. These qualities are permeability, flexibility, blending and strength and they describe the quality of the borders further in detail. (Clark, 2000).

Permeability refers to the extent to which elements from another domain may enter the current domain (e.g. Beach, 1989; Zedeck, 1992; Ashforth et al, 2000). Examples of physical and temporal permeability can be a family member calling during office hours or physically visiting the office. Psychological permeability refers to, for example, the individual bringing emotions or new ideas from one domain to the other. Permeability as a concept is similar in nature to the spillover theory by Staines (1980) mentioned earlier in this chapter. The second quality of the borders is flexibility, and it describes the degree to which the employee can affect the border between the domains by contracting or expanding it according to his needs (Hall & Richter, 1988). Examples of physical and temporal flexibility is the freedom to work when and where the employee desires, and psychological flexibility refers to the ability to think about the other domain while being in the other domain (Clark, 2000).

When the two formerly explained qualities, permeability and flexibility, are strongly present in the employee's life, blending of the borders is occurring. When the employee's borders are both permeable and flexible, the two domains of home and work are starting to blend together, or blur. (Clark, 2000) Temporal and physical blending can be an employee working from home, feeding his infant while having a work conversation on the phone. An example of psychological blending is when experiences from one domain are used in the other domain. (Clark, 2000) When all of the qualities mentioned above are put together, the strength of the border can be evaluated. A strong border suggests that the border between work and home is impermeable, inflexible and does not blend. Thus, when at work the

employee only manages work-related matters and when at home, there are no work tasks reflected upon. A weak border, accordingly, describes a permeable, flexible and easily blending border, meaning that the individual is simultaneously handling matters from both domains. (Clark, 2000)

The work/family border theory is helpful to this study when evaluating an employee's work-life balance, by defining different aspects and qualities of what plays a central role of work-life balance; the borders. The theory cannot, however, determine which situation is the best or most appreciated, as the preferred work-life balance varies between individuals. When both flexibility and permeability are low, the employer's domains are separated into two segments. The work time and place are determined by the employer and are not the employees' choice according to his or her desires, and there is low or no interference or spillover from one domain into the other. (Clark, 2000) This type of work-life balance is in line with early studies by Dubin (1956), suggesting that industrial workers are typically experiencing a segmented work-life balance. Kossek and Lautsch (2012) describe this type of work-life balance to include the separators, employees that actively work towards segmentation of the domains.

Interference is a type of work-life balance that occurs when the flexibility stays low, but the permeability is high. This type of work-life balance suggests that the work has to be carried out at a certain location at a certain time, much like the type of segmentation described above. However, the permeability of the border is high, meaning that the employee is often disturbed in his or her current domain with for example phone calls, emails or other interruptions from the other domain. An

employee with this type of work-life balance can never fully be concentrating on one domain at a time. (Nam, 2014; Clark, 2000). When the permeability, on the other hand, is low, but the flexibility is high, the type of worklife balance is called autonomy. Autonomy, in practice, means that the employee can be flexible in for example where or when he or she is working. The borders not being permeable translates into the employees doing their work when they decide to, that there are no unexpected phone calls or emails demanding attention when the employee is involved in the other domain. Autonomy allows choice and arranging the domains to meet the demands of the other domain. (Nam, 2014).

The last type of work-life balance according to Nam (2014) is the state of integration, where both the flexibility and the permeability are high. This translates into the employee having, practically, only one domain, rather than separate work and life domains. Employees that are actively choosing this type of work-life balance are also called integrators (Kossek & Lautsch, 2012). Clark (2002) states that the best balance between the two domains of work and home is created when the employee's borders are flexible, but not permeable, translating into the autonomous type of work-life balance (Nam, 2014). This statement is confirmed by Leung et al's (2017) study that gained the same results. Also, from an organisational point of view flexible borders are a desired state, since employees with flexible borders are proven to have a higher tolerance for long work hours before a negative impact on the perceived work-life balance (Hill et al, 2004).

Concept of Work-Life Balance

The term work-life balance was coined in 1986 in America (Lockwood, 2003), and became topical in the early 1990s because of Schor's (1991) highly influential book "The Overworked American: The Unexpected Decline of Leisure", which documents how the nature of contemporary employment has created such excessive demands on people that there has been a real decline in leisure (White et al., 2003; Guest, 2002; MacInnes, 2006; Rapoport, Bailyn, Lewis & Gambles, 2005). Work-life balance practices are those institutionalised, structural, and procedural arrangements as well as formal and informal practices that enable individuals to easily manage the conflicting worlds of work and family lives (Osterman, 1995). Some common statutory policies are the maternity benefits and discretionary policies are flexitime, telecommuting and job sharing.

Employee assistance programmes like counselling and stress management also fall under work life balance practices (Perry-Smith & Blum, 2000). All these can be classified under policies, benefits and services. Policies cover the formal and informal ways that employees' work and leave schedules are handled, including part-time work, job-sharing, flexitime, and parental/family leave. Benefits cover forms of compensation that protect against loss of earnings, payment of medical expenses and vacation or all of these. Services include on-site or near-site childcare centers, counselling and eldercare programmes (Baral et al., 2009). Work life balance thus is a dynamic aspect. It is not a structure but a process.

Work life balance is an area of increasing importance to both employees and employers. Employees need it to balance work and non-work roles and

employers require it to increase productively and reduce cost (Abbott & De Cieri, 2018). The drivers for work life balance can be attributed to changes in the demographic distribution of the labour force, technological advancement and the 24/7 opening hour's culture in Morden society (Beauregard & Henry, 2017; O'Driscoll, Brough & Kalliath, 2004). While there is no consistent definition of work-life balance, there are some consistent themes which have emerged these include: employees achieving an acceptable balance between their work and personal lives, employers work initiative which would aid improve employees productivity providing a range of targeted work-life initiatives that enhance firm performance and not result into considerable increase in cost to the employers (Deery & Jago, 2015).

Work-life balance involves proper prioritizing between "work" (career and ambition) on the one hand and "life" (Health, pleasure, leisure, family and spiritual development) on the other. Related, though broader, terms include "lifestyle balance" and "life balance". Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, 2015). Observing the day to day lives of many employees, two main issues to be addressed to achieve work life balance are time and stress (Gupta & Sharma, 2013). Managing these two variables is the secret of a perfect work life balance. Thus, formula of work life balance: $\text{Work life balance} = \text{Time management} + \text{Stress management}$. As derived by Gupta and Sharma (2013).

From the very beginning it is important to understand that work-life balance does not mean to devote an equal amount of time to paid work and non-work roles; in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. Although definitions and explanations may vary, work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life (Bell, Rajendran & Theiler, 2012).

To understand work-life balance, it is important to be aware of the different demands upon us and our personal resources- our time and our energy- that we can deploy to address them. With this awareness, we are able to review and value the choices we have in terms of how we allocate our precious resources. Such conscious decision-making provides a sense of control over our working arrangements in order to better accommodate other aspects of our lives, while still benefiting the organisations. Kumar and Mohd (2014) say that work life balance is about people having measure of control over when, where and how they work. There is a view that work-life balance only in the framework of what the company does for the individual.

Interference between work and non-work responsibilities has a number of negative outcomes that have been well established in the literature. In terms of job attitudes, employees reporting high levels of both work-to-life and life-to-work conflict tend to exhibit lower levels of job satisfaction and organisational commitment. Behavioural outcomes of both directions of conflict include reduced

work effort, reduced performance, and increased absenteeism and turnover (Starmer, Frintner & Freed, 2016).

Both work-to-life and life-to-work imbalance have also been associated with increased stress and burnout cognitive difficulties such as staying awake, lack of concentration, and low alertness, and reduced levels of general health and energy. While the majority of work-life balance research focuses on employees' family responsibilities, there are also a number of studies that recognize commitments to friends and community groups, expanding the affected population to virtually all employees (Tausig & Fenwick, 2011). The implications for organisations are clear: work-life conflict can have negative repercussions for employee retention.

According to the business case as espoused by many firms and government bodies, these costs to organisations can be avoided by implementing programs to help employees manage their work-life conflict (Human Resources and Social Development Canada, 2006). This view proposes that work-life balance practices will assist employees in balancing their work and family demands, which can in turn lead to enhanced employee productivity and significant business improvements. By enabling employees to schedule their time in order to better balance competing demands from work and from home, and by helping employees to procure third-party assistance with caregiving responsibilities, such practices are intended to reduce or eliminate levels of work-life conflict, and thereby augment employee retention and organisational effectiveness.

Gender Differences on Work-Life Balance

For quite some time now, studies only emphasize on women when researching work-family conflict, neglecting the male counterparts. The conventional male and female roles have revolved over the last decades hence the obligations and needs of men and women have become more similar making it obvious the dilemma of work-family conflict to be also crucial for men. Sexual characteristics is capable of influencing the behaviour of individuals in the work and family domain because of the various obligations that men and women have in these domains (Bloemberg & Beek, 2011). Even though the roles of males and females have become more similar, it is culture and society govern what the male and female obligations are. For instance, traditionally, females are subjected to taking care of children at home, preparing meals, cleaning and more tasks of this kind at home are her responsibility.

Contrariwise, most of the males' responsibilities can be found in the work domain. An individual will experience work-family conflict if he or she is not able to fulfil his or her obligations, hence women are still required to meet the demands emanating from both work and family domains. According to Bloemberg and Beek, it is expected that women experience higher levels of work-family imbalance because the overall demands of family and work are greater for women than for men. While the men are likely to experience lesser levels of work- family imbalance because their main responsibility is work.

Jenkins (2010) also observe that issues like child rearing, the need to balance multiple roles etc. have consequences on work and life relationships.

Securely attached individuals experienced positive spill over in both work and family (Brumley, 2014). There are pointers that there are gender differences in coping with work life issues. Women still primarily take care of domestic tasks, irrespective of their employment status. So, many women employees continue to face difficulties in balancing these two forces than their men counterparts (Hyman & Summers, 2014). Work based support to women is positively associated with job satisfaction, organisational commitment and retention (Marcinkus, 2017). The home working can lead to greater flexibility and independence, but it can make people work for longer periods of time, including weekends and evenings. Home environment also plays a very important role in the quality of life. Home working could be stressful, if young children have to be managed (Valcour, 2015). Gender has an important effect on home working (Gunkel, Lusk, Wolff & Li, 2017).

Both women and men prefer working in organisations that support work-life balance. Men appeared to benefit more than women (Watts, 2012). Men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. On the other hand, women stress that work and family are both equally important and both are the sources of their satisfaction. For them the former is more important. When work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated. They draw tight boundaries between work and family and they do not like one crossing the other (Watts, 2012).

A number of demographic variables such as gender, age, income, experience, marital status influences the employees in their work-life balance. Various studies were conducted in this direction to determine the impact of

demographic variables on work-life balance of employees. Studies by Deery and Jago (2015), Shanafelt, Boone, Tan, Dyrbye, Sotile, Satele and Oreskovich (2012), Rajadhyaksha and Velgach (2009) reported gender differences with respect to work family balance. Higgins, Duxbury and Lee (2014) indicated that women reported more work interference in family than men, despite spending about same numbers of hours in paid work as men. Although women spent more hours in family work than men, they reported the same level of family interference in work.

Albertsen, Rafnsdóttir, Grimsmo, Tómasson and Kauppinen (2008) examined the impact of gender and life cycle stage on three components of work life balance (role overload, interference from work to family and interference from family to work). The results indicated significant differences for gender and life cycle. Women reported experiencing significantly greater role overload than men. Again, women were found to experience greater work to family interference than men. Interference was highest when the children were young, and lowest in families with older children. Further, women reported significantly higher levels of family interference with work than men in early years, but interferences levels were comparable to men's in the third life cycle stage (children 10 to 18 years). This finding was supported by the findings of studies by Leupp (2017) and Beauregard & Henry, 2009)

Leupp (2017) found that there was gender asymmetry in the permeability of the boundaries between work and family lives. Family intruded more on work among women and work intruded more on family among men. Annor and Burchell (2018) found that gender was negatively related to family work conflict, suggesting

that men did not experience as much family work conflict as women. Rajadhyaksha and Velgach (2019) also found that women experienced significantly higher family interference with work as compared to men. However, there were no significant differences between men and women in the experience of work interference with family.

Further, Milkie & Peltola (2016) found that women and men report similar levels of success in balancing work and family and kinds of work family trade-offs. Hill et al. (2011) too reported that gender was not significantly correlated to work family balance indicating that men and women report similar levels of work-family balance. Ali and Abid (2015) also did not find any gender differences in the experience of work to family or family to work conflict and argued that it was because the financial resources were now being used to pay for the household activities which earlier women had to do and moreover, men had also started to share some work at home. Doble & Supriya (2010) studied work-life balance across genders. The results did not show any significant gender differences in spillover of work into family life and both the genders showed a similar negative spillover from work to family.

Employee Retention

Employee retention is most critical issue facing employers in the brewery industry as a result of the shortage of skilled labour, economic growth and employee turnover. In their book, *Retaining Valued Employees*, (Griffeth & Hom, 2011) report that turnover costs can run as high as 200 percent of the exiting employee's salary, depending on his or her skill level. According to the newsletter

of the International Association of Professionals in Employment Security, “When a valuable employee leaves, it costs the employer money possibly up to a third of the employee’s annual salary.

Employee retention is concerned with keeping or encouraging employees to remain in an organisation for a maximum period of time. Mita (2014) defined employee retention as “a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements”. Bidisha (2013) described it as “a process in which the employees are encouraged to remain with the organisation for the maximum period of time or until the completion of the project”. According to Workforce Planning for Wisconsin State Government (2015), employee retention is “a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs”.

Employee Retention involves taking measures to encourage employees to remain in the organisation for the maximum period of time (Griffeth & Hom 2011). Organisations are facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. There is no dearth of opportunities for a talented person. There are many organisations which are looking for such employees. If a person is not satisfied by the job he’s doing, he may switch over to some other more suitable job. In today’s environment it becomes very important for organisations to retain their employees. The reason may be personal or professional (Fombrun & Shanley, 1990). These reasons should be understood by the employer and should

be taken care of. Most organisations are becoming aware of these reasons and are adopting many strategies for employee retention. The top organisations are on the top because they value their employees and they know how to keep them glued to the organisation. Employees stay and leave organisations for various reasons of which work life balance is part of.

Empirical Review of Work-Life Balance on Employee Retention

A number of studies have been carried out that is related to work life balance. Typically, Nsaful (2016) researched on the moderating effect of gender on the relationship between work-family conflict on employees' job and family satisfactions. The study covered University of Cape Coast junior staff. Descriptive cross-sectional survey was employed to achieve the objectives of the study. A multi-stage sampling technique was used to select 339 respondents for the study. A structured questionnaire which consisted four sections was used as the main instrument for data collection. Descriptive (frequencies, mean and standard deviations) and inferential statistics (regression analysis) were employed. It was found out that work-family conflict (work interference with family and family interference with work) affect job satisfaction negatively. Furthermore, work family conflict (work interference with family and family interference with work) negatively affect family satisfaction. Additionally, gender significantly moderates work-family conflict and family satisfaction, whereas gender does not moderate work-family conflict and job satisfaction.

Sudhir and Shivan (2015) assessed the existing work-life balance initiatives taken by life and general insurance companies and to study the influence of work-

life balance practices on employee's retention. The survey was carried out in life and general insurance companies in Kolkata, India with 16 statements of work-life balance (WLB) practices among 300 employees of managerial and supervisory cadre. Mean, Standard deviation, and Mann-Whitney U-Test were used in order to know the variation in WLB practices between life and general insurance companies. Ordinal Regression Analysis (PLUM) was applied to measure the impact of work-life initiatives on employees' retention. The study found that the mean satisfaction/agreement score of life insurance employees is greater than general insurance employees for the eleven variables. The Mann Whitney U-test indicates that the response of life insurance employees varies from general insurance employees for nature of work, work overload, and training & development. The Pseudo R² values show that 16 variables of WLB initiatives explain a relatively higher proportion of the variation in employee's retention.

Similarly, Hye (2013) investigated "the work life balance and employee's retention: the mediating role of affective commitment" which was aimed at investigating the effect of work life balance on affective commitment and in role retention. 293 respondents filled the questionnaires which were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyse the quantitative data including reliabilities and multiple regressions. The finding of the empirical test demonstrated that employee experience of work life balance increases affective commitment, hence higher retention.

Also, Opoku -Addai (2012) investigated the effect of work/life balance on productivity- a case study of Zenith Bank Ghana Limited. The case study was used

as a strategy in conducting this research. Interviews and questionnaires were instruments used in gathering the needed data. A sample size of 100 respondents, made up of senior and junior staff was used. On the whole, respondents generally indicated that they are unable to maintain good balance of work and life. Most respondents indicated that work pressures often interfere with their personal life. It was also found that most bank staff usually find their job interfering with their personal priorities more than their personal priorities interfering with their job.

On the level of stress experienced in the last six months, 78.3% indicated that they had experienced significant stress as a result of their job, suggesting an increasing stress on most staff of Zenith Bank. Most respondents only reported of the annual leave provisions which create some conditions for staff to balance work and life. There was no provision found limited to staff without children. Respondents indicated that there was not adequate support for parents to arrange child care. Although most staff indicated that supervisors generally show a sincere interest in employees' well-being, they reported that the bank does not actively support programmes that create effective work-life balance.

Aryeetey, Yeboah and Sanda in 2011 focused on the challenges inhibiting professional female employees from maintaining good work - life balance s, and also to develop a framework that organisations can use to understand such gender - oriented challenges towards the design of alternative work arrangements to enhance the retention of professional female employees. An exploratory approach was used with data collect ed through a survey. The study revealed that conflicts between work and non - work obligations, such as family responsibilities, are

sources of stress which could motivate professional female employees to quit their jobs. Flexitime, compressed workweeks and telecommuting were also identified as the most preferred types of alternative work arrangements. It is concluded that many professional female employees in Ghana have knowledge of work flexibility initiatives, such as alternative work arrangements, but these are not practiced effectively in their organisations.

Ghansah (2011) also, looked at the retention practices in Accra Brewery Limited (ABL), from the point of view of its employees and what role retention plays in their job retention. A sample population of thirty employees comprising of senior and junior level staff in the various departments was used. Eight (8) out of the thirty (30) employees, representing 26.67%, were satisfied with the retention practices of ABL. The study confirms that lack of advancement opportunities, work-life balance, lack of reward and recognition and salary and remuneration were more common reasons for departure among all employees.

Nunoo (2013) conducted a study on employee retention at the workplace – the case of nonteaching staff of Achimota School to explicitly explain the reasons for their leaving and at its tail end provided measures on how retention can be improved. The research has been done using descriptive research design. Primary data for the present research study was collected through unstructured interviews of the employees and observation. Besides, secondary data was collected through various research journals & papers on the same topic. Information regarding new approaches and strategic development in the field was collected from the internet and reference was taken from the books of some renowned authors. The findings

of the researcher based on the research questions on the models adopted were that; workplace relationship, nature of work, work load, morale and motivation, work organisation, capacity and capability, role clarity and professional counselling were found to be negative in the organisation. These are indicators of work life balance.

Conceptual Framework

A conceptual framework represents the researcher's synthesis of literature on how to explain a phenomenon (Eldridge, Lancaster, Campbell, Thabane, Hopewell, Coleman & Bond, 2016). It maps out the actions required in the course of the study given previous knowledge of other researchers' point of view and observations on the subject of research. From the literature review and the purpose of the study, it can be concluded that there is direct positive correlation between work life balance and employee retention. Work life balance denotes how individual balances work roles and non-work roles. The ability of the individual to balance these two differing roles, the likelihood he or she is to increase retention as alluded by the work/family border theory. The relationship is presented pictorially on Figure 1.

Work life balance as used in the study is the independent variable employee retention as the dependent variable. Base on the framework, the indicators of work life balance include role clarity, professional counselling, relaxation, work on holidays, social participation and quality family time. When individuals have positive association with these indicators the higher the balance they would have on both work and life activities.

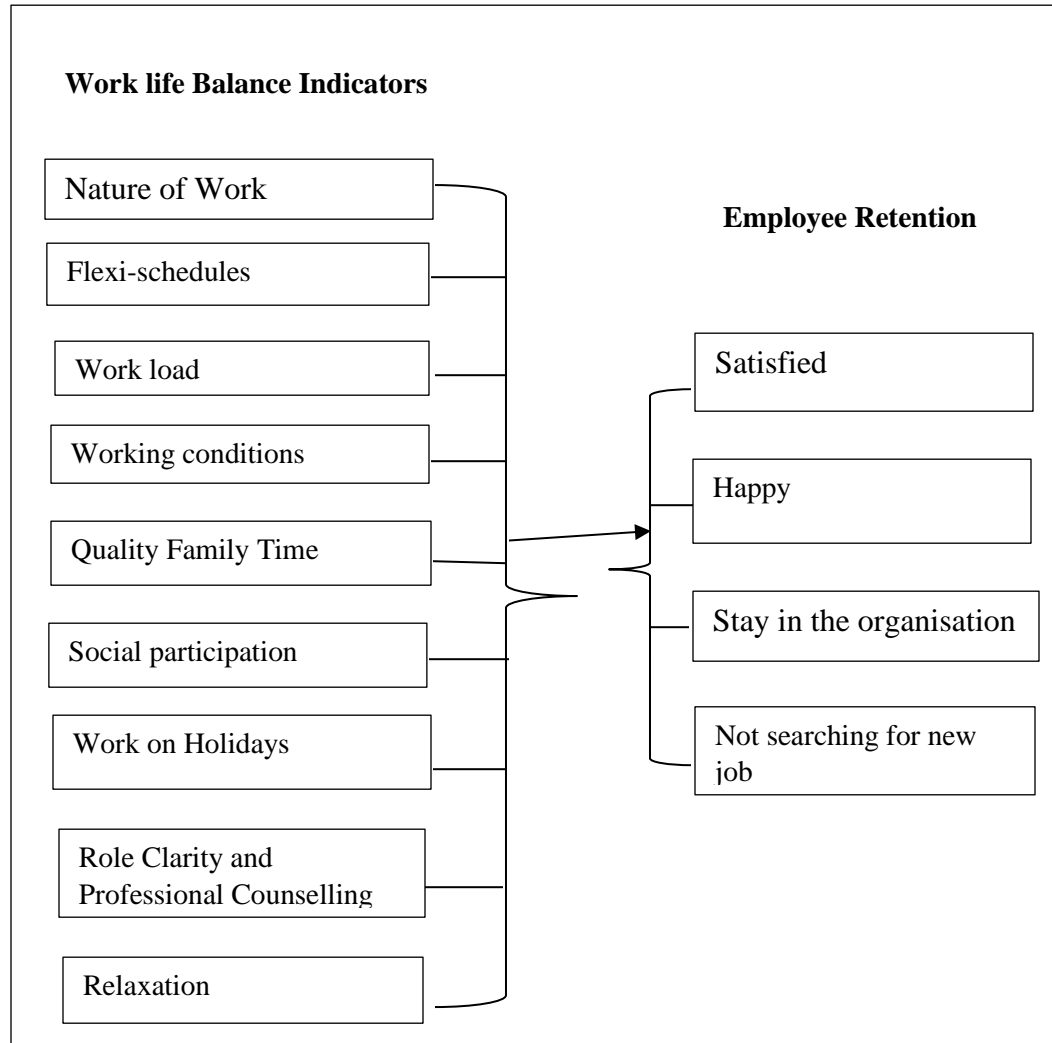


Figure 1: Conceptual Framework

Source: Author's construct

Further, there should be a minimal or no conflict from the work roles and the personal roles. Also, employee retention construct is measured using how satisfied the employee is, how happy, intention to stay in the organisation and not look for any other organisation as a result of balance between their work and life roles. Per the reviewed literature, when individuals are able to balance both work and personal roles, the higher their retention in the organisation and vice versa.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter focused on the research techniques adopted for this study with the aim of achieving the research objectives. It elaborated the research design and provided details regarding the population, sample and sampling techniques and the research instruments that were used in collecting data for the study. It also discussed the data collection methods, reliability, validity, ethical issues and data analysis plan.

Research Design

The research design determines which established convention has been chosen for conducting a piece of research (Bryman, 2017). The choice of research design is based on the research problems and questions of a study. Both the descriptive and explanatory research design were used for this study. The descriptive research design was used due to objective one and two as it tends to examine the work-life balance among the employees. The explanatory research design was used due to objective three which examine the relationship between work-life balance and employee retention at selected hospitals within the Ga West municipality. Explanatory research design is conducted in order to identify the extent and nature of cause-and-effect relationships. It can be conducted in order to assess impacts of specific changes on existing norms, various processes etc. Both explanatory and descriptive research design was chosen mainly because it comprises a cross-sectional design in relation to which data are collected

predominantly by questionnaire (Quittner, O'Donnell, Salathe, Lewis, Li, Montgomery & Barker, 2015).

Study Area

The study area for the study was selected hospitals within the Ga West municipality. The Ga West Municipal is one of the 260 Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana, and forms part of the 29 MMDAs in the Greater Accra Region. The Ga West Municipal Assembly was carved out of the erstwhile Ga Municipal which was created in 1988 in pursuance of the government decentralization and local government reform policy. The Municipality lies within latitude 5°35' North, 5°29' North and longitude 0°10' West and 0°24' West. It shares common boundaries with Ga East Municipal and Accra Metropolitan Assembly to the east, Akuapim South District to the north and Ga South Municipal and Ga Central Municipal to the south. It occupies a land area of approximately 284.08 sq km with about 412 communities. The population of the Municipality according to 2010 population and housing census stands at 219,788 with 107,742 males and 112,046 females. There are 19 hospitals located at the municipality. Health facilities in Ga West Municipal was chosen due to large number of attendants that patronize the health facilities compared to other health facilities.

Population

Patten and Newhart (2017) posit that study population is the group or community that a researcher intends to carry out a research on for the purpose of generalisation. Merriam and Tisdell (2015) refer to a study population as the entire group of respondents or elements relevant to a research. The population of the study

included all employees of the selected hospital. The total number of employees was one hundred and four (104). The hospitals were Barnor hospital, Bortianor Health Centre, Otbody Memorial Clinic and Kojo Ashong Community Clinic.

Sample and Sampling Procedure

A subset of some part of a larger population that shares some set of characteristics of the larger group is termed as a sample (Zikmund, Babin, Carr & Griffin, 2013). Bambale (2014) emphasized that a sample of a population consists of that proportion of the number of units selected for investigation. Gravetter (2012) described sampling as the deliberate choice of a number of people who are to provide the data from which conclusions about those people can be drawn. However, this study adopted a census survey where each member of the population participated in the study. A census survey collects complete information from all participants in the population (Champ, 2003). In other words, a census is often construed as the opposite of a sample as its intent is to count everyone in a population rather than a fraction (Cochran, 2007). This means that all staff was included.

Data Collection Instruments

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

through the use of questionnaire which were personally administered on one-on-one basis.

The questionnaire comprised of three (3) sections, A, B and C. Section 'A' covered items of demographic issues while Section 'B' concerned work-life balance among the employees. The last, Section 'C' also contained items on employee retention. The questionnaires were closed questions. Close-ended questions were relevant for the reason that they were easy to ask and quick to answer. This is significant since data had to be collected quickly to meet the time frame for the research (Creswell & Clark, 2017). Another reason was that analysis of closed-ended questions is easy and straight forward (Zuur, Ieno, & Elphick, 2010). A closed-ended question generates a limited set of responses that can be coded easily in a database with some number or symbol that represents a response (Gravetter, 2012). Multiple-choice, ordinal, interval and ratio questions generate closed-ended responses.

Validity and Reliability of Instrument

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

will help ascertain the face and content validity of the research instrument. This purpose is to examine whether the items are related to the research questions and also if they comprehensively cover the content needed to provide appropriate response to the research questions.

Reliability as indicated by Sekaran (2003) is the consistency and stability of a measuring instrument regardless of the stability of test takers. Stangor (2004) stipulates that the reliability of a measuring instrument is the extent to which the instrument is free from error, thus measuring consistency of the variables of interest. The reliability of the instrument was checked using the Cronbach Alpha formula to establish the reliability co-efficient. Reliability will be done for each of the scales as they measured different issues (thus internal consistency). According to Pallant (2005), a Cronbach's Alpha Coefficient of 0.70 or more is considered adequate. Therefore, the instrument can be considered to be reliable for the study if it scores a Coefficient of 0.70 or more. Table 2 summarizes the reliability score for the individual constructs of the study.

Table 1: Reliability Results

No	Construct	Cronbach's Alpha	No of items
1	Employee Retention	0.841	13
2	Work-life balance	0.941	13
3	Overall scale	0.823	26

Source: Field survey (2019)

Data Collection Procedure

The questionnaire was personally administered to the one hundred and four (104) employees of the hospitals. Prior to the collection of data, a letter of

introduction from the Department of Business Studies was taken to the various hospitals. On arrival, the purpose of the study was explained to them. The administration and collection of copies of the questionnaire were administered the same day but continuously over a period of three weeks. The response rate to the questionnaire administered was (103 out of 104) 99.03%.

Data Analysis

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

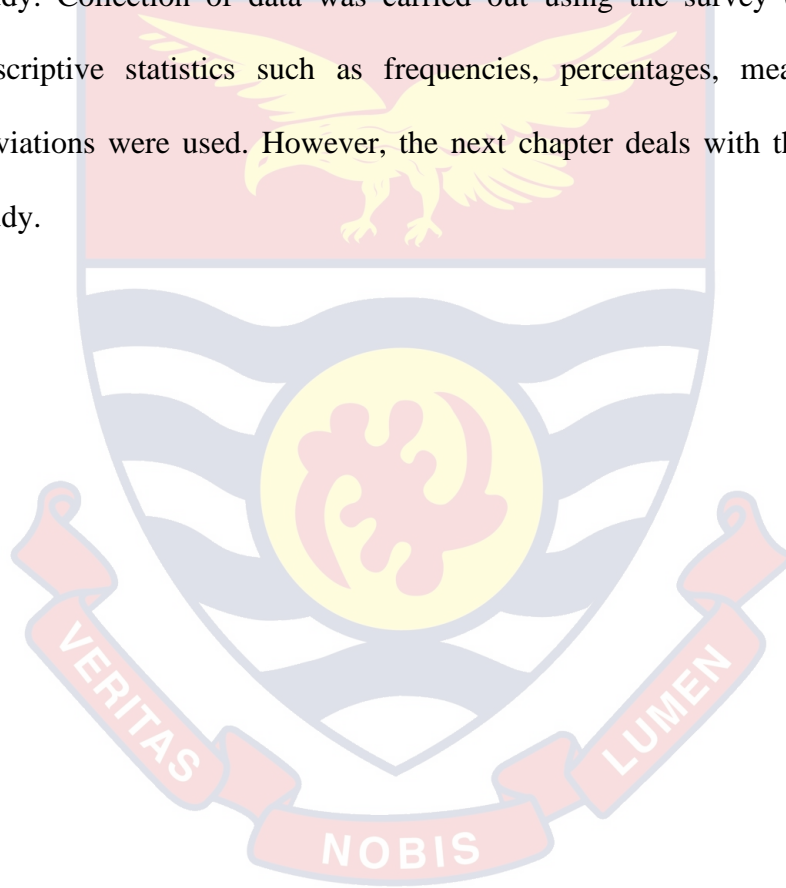
Ethical Considerations

The conduct of a research requires not only expertise and diligence, but also honesty and integrity. To render the study ethical, the rights to self-determination, anonymity, confidentiality and informed consent was observed. Subjects' consent was obtained the questionnaire was administered to them. The research participants were informed on the purpose of the study and the procedures used to collect the data. Anonymity and confidentiality were maintained throughout the study by not

disclosing the subjects' name on the questionnaire and research reports and detaching the written consent from the questionnaire.

Chapter Summary

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



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the findings that were obtained after the primary data were processed in SPSS (Version 25.0) configured with SPSS Process Macro through the application of appropriate statistical techniques. The study sought to examine work-life balance and employee retention at the selected hospitals within the Ga West municipality. The findings were chronologically presented to reflect the order of the specific objectives considered in this study. The findings were presented in Tables in a summarized form which provided the platform for easy understanding and interpretation. This section takes into consideration discussion of the findings in relation to previous empirical studies and findings.

Social-demographic Information of Respondents

The respondents' socio-demographic information is provided in Table 3, with descriptive frequency and percentage statistical tools. Such demographic data provide the basis to examine comparatively in detail. The respondents' sex distribution suggested that the majority were 89 females (86.4 percent) while the remaining 14 (13.6 percent) were males. This means that the hospital work force structure within the municipality of Ga West is controlled by women. This again offers the avenue where the study will conduct more comparative analysis based on sexual orientations.

Table 2: Demographic information of respondents

No	Variables	Options	Frequency	Percentage (%)
1	Sex	Male	14	13.6
		Female	89	86.4
		Total	103	100
2	Age range	20-24 years	10	9.7
		25-29 years	36	35.0
		30-34 years	34	33.0
		35-39 years	21	20.4
		40 years and above	2	1.9
		Total	103	100
		3	Work experience	less than 5years
5-10years	5			4.9
Total	103			100
4	Highest level of education	Secondary	22	12.9
		HND	15	
		1 ST Degree	61	59.2
		Total	103	100

Source: Field survey (2019)

Regarding the participants' age range, the study revealed that the majority of respondents 36(35 per cent) were between the category of 25-29 years. Again, it was found that 34 of the respondents were in the range of 30-34 years, meaning 33%. This was followed by those in the category of 35-39 years who made up 20.4%. It was also discovered that 10 (9.7 percent) of the respondents were 20-24 years within the age brackets. A critical review of the age spectrum suggested the institution's workforce composition was comparatively younger. On the respondents' highest level of education, Table 2 showed that 42 (40.8 percent) of

the respondents were holders of HND and 61 (59.2 percent) were holders of first degree. The segment on work experience also reported that 98(95.1%) had worked for less than 5 years, and that only 5(4.9%) had worked between 5-10 years.

Work-Life Balance Among the Employees in the Selected Hospitals Within the Ga West Municipality

Findings on work-life balance among employees were presented in the selected hospitals within the municipality of Ga West considering their personal / family and organisational roles. Fifteen (15) metrics were used to measure the work-life balance between the workers and this was measured using measures and standard deviations. The respondents agreed on the essence of the research assigned to them from Table 3 (M = 3.17; Std Dev = .682). Despite this, respondents suggested that they had flexi-schedules (M = 3.66; Std Dev = .716). Again, they claimed that they had to take work home to achieve certain predefined goals (M = 3.74); Std Dev = .704).

Accordingly, the respondents also mentioned that their organisations provide a healthy working environment. (M = 3.10; Dev Std = .614). The respondents' assertion that they spend quality time with their family (M = 3.08; Std Dev = .724) followed. They also find time to attend gatherings of the family and other social events (M = 3.87; Std Dev = .777). The respondents said they were doing Holidays official work (M = 3.43; Std Dev = .695). They do have straightforward roles and obligations (M = 3.86; Std Dev = .677). They also accepted that their company is implementing training and development programs to enhance the productivity of the workforce (M = 3.02; Std. Dev = .608). Similarly,

feel honored to be employed inside the company ($M=3.06$; Std Dev=.523). The respondents suggested that their company offers professional guidance to assist workers with their career planning ($M = 3.16$; Std Dev = .782). Their company provides them and their dependents with medical services ($M = 3.21$; Std Dev = .672). Finally, they said their company was very concerned about their well-being ($M = 3.87$; Std Dev = .728).

Such indicators were widely accepted by respondents according to Dess, Lumpkin and McFarlin (2005) who said the midpoint average is 2.9 on a scale of 1 to 5, so any mean score above 2.9 is considered high and below 2.9 is low. However, respondents refused to have time to rest ($M= 1.88$; Std Dev = .700) during working hours. The findings have been consistent with several studies (Starmer, Frintner & Freed, 2016; Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan & West, 2015; Kumar & Mohd, 2014; Clarke, et al, 2012; Tausig & Fenwick, 2011). For example, Shanafelt, Hasan, Dyrbye, Sinsky, Satele, Sloan and West (2015) stated that there is a reasonably satisfactory degree of involvement or fitness in a person's life between the multiple roles.

Table 3: Work-Life Balance Among the Employees

Items	variables	Description	Mean	Standard Deviation
1	Nature of work	I am satisfied with the nature of work assigned by the organisation.	3.17	.682
2	Flexi-schedules	My authority is sympathetic enough when I need time off or have to reschedule work due to family commitments	3.66	.716
3	Work overload	I have to take work to home in order to accomplish some predefined goals.	3.74	.704
4	Working conditions	My organisation provides healthy working conditions.	3.10	.614
5	Quality family time	I spend quality time with my family.	3.08	.724
6	Social participation	I manage time to attend family functions and other social activities.	3.87	.777
7	Work on holidays	I do official work on Holidays.	3.43	.695
8	Remuneration	I am getting remuneration as per my skills, knowledge, ability and experience.	3.88	.543
9	Role clarity	Duties and responsibilities are clear to me	2.86	.677
10	Training & development	My organisation conducts training & development programme in order to make workforce more efficient.	3.02	.608
11	Social prestige	I feel proud to work in the organisation	3.06	.523
12	Relaxation	I can get time to relax during working hours.	1.88	.700
13	Professional counselling	My organisation facilitates professional counselling in order to assist employees about their career plans.	3.40	.782
14	Medical facilities	My organisation provides medical facilities for me and my dependents.	3.21	.672
15	Employee well-being	My organisation really cares about my well-being.	3.87	.728

Source: Field survey (2019)

Therefore, it is less difficult for workers to reconcile their job and personal responsibilities satisfactorily. The finding is also consistent with Kumar and Mohd (2014) who said that nurses often enjoy better at-work mood because their company offers professional therapy to assist workers in their career plans. The results were in line with the assertion by Starmer, Frintner and Freed (2016) that the company providing medical services for its staff and dependents assists them in their work and family roles balancing. Tausig and Fenwick (2011) have noted that workers are able to balance work and family roles when they allocate time to attend family events and other social activities. Likewise, Clarke, et al (2012) reported that when workers require time off or need to reschedule work due to family obligations and organisations provide these avenues, workers appear to be less at odds with roles in work and family.

Difference for Work-Life Balance for Male and Female at Selected Hospitals Within the Ga West Municipality

This objective investigated the disparity for work-life balance in selected hospitals within the municipality of Ga West for male and female. Independent t-testing was used to assess the disparity between male and female regarding their ability to balance roles in both work and life. The t-test assesses whether the outcomes, or circumstances, of two groups are statistically different from each other. They are relatively potent tests used on parametric and normally distributed data. An assumption of the independent t-test is that there is equivalent dispersion of scores between the two contrasting classes (otherwise known as homogeneity or variance equality).

If the value of F is significant, it indicates that there are statistically significant differences in the way the data are dispersed, and the assumption of homogeneity has not been met. Table 5 and 6 present the descriptive statistics and t-test.

Table 4: Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
WLB	Male	14	26.2143	12.56478	3.35808
	Female	89	24.1910	11.32964	1.20094

Source: Field survey (2019)

Results showed that the male participants had a mean and standard deviation scores (M=1.60, SD= 12.56) lower than the female counterpart (M=29.19, SD=11.33). However, it is the independent t-test that would help to find that differences in mean score existing for male and female is significant.

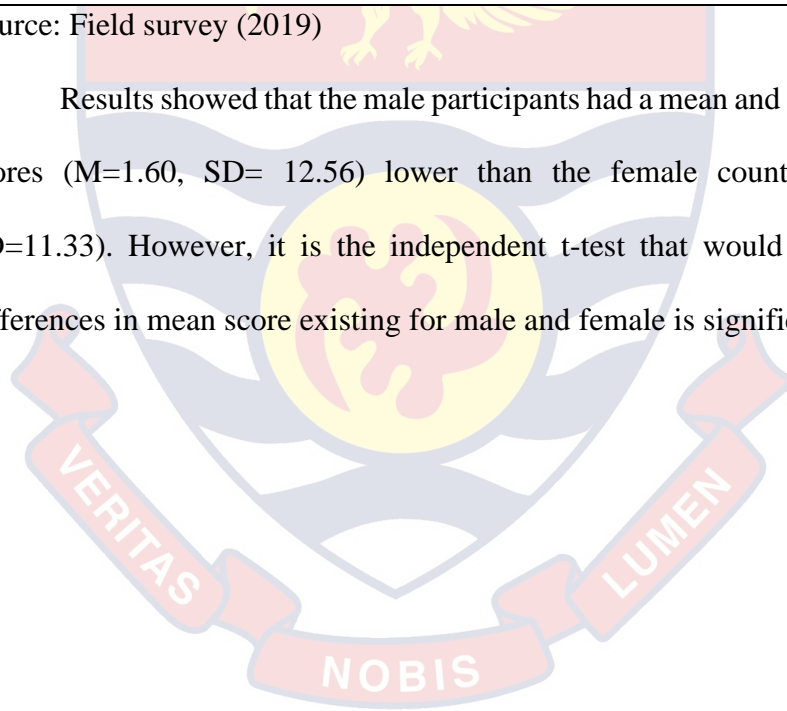


Table 5: Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means			95% Confidence Std. Interval of the Difference			
		F	Sig.	t	Df	Sig. (2- tailed)	Mean Differ ence	Error Differ ence	Lower	Upper
WL	Equal	5.01	.031	2.331	101	.025	2.0232	3.305	4.53352	8.58007
B	variance s assumed									
	Equal			.56	16.4	.578	2.0232	3.566	5.51857	9.5651
	variance s not assumed			7						2

Source: Field survey (2019)

The independent t-test found the difference between male and female to be significant, $t(16.50) = 2.33, p < 0.05$. Together this suggests that in balancing work and family roles, how male balance there is different from their female counterparts. This may be as a result of women still primarily take care of domestic tasks, irrespective of their employment status. Also, due to the fact that men feel more satisfied when they achieve more on the job even at the cost of ignoring the family.

The findings were in line with studies by Shanafelt, Boone, Tan, Dyrbye, Sotile, Satele and Oreskovich (2012), Higgins et al. (1994), Deery and Jago (2015), Rajadhyaksha and Velgach (2009) whose studies reported gender differences with

respect to work family balance. Also, it is consistent with Albertsen, Rafnsdóttir, Grimsmo, Tómasson and Kauppinen (2008) whose results indicated significant differences for gender and life cycle and that women reported experiencing significantly greater role overload than men. This was supported by Loscocoo (2017) and Annor and Burchell (2018). Loscocoo (2017) found that there was gender asymmetry in the permeability of the boundaries between work and family lives. It was also consistent with Annor and Burchell (2018) who found that gender was negatively related to family work conflict, suggesting that men did not experience as much family work conflict as women. Rajadhyaksha and Velgach (2019) also found that women experienced significantly higher family interference with work as compared to men.

Effect of Work-Life Balance on Employee Retention at Selected Hospitals Within the Ga West Municipality

The last objective sought to examine the effect of work-life balance on employee retention at selected hospitals within the Ga West municipality. Regression analysis was done where the linearity and the relationship between the two variables were analysed with work-life balance as the independent variable and employee retention as the dependent variable. Table 7 gave the model summary of the output and it displayed the R, R squared, adjusted R squared, and the standard error. R is the Pearson product moment correlation coefficient which indicates the strength and direction of the linear relationship between the dependent variable (employee retention) and the independent variable (work-life balance). Hence from

Table 6, work-life balance and employee retention are positively correlated, and the strength of the relationship is moderate at (.402).

With respect to the relationship between work-life balance and retention of employees, the correlation shows a moderate positive and significant relationship between the two variables. The R Square illustrates the amount of variance induced by the independent variable (work-life balance) that occurs in the dependent variable (employee retention). Consequently, the result further shows that (16.2%) variability in the retention of nurses (as dependent variable) is explained by the independent variable (work-life balance) and the remainder (83.8%) is explained by the residual (other variables not captured by model). The idea is that the ability to combine work and personal roles will lead to a medium increase in retention of health workers, and as such, the work-life balance alone cannot motivate health workers to remain in the institution.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.402 ^a	.162	.154	12.14634

a. Predictors: (Constant), WLB

Source: Field survey (2019)

Table 7 is the ANOVA table which uses the F-statistics to give the test significance for R and R². The F statistic is the regression mean square (MSR) divided by the square with the residual mean (MSE). If the F coefficient meaning value is small (less than 0.05 say) then the independent variables do a good job

describing the variance in the dependent variable. In this analysis, the value of \hat{y} is well below the value of .05 ($\pi = .000$). And it can be inferred that the R and R^2 between work-life balance and retention of employees is statistically important.

Table 7: ANOVA^a

		Sum	of			
Model		Squares	Df	Mean Square	F	Sig.
1	Regression	2878.535	1	2878.535	19.511	.000 ^b
	Residual	14900.902	101	147.534		
	Total	17779.437	102			

a. Dependent Variable: ER

b. Predictors: (Constant), WLB

Source: Field survey (2019)

Table 8 also offers valuable knowledge for understanding the regression equation. The numerical value for the first section, called (constant), is the intercept value (a) in the regression equation under the column named unstandardized coefficient and sub column B. The number value in the second section, in this case labelled as work-life balance (representing the independent variables), is the value of the regression equation for the slope (b). Based on these findings, the researcher is able to report the following regression equation, predicting the retention of health workers based on their ability to balance roles in work and life.

$$Y (\text{health workers' retention}) = 18.509 + 0.727X (\text{work-life balance})$$

Therefore, taking the values for the slope and the intercept in the corresponding regression equation, the researcher will make the following accessions: According to the intercept, if they cannot balance the roles of work and life, then if the work-life balance is zero, the retention of health workers will be at 18.509 and, depending on the slope, the ability to balance work and life roles will increase the retention of health workers by (72.7%). The ability to combine job and life responsibilities therefore has a major impact on the retention of health staff.

Table 8: Coefficients^a

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	66.593	2.833		23.509	.000
	WLB	.464	.105	.402	4.417	.000

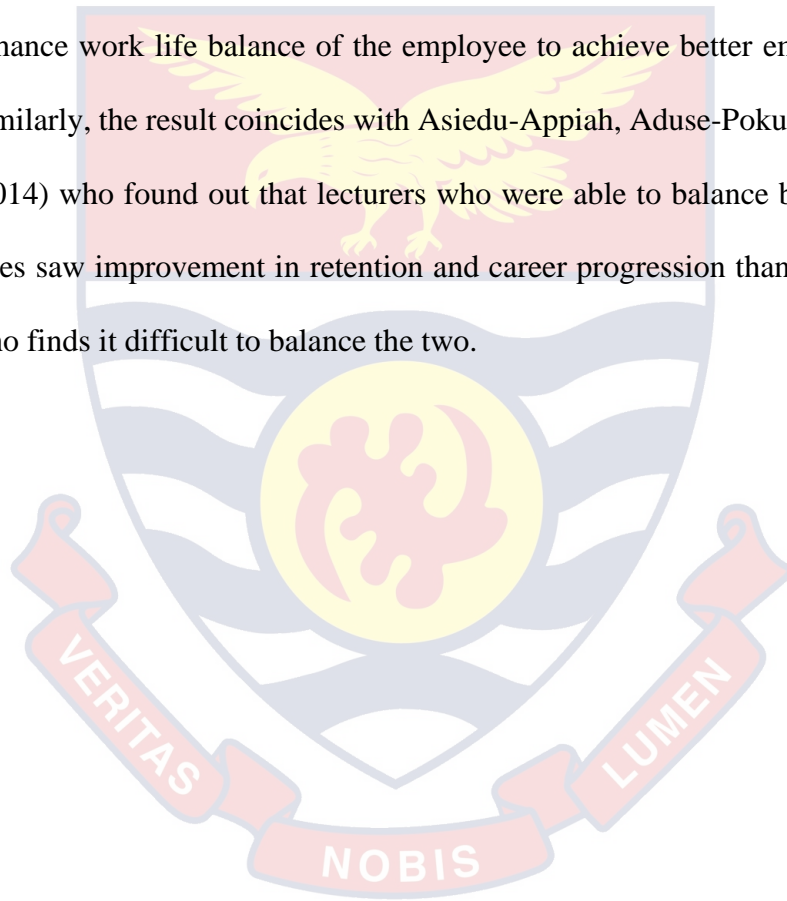
a. Dependent Variable: ER

Source: Field survey (2019)

This finding was in line with many studies (Obiageli, Uzochukwu & Ngozi, 2015; Azeem & Akhtar, 2014; Fapohunda, 2014; Kamau, Muleke, Makaya and Wagoki, 2013; Hye; 2013; Dissanayaka & Ali, 2013). For instance, Obiageli, Uzochukwu and Ngozi (2015) study revealed that each of the work life balance policies on its own is a predictor of job satisfaction and retention. Also, Azeem and Akhtar (2014) empirical test showed that employee in the health care sector have a moderate level of perceived work life balance. There was a positive relationship between work life balance and employee retention. The findings were in line

Fapohunda (2014) who also found out that there is a positive relationship between work life balance practice and employee retention though management support was not satisfactory.

The result was consistent with Kamau, Muleke, Makaya and Wagoki (2013) there is a positive relationship between work life balance and employee retention. However, the strength was moderate so there was the need for systematic effort to enhance work life balance of the employee to achieve better employee retention. Similarly, the result coincides with Asiedu-Appiah, Aduse-Poku and Acheampong (2014) who found out that lecturers who were able to balance both work and life roles saw improvement in retention and career progression than the other counter who finds it difficult to balance the two.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

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

Summary of Findings

The purpose of the study was to examine the relationship between work-life balance and employee retention at the selected hospitals within the Ga West municipality. In other to achieve the main purpose, the following research questions were asked to guide the study:

1. What is the work-life balance among the employees considering their personal and organisational roles in the selected hospitals within the Ga West municipality?
2. What is the difference for work-life balance for male and female at selected hospitals within the Ga West municipality?
3. What is the effect of work-life balance on employee retention at selected hospitals within the Ga West municipality?

The quantitative research method and the descriptive research design were employed in the study. The target population consisted of 104 staff within the selected hospitals at the Ga West municipality. Structured questionnaires were distributed to the population respondents of which 103 of them were appropriate

for analysis. Data obtained were analysed using mean, standard deviation, independent t-test and regression tools.

The first objectives sought to work-life balance among the employees considering their personal and organisational roles in the selected hospitals within the Ga West municipality. As a result, means and standard deviations were used to measure the responses. The results revealed that health workers were able to balance both work and personal/life roles. They indicated that they have time for work and personal roles due their organisation's assistance. Also, it was found that they satisfied with the nature of work assigned by the organisation and have flexi-schedules. As a result of achieving balance between work and life roles their organisation provides healthy working conditions for them.

The second objective also sought to examine the difference for work-life balance for male and female at selected hospitals within the Ga West municipality. The findings were that there were differences in mean score for male and female. This indicated that different methods or male counterpart were more able to balance their work and life role than the females. It was also found that this may be due to the females seen as responsible for family chores than the males.

The third objective of the study sought to examine the effect of work-life balance on employee retention at selected hospitals within the Ga West municipality. Based on this objective, the study first carried out a correlation analysis and found a moderate and positive significant relationship between the two variables. Moreover, based on the regression results, using the slope and intercept, it was found that, work life balance has a moderate significant prediction

on health workers' retention. Thus, for any ability to balance both roles, there will be an increase in health workers' retention by (46.4%).

Conclusions

This study has provided an overview and relevant discussion on work-life balance and retention of health workers. From the study's findings, it was concluded that, many of the health worker were able to balance work and life roles, such as they have time for work and personal stuffs. Also, it was found that they get assistance from management to make them effective at work as well as their personal roles.

Also, based on the second objective of the study, it was concluded that, there is difference in mean score for work-life balance for male and female. Indicating that women employees continue to face difficulties in balancing these two forces than their men counterparts.

On the third objective, the study concluded that work life balance philosophy is associated with real benefits for employees. Thus, work life balance practice is an important factor in increasing employee retention. It is also concluded that a better work life balance creates a number of positive consequences for workers and organisation whereas imbalance between work and personal of an individual holds a negative effect which is responsible for some serious issue for individual as well as for the organisations.

Recommendations

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

in the health facilities should continue to provide assistance to their staff as it is key to their work life balance. In addition, staff should be provided with period for relaxations during working hours as the findings indicated that they lack such periods.

It was also recommended that, for the workers to be effective, the health authorities must institute effective work load management to explain the causes of imbalance and strategies for upgrading the quality of lives to crate the life and work goals, especially for the female counterparts.

Suggestions for Further Research

This study was limited to only selected hospitals within the Ga West municipality. As such further research can be extended to cover other health institutions outside the municipality to broaden the scope of the variables in the health sector in Ghana. Also, further research can focus on the causes of work-life imbalance to enable institutions in the sector to know the predators of the imbalance. This would help policy makers as well.

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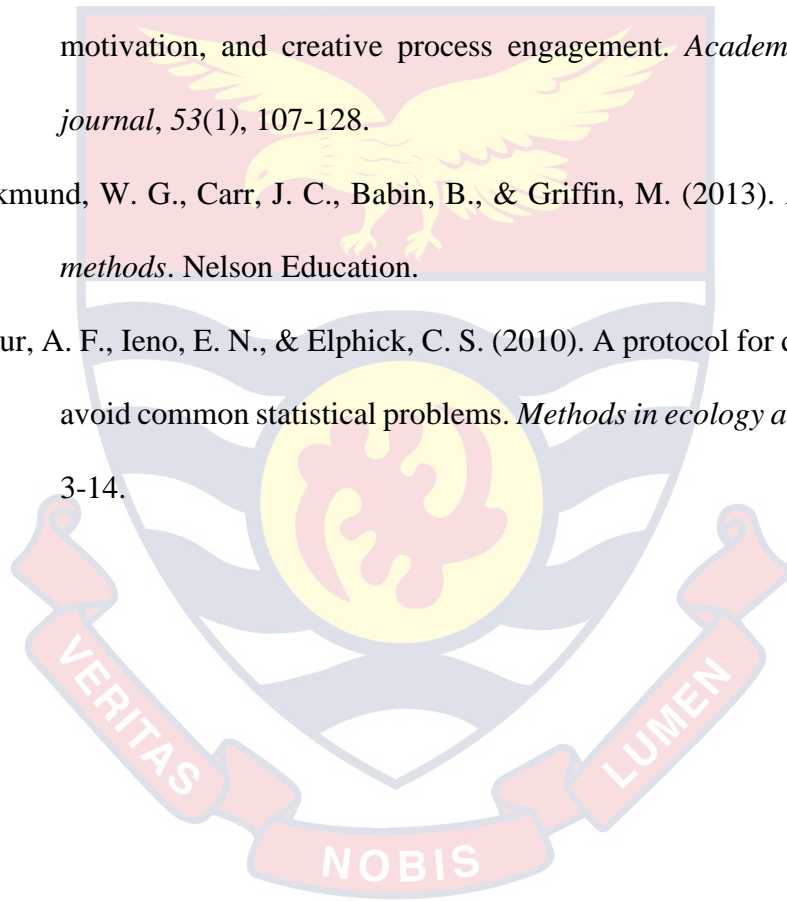
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UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
QUESTIONNAIRE

Dear respondent, the researcher is a final year student from the Department of human resource management, College of Humanities and Legal Studies, University of Cape Coast, Ghana. The purpose of the study is to examine the work-life balance and employee retention at the selected hospitals within the Ga West municipality. Your sincere answers to the questions below would be most appreciated. Any information provided would be used purely for academic purpose and would be treated confidentially. Filling the questionnaire will take 10-15 minutes.

Please tick (√) answers or options where appropriate and provide answers where applicable.

Section A: Demographic Characteristics

1. Age
 - a. 20-24 []
 - b. 25-29 []
 - c. 30-34 []
 - d. 35-39 []
 - e. 40-44 []
 - f. 45-49 []
 - g. 50 and above []
2. Gender
 - a. Male []
 - b. Female []
3. Highest Educational

Qualification.....

4. Number of years with the organisation.....

SECTION B: Work-life balance among the nurses

Please indicate your level of agreement with regards to each of the following items on their work life balance at your health facility. The responses would be measured numerically such that 1 denotes least agreement and 5 denote strong agreement.

Items	variables	Description	1	2	3	4	5
1	Nature of work	I am satisfied with the nature of work assigned by the organisation.					
2	Flexi-schedules	My authority is sympathetic enough when I need time off or have to reschedule work due to family commitments					
3	Work overload	I have to take work to home in order to accomplish some predefined goals.					
4	Working conditions	My organisation provides healthy working conditions.					
5	Quality family time	I spend quality time with my family.					
6	Social participation	I manage time to attend family functions and other social activities.					
7	Work on holidays	I do official work on Holidays.					
8	Technological support	My organisation provides technological support (laptops, smart phones etc.) for balancing work and family commitments.					
9	Remuneration	I am getting remuneration as per my skills, knowledge, ability and experience.					
10	Role clarity	Duties and responsibilities are clear to me					
11	Training & development	My organisation conducts training & development					

		programme in order to make workforce more efficient.					
12	Social prestige	I feel proud to work in the organisation					
13	Relaxation	I can get time to relax during working hours.					
14	Professional counselling	My organisation facilitates professional counselling in order to assist employees about their career plans.					
15	Medical facilities	My organisation provides medical facilities for me and my dependents.					
16	Employee well-being	My organisation really cares about my well-being.					

SECTION C: Employees Retention

To what extent do you attribute these statements of employee retention to your ability to balance both work and personal roles at your health facility? Where 1 denotes least agreement and 5 denotes strong agreement each item.

	Statements	1	2	3	4	5
1.	I am happy working here					
2.	I am satisfied with my job					
3.	I have my preference; I would work for this organisation next year.					
4.	I intend searching for another job					
5.	I have decided in advance to stay in this institution					

6.	I have no choice than to remain					
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Thank you very much

