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Master's Thesis of International Studies

**Effect of work-life balance on work-
Performance among Government workers in
Ghana**

가나 공무원의 워라밸이 업무성과에 미치는 영향

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Development Cooperation Policy Program

Graduate School of International Studies

Seoul National University

International Cooperation

Evelyn Dede Ayertey

**Effect of work-life balance on work
Performance among Government workers in
Ghana**

A thesis presented

By

Evelyn Dede Ayertey

A dissertation submitted in partial fulfillment

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Effect of work-life balance on work Performance among Government workers in Ghana

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DECLARATION

By signing this document, I certify that this thesis is the result of my own original research and that no part of it has ever been submitted for credit toward another degree at this university or anywhere else.

Candidate's Signature



Date: 2022/12/06

Name: Evelyn Dede Ayertey

Advisor's Declaration

I hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the Seoul National University.

Examiner's Signature: Date:

Name:

DEDICATION

I dedicate this project to my kids DENZEL ADOM ADJANOR, GRAHAM ADOM ADJANOR, LAURIE-ANN KRISTODEA ADJANOR AND LAURI-JAY THYWILL ADJANOR for understanding the need for me to further my education when I left them at their tender age, but they remained loyal to me. God bless you and keep you from glory to glory.

Abstract

Effect of work-life balance on work Performance among Government workers in Ghana

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The importance of work-life balance has grown among both employers and employees in the majority of global enterprises. The goal of this study was to determine the impact of three work-life balance factors—personal life, working hours, and workplace stress—on work performance in Ghanaian government agencies. Five departments were selected for the study namely; Local Government & Civil Service, Education Service, Information Service, Health Service and Security Service. Primary data was collected using structured questionnaire. Using Cochran's sample size formula for sample determination, a sample size of 300 employees was taken from the population. The analysis of multiple regressions was used to evaluate the hypothesis. Statistical Package for Social Science was used for computations (SPSS).

Results showed that employees' personal lives, working hours, and job stress had a significant impact on workers' performance in the chosen departments. It was determined that factors relating to work-life balance influence employee performance in Ghana's government organizations. In order to address work-life issues, it was advised that government institutions create and maintain a work and family culture that includes activities from one's personal life. They should also incorporate work hours options and stress management programs as workplace support measures that include family-friendly policies.

Keyword: Work Life Balance, *Personal Life*, *Working Time*, *Job Stress*, *work performance*

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Chapter 1

1.1 Background of the study

For the majority of people in today's culture, work and family are the utmost significant and obvious areas of worry. Both are significant in terms of how we spend our time and how they affect the quality of our lives. Organization that gains a reputation for encouraging work-life balance have become very attractive to working class. Maintain a healthy work-life balance improves your employee's productivity and ultimately performance (Wedgwood, 2022).

The work-life interface is the intersection of, personal life, working time and job stress. Personal life requires controlling one's thoughts and emotions, as well as coping well with family, community, and job interactions. Working time entails recognizing what can be done best and when, as well as arranging the necessary equipment to execute specified activities. (Claus, 2019). Job stress is the retort to a demand that is placed upon an individual at work (Pragholapati et al. 2020).

It should come as no amazement that substantial thoughtfulness is being given to issues related to the balance of work families, given the ever-increasing demands placed by these areas. Due to limitations in existing investigations, the amount of conflict between family and work domains is difficult to measure. Work-life harmony in order to reconcile the conflicting needs of work and home by satisfying both their own and their employers' demands, employment practices are focused on assisting employees in finding a balance between what they accomplish at work and the duties and interests they have outside of work.

Recent countrywide research of over 1,200 United States health professional initiate that 92 percent reported some level of work-family conflict, with 50 percent reporting it every week (Boamah et al., 2017). WF balance issues have been linked to a number of unfavorable outcomes. These are endings that affect not only personnel but the entire workplace. People suffer from emotional distress and despair, as well as poor physical health, exhaustion, and family disruption (Nolte et al., 2017).

Decreased job satisfaction, more burnout, poor work performance and turnovers are detrimental results in workplaces (Duan et.al., 2019). In the health-care situation, these endings have also been associated in medical errors (Bridgeman et al, 2018). Male and female report equal levels of work-family conflict in various samples and work environments. Performance is a fundamental factor of business and public sector organizational performance. It assesses how successfully a person performs his or her work obligations and responsibilities.

Ghana's public sector is beset with a slew of structural, formal, and fiduciary issues that obstruct the efficient and effective delivery of public goods and services. As a result, successive governments have launched a number of programs aimed at reforming Ghana's public sector. However, the reform attempts were unable to accomplish the expected transformation and improvement in public sector performance.

1.2 Statement of the Problem

The key problem of this study is to scrutinize work performance from the perspective of workers of the government of Ghana. This is a result of poor work performance among government employees in Ghana as asserted by Sosu (2019) and Bonsu & Kusi (2014). Because it refers to a balance between work and home activities as well as an evenness between work and all other aspects of life, work-life balance is crucial for every employee in light of this (Akuoko & Ansong, 2012; Sturges & Guest, 2014).

Rising Sub-Saharan African economies are constantly challenged by important economic difficulties such a struggling job market, lacking social amenities, high impoverishment, debasement, and rising unemployment (Gamor et al. 2014). These factors complicate the job and life duties of the average worker, the purpose of which is to make life better. According to studies, work-life imbalances affect personal health, imperil safety, increase employee stress, and depiction people to work-related hazards (Tsede & Kutin, 2013).

The majority of public sector workers in SSA countries struggle with lengthy work hours, conflicting jobs, and intense work pressure, which has a negative impact on their ability to execute their duties well (Ojo et al., 2014). Correspondingly, in Ghana, there is growing concern that the quality of workers' well-being is diminishing, resulting in helpless employee commitments and output. When representatives are unable to balance their professional and personal life, they will often believe that it is difficult to supervise activities in the workplace, which reduces individual and authoritative displays (Gamor et al. 2014). (2014) (Gamor et al.). Workers in Ghana's public sector, for

example, confront major economic issues, negative macro-economic pointers, rising corruption, and bad working conditions.

These experiments loom the PL roles of workers while making their work roles more challenging and problematic (Gamor et al. 2014). Massive pressures have been placed on public sector employees to help reduce corruption in all public institutions. They are continuously obliged to work poorly prepared accounts to uncover fraudulent operations due to bad working circumstances, heavy job demands, and insufficient people. On the other hand, regardless of work pressures, people can have social lives and achieve personal fulfilment. All of these expectations put these employees' performance levels in jeopardy. Simply put, if the current situation continues or worsens, the public sector will face a significant challenge in keeping its employees happy, engaged, and committed.

Cultural environments, in general, define unique roles for men and women. Women are traditionally required to maintain or create the home, whilst males are largely supposed to give financial support for the home. These two (2) sets of individuals, however, are assigned similar tasks at work. Despite the frequency of work-life imbalance among public-sector personnel in the country, the number of research focusing on the public sector is not encouraging, according to the literature.

There is few research on work-life balance and work performance in general across industries around the world (Malik et al., 2010; Fatma & Sahizada, 2012; Chimote & Srivastava, 2013). Asiedu-Appiah et al. (2015) conducted a study on work-life priorities, job performance, and turnover intentions; Tetteh and Attiogbe, (2019) studied work-life among working; and Aryeetey et al. (2012) conducted a study on exploring

work-family life balance for female experts in the Ghanaian association. Gamor et al. (2014) and Asiedu-Appiah et al. (2015) also conducted studies. Except for Annan (2020), which looked at WLB and staff performance in the Ghana Audit Service (CCM) but was limited in scope, none of these studies looked at work-life balance empirically and how it influences work performance in Ghana's public sector. This thesis explores the influence of work-life balance on job-performance among Ghanaian government workers against this setting.

1.3 Research Questions

1. What is the extent to which an employee is equally engaged in and equally satisfied with her work role and family role in terms of:
 - Personal Life
 - Working Time
 - Job Stress
2. What is the level of work performance among government workers in Ghana?
3. Is there a significant relationship between work-life balance and work performance?
4. Is there a significant difference in work performance when considering the Socio-demographic profile of the workers?
5. Which of the following variables significantly predict work performance?
 - Personal Life
 - Working Time
 - Job Stress

1.4 Hypothesis

The research will answer the following null-hypothesis:

1. There is no significant relationship between work-life balance and work performance.
2. Work-life balance does not predict the variable of work performance.
3. There is no significant difference in work performance when considering age and gender.

1.5 Significance of the study

The investigators believe that the findings will assist the government of Ghana to address the issues that influence the department's effectiveness at the end of this study. The objective of this research is to highlight the dynamics of contemporary economic conditions that demand that workers retain their operational services in a balanced work-life environment. The study awaits organizational stakeholders to realize that the effect of working-life balance depends on business progression and the search for a competitive advantage over other bodies. The investigation will moreover offer a fresh understanding of current literature on this subject.

Future researchers will benefit by also working on the recommendations from this research to contribute to knowledge.

1.6 Scope and Limitations of the study

This study was steered in Ghana from July to October 2022. It focused on Government of Ghana workers in some selected departments in Ghana. The study was conducted in five different departments sampled from a cross-section of five different Ministries in the public sector in Ghana. That is, only one department has been selected

from each of the five Ministries that have been identified. These are; Information Services Department (ISD) under the Ministry of Information, Ministry of Health, (Health services), Ministry of Education, (GES), Ministry of Local Government and Rural Development, (Local Government Services) and Ministry of Interior (Security Services). The five ministries with its department were carefully selected for this study because it is the key ministries with a high workforce and easy access to them. Besides, these five ministries were selected for convenience sampling.

For the fact that the researcher works in the public service, access to data is greatly enhanced. The study hunted to address the problem of work performance with the variable work-life balance element of personal life, working time and job stress. The research design will be descriptive-correlational. The respondents will be employees in the various departments within the government sector who were conveniently sampled from the entities to answer questions on employee performance and work-life balance.

This study was limited by time and finance in that the researcher worked within four months to meet the academic requirement and also required a lot of funding to gather the data across. Also, this research focused on only employee performance though, some other factors cause problems in the government sector (departments) in Ghana. Another limitation was some respondents may not take the survey questionnaire seriously which is why the public sector employees were selected to participate in the study.

It is perceived that Public Sector employees are more qualified and competent than the other groups of professionals and consequently their responses would be more reliable. Due to data availabilities and access to other governmental operations, future research may compare their perception for any possible difference.

Chapter 2

Related Literature Review

2.1 Theoretical Foundation

This work is theoretically based on the Work-Family Border (WFB) idea. This is one of the novel conceptions of work-life balance. Michaelson and Johnson proposed this theory in 1997. Work-family border theory is a theory that describes how people manage and mediate the work and personal domains, as well as the boundaries between them, in order to achieve balance. The idea that work and family are separate worlds that impact each other is central to this approach (Clark, 2000).

Border theory is fretful with the limits that exist between the times, places, and people connected with work and family roles. Clark (2000) defines border theory as a work-family balancing theory. He proposes different techniques to achieve WFB grounded on how close the work and family domains are and how strong the domain boundaries are. Border keepers, according to this viewpoint, are domain members who have a role in boundary maintenance. Border keepers, for example, are bosses in the work domain and spouses in the home domain.

The concept is important for employees because it outlines how a person controls and wants to negotiate work and home activities or interests, as well as the boundaries between them, in order to maintain a sense of balance. In this study, the work and home worlds are considered as separate spheres that impact each other, pushing towards a balance or disparity. Personal life is part of the family domain; working time is part of the work domain; stress arises from both the work and family spheres and has an impact on WP.

2.2 Work-Life Balance

The importance of achieving WLB is growing and has become a global phenomenon. This phenomenon is becoming increasingly complex as men and women's shared family roles shift and the number of working women increases. A survey conducted by the community business found that 75% of 1000 participants were under stress as a result of an unbalanced relationship between their toil and personal life tasks (Allen, 2001).

Workplace output suffers significantly as a result of stress. Stress from an unbalanced work-life balance reduces passion, ambition to reach aspired performance, and job-satisfaction. Long work hours and a high workload worry the majority of staff. Work-life balance policies, according to (Afrianty 2020), foster employee loyalty and self-esteem. All efforts done to achieve a balance between an employee's work and personal life in order to alleviate stress caused by an overload of work tasks and personal life responsibilities are referred to as job-life balance. In the literature, family-friendly policies that assist employees in obtaining a balanced work life were touted as essential.

Work-life balance, according to (Barber, 2016), can assist enhance productivity and be a helpful method for increasing workplace satisfaction. Flexible working hours, straightforward rules for emergencies, deadlines for unfinished work, the availability of small rooms in the office for the care of young children, and the evaluation of employees based on the amount of work they complete, whether it was done at work or at home, are just a few examples of family-friendly policies. Observing these rules will benefit many employees and raise organizational productivity, which is correlated to the company's

and its employees' ethos, even if it cannot ensure increased productivity for all employees.

Work-life balance, according to Basak and Akter (2022), increases employee quality of life. And that having several roles helps employees avoid any bad effects of experiences in any role. It also has a direct impact on rising prosperity. According to Gunaprasada and Wibowo (2019), there is a substantial association between a parent employee's family commitments and their competence in executing job duties. Similarly, new parents experience much higher stress in their life and at work than non-parents because their obligations and priorities have shifted dramatically. According to Senek et al. (2020), work-related impacts include job dissatisfaction, absence, leaving work determination, and stress. The employee's imbalanced work life contributed to the conflict, which has been linked to low organizational commitment.

The focus of work-life research has been on the impact of organizational services and policies that are put in place to help employees with conflicts that arise between their work and their personal lives. Therefore, the existing literature made an effort to understand the role played by companies in assisting to lessen the tension that employees face as a result of the demands of work and the part they are required to perform at home.

Work-life balance techniques are deliberate alterations to policies or organizational traits intended to lessen career conflict and improve people's performance in both their professional and personal lives. A significant paradigm shift that is now taking place is from viewing work-life balance strategies just as a technique to accommodate specific employees with caregiving responsibilities to appreciating their contribution to business performance and employee engagement. Due in large part to

demographic enmity, employees have recently grown more aware of the conflicting and complex tensions between work and home responsibilities.

In reaction to these developments and the tension they create among the numerous roles that individuals occupy, corporations are increasingly under pressure to design various types of procedures that will assist employees in fulfilling both their employment-related and personal responsibilities. The problem of how to establish and improve work-life balance is a critical one in human resource management, and it has garnered significant attention from companies, workers, government, academic researchers, and the popular media.

More components have recently been incorporated into the concept of work-life balance, and scholars have accepted them as more difficult. According to studies, when employees work long hours and spend little time at home, their health suffers and their performance at work suffers (Kumar et al. 2021; Akter, 2019). As a result, there has been an increase in juvenile crime, an increase in drug abuse, and a reduction in and unwillingness to take responsibility for caring for elderly relatives and those with fewer privileges. It is well acknowledged that addressing these circumstances is beyond the scope of workplace norms. An imbalance frequently occurs as a result of increasing work demands, which result in less involvement in non-work activities.

2.2.1 Personal Life

Personal life includes how people dress, eat, go to school, and further their education, as well as their hobbies and cultural interests. It also encompasses the usage of consumer technology, personal health, pets, personal relationships, and house and personal goods (Victoria, 2022). Personal life and self-management are two terms that

can be used interchangeably. Self-management is concerned with controlling oneself given the time available. It requires controlling one's thoughts and emotions, as well as interacting well with family, community, and job interactions. It is about having a dynamic and perspective balance of control to reach a more successful outcome and a sense of calm along the process.

To summarize, managing one's life means knowing what has to be completed at any given time and dealing efficiently with the tasks that will allow us to attain our goals and fulfill our purposes. Self management, is a valuable talent that will serve you for the rest of your life (Victoria et al., 2022; Maharaj et al. 2018). It entails defining goals and managing time in a way that reduces stress and provides more possibilities to participate in fun and work activities. Rest, exercise, nutrition, sleep, play, relaxation, eating, and dress, hobbies, schooling, and personal connections are all aspects of personal life/self-management listed by Victoria et al., 2022.

2.2.2 Working Time

Working time, which is a component of time-management, has long been a priority for the International Labour Organization (ILO). The first I.L.O. convention focused on establishing daily and weekly work restrictions (Messenger, 2018). Working time, according to Obisi (2016), is the total amount of hours a worker can dedicate to their position. Working time is a crucial component of TM. Making the most of the time that is available and any other resources that may be accessible to keep up with work and life when these resources match the challenges is a key component of time management. This is assisted by setting appropriate priorities and being aware of what is both urgent and vital.

A review of the literature reveals a common issue: a lack of a clear theory of how different hours of work arrangements directly or indirectly affect employees' productivity. However, organizations that use flexi-time appear to be more productive and effective, and some employers are already sharing the benefits of flexible working hour agreements with many of their employees (Messenger, 2018). There is no formal working rule in Nigeria that provides a dynamic work schedule that fulfills the demands of all workers.

2.2.3 Job Stress

Stress is a life event that causes people to encounter limits, possibilities, or the loss of something they desire, the outcome of which cannot be predicted but is critical. Stress management, according to Fapohunda & Tinuke (2014), is the ability to jumble through rest problems. By definition, civilization becomes increasingly complex throughout time. Despite this growing complication, stress on individuals is unavoidable. Crowded workplaces, distractions, and noise need maintaining a level of calm and working one's way out of a stressful scenario.

Some sorts of multitasking jobs (doing multiple tasks at once) undoubtedly increase work stress. Over time, the definition of stress has evolved. It was initially interpreted as atmospheric pressure, but was later identified as inward strain. Stress occurs when an individual's possessions are insufficient to pact with the pressure of the circumstance at hand. Stress is an individual's reaction to a demand. Stress is a state in which there is a disparity between one's current and intended state. Its impacts could be physiological, behavioral, or even psychological. Because stress has an effect on human performance, it is vital to grasp the many methods for properly managing it.

2.3 Work Performance

Organizational success is heavily influenced by performance. It assesses how successfully a person performs his or her work obligations and responsibilities. The goal of business owners is productivity, which is dependent on staff performance (Mokayai & Gitary, 2012; Knoji, 2015). Customer service affects employee performance. Employees' job expectations are dependent on their ability to offer exceptional customer service. The quality of services obtained by clients is what distinguishes a company's product or service.

Employees are virtually entirely responsible for a company's reputation. Workers with excellent interpersonal interactions and communication skills are those who can handle the business needs of customers (Shanka, 2012). Performance refers to the tasks that an individual completes in order to complete his or her work as well as other measurable actions that can be evaluated (Orogbu et al., 2015). Organizations expect great performance from their employees in order to achieve their goals and acquire a competitive advantage. Employee performance is the sole determinant of service in the banking business.

Employee performance, as defined by Sapta et al. (2021), is the record of results achieved by each job function during a set time period. In this context, performance is represented as a distribution of realized outcomes, and performance can be defined using a variety of indicators that define an organization's performance pattern across time. Job performance has been defined as the observed behaviors that employees exhibit in their occupations that are critical to the organization's objectives (Locke & Latham, 2019). According to Locke and Latham (2019), performance is the effect of behaviors, not the

result of behaviors. In other words, performance relates to employee activities that may be witnessed. Because of the importance of workplace efficiency, organizations are interested in job performance (Al-dalahmeh et al. 2018). Performance definitions should be based on behaviors rather than outcomes (Song, & Baicker, 2019), because a focus on outcomes may lead employees to seek the simplest way to achieve the desired results, which may be detrimental to the organization because other important behaviors will be overlooked.

Rather than only behavioral definitions of work performance, Sapta et al. (2021) propose that performance is defined as evaluative behaviors rather than just the actions themselves. This notion corresponds to current job performance measurement tools, particularly performance ratings from supervisors and peers (Bakker and Demerouti) (2018). While Sapta et al. (2021) emphasize this evaluative premise in constructing the performance domain, they argue that work performance is characterized by behaviors rather than results. Another facet of performance is that the actions must be relevant to the goals of the company (Butt et al., 2020).

Traditional performance metrics usually operationalize performance as a single general factor that is meant to encompass all possible variations in results. A general factor does not adequately conceptualize performance, according to Butt et al performance's theory (2020), which outlines eight factors that should account for all of the behaviors covered by job performance.

2.4 Work Life Balance and Work Performance

Tetteh and Attiogbe (2019) looked into the academic performance effects of working college students in Ghana and how they manage to balance work and study. 360

working students from four colleges in Accra, Ghana were randomly selected to participate in an exploratory survey that yielded the data. The study tests two hypotheses using the Pearson-product-moment correlation coefficient, and the findings support both of them. Combining job and school has been found to leave less time for studying, which has a negative effect on academic performance.

By identifying the role of perceived external reputation in the relationship between quality of work life and organizational commitment among Ghanaian public sector employees, Ojedokun et al. (2015) aim to fill a research gap. The findings are consistent with the premise that perceived external status and organizational commitment are both positively correlated with quality of work life. Additionally, it was discovered that professed external prestige predicted OC and helped to explain the link between organizational commitment and work-life quality.

Ghareeb (2019) examined how productivity in Ghana's medium-sized firms relates to work-life balance. The study's research methodology was quantitative. Work-life balance and productivity are positively correlated, according to correlation studies. Furthermore, motivation needs to be raised in order to encourage effective productivity.

According to Annan (2019), work-life-balance is one of the probable elements that influence operative performance. Employees at the Ghana Audit Service have reported a reduction in performance, which could be attributable to work-life balance. According to the study, stress, work overload, and erratic work schedules are some of the factors that contribute to an unbalanced work-life balance. Additionally, it was discovered that employee performance is significantly impacted by work-life balance. The study suggests implementing training programs to equip employees with personal

management and effectiveness skills so they may effectively manage the challenges of their jobs. It was also advised that additional staff members be hired to ease the burden on the current workforce.

Obiageli et al. (2015) premeditated work-life balance and EP in a sample of Lagos-based commercial banks. This study discovered a problem with an insufficient working Organizational culture in commercial banks, which may inhibit various work-life balance measures. The specific purpose of this study is to assess how much leave policy affects service delivery, which is also congruent with the research question and proposition. The findings revealed that leave rules motivate employees to provide services in an efficient and effective manner; hence, work-life balance is an important factor in boosting employee performance. According to the researcher, commercial bank managers should prioritize giving various work-life balance incentives to boost employee performance.

Adnan (2019) investigates the relationship between work-life balance, contentment, and staff performance. The findings revealed that WLB and cheerfulness have a positive and significant impact on employee performance. However, job consummation has no effect on staff performance. The findings have far-reaching implications for Jordan's pharmaceutical companies. In effect, if all of the elements that make up personal life, working time, and workplace stress are kept in check, work-life balance will be accomplished. However, if one group dominates over the other, the likelihood of significant impact on work performance is substantial. Other exogenous factors are held constant in this case. Work performance may be affected by exogenous variables such as industrial strikes, a lack of resources, or political stability.

2.5 Conceptual Framework

Independence

Dependent

WLB

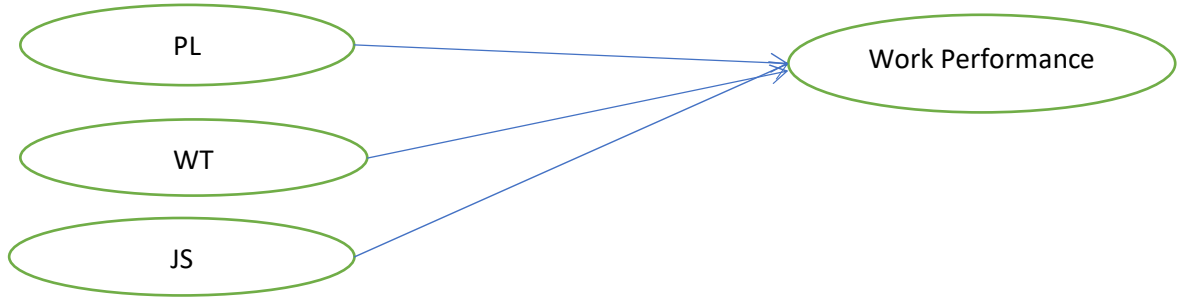


Figure 1: Conceptual Framework

The independent variables are Personal Life, Working Time and Job Stress, while Work Performance is the Dependent variable. The arrows indicate the relationship the IV have on the DV.

2.6 Operational Definition

Job stress: is well-defined as the undesirable somatic and sensitive responses that transpire when the job demands do not match the worker's skills, possessions, or needs.

Personal Life: It requires controlling one's thoughts and emotions, as well as interacting well with family, community, and job interactions.

Working time: is effectively managing time by making the best use of accessible time.

Work-life balance: is a condition of equipoise in which a person highlights both the needs of one's career and the demands of one's personal life equally.

Work performance: is how well a government sector performs a job, role, task or responsibility.

Chapter 3

The purpose of this study was to investigate the impact of work-life balance on job performance among Ghanaian government employees. In this chapter, the study article evaluated the research design, population and sampling technique, instrumentation, data collection procedure, statistical data treatment, and ethical considerations.

3.1 Research Design

The research design serves as a road map for the entire research effort (Saunders et al., 2016; Sekaran & Bougie, 2016). It describes how research questions will be answered, how data will be collected and processed, and lastly, it highlights the ethical considerations that will arise during the study process. Quantitative research was used to quantify problems by generating numerical data and to generalize the conclusions of a broader population of samples. A descriptive-correlational-research design was also used in this quantitative investigation. Work-life balance and work performance were described using a descriptive design study. To investigate and examine the links between the independent variable of work-life balance and the dependent variable of job performance, a correlational design was adopted. The parametric inferential statistical technique was used in the study.

3.2 Population and Sampling Technique

The participants in this study were government of Ghana employees. Ministries and departments compose the government sector. The study concentrated on departments, which are permanent technical entities. According to Ghana's budget declaration for January 2022, there would be 26,000 staff in several departments. To

sample workers in the government sector, a suitable sampling method was utilized. Based on Cochran's sample size method, 300 workers were conveniently sampled at a 95% confidence interval for this investigation. The information from each response was imported into SPSS software and analyzed. The survey questionnaires were created using considerable research on work-life balance and job success.

3.3 Instrumentation

The researcher constructed a survey questionnaire to get information from the respondents. All the instruments were adopted and modified for the study. The instruments were submitted to my Adviser at Seoul National University for review.

Below are the scoring systems and verbal interpretations for the different variable that will be used in this study.

Table 1

NS	NLSAW	Degree of Intensity	VI
5	4.51–5.00	SA	Very Good.
4	3.51–4.5	A	Good
3	2.51–3.5	Sometimes	Fair
2	1.51–2.5	D	Poor.
1	1.00–1.5	SD	Very-Poor

Table 2

NS	Scale	DI	VI
5	4.51 – 5.00	SA	Very-High

4	3.51 – 4.5	A	High
3	2.51 – 3.5	Sometimes	Fair
2	1.51 – 2.5	D	Low
1	1 – 1.5	SD	Very-low

3.4 Data-Gathering-Procedure

The research uses a cross-sectional survey where the data was collected from the studied respondents (Polit & Beck, 2008). In this study, questionnaires function as initial data collection techniques providing empirical analysis in this study. The aim is to describe the general pattern of work-life balance and determine work performance. The questionnaires were sent to the respondents via google form on their WhatsApp platform and email address.

3.5 Ethical Considerations

The researcher considered ethical principles throughout the research for professional conduct. As it was stated on the research instrument, the researcher mentioned to the respondents that their name, identity or location will not be needed for this research purpose. A non-monetary or any benefit will not accrue to the respondents upon accepting to be a respondent and it was not obligatory or compulsory. The following ethical consideration will be adhered to:

- Confidentiality and anonymity of the respondent was of paramount importance to the researcher.
- A letter of introduction from Seoul National University seeking their consent and explaining the study's-purpose.

- Ensure the referencing of all the work of others correctly using the APA style in the study.

3.6 Analysis of Data

The research used descriptive statistics with the mean, standard deviation, and frequencies to answer research question 1 and 2. Question 3 was answered by Pearson correlation. Question 4 was answered by T-test and ANOVA. Finally, research question 5 was answered by regression. At the end of the study, an action plan was developed to help improve work performance in Ghana.

Chapter 4

Results and Discussion

This chapter provides, as supported by the literature, the findings, discussion of the research and the interpretation. Results were tabulated, evaluated and interpreted accordingly from quantitative data. All the research questions alluded to in Chapter 1 were answered in the discussions.

4.1 Socio-Demographic Profile of the Respondents

Gender of Respondent

The respondents for gender in government workers in Ghana were 206 (69%) male and 94(31%) were for females as shown in figure below.

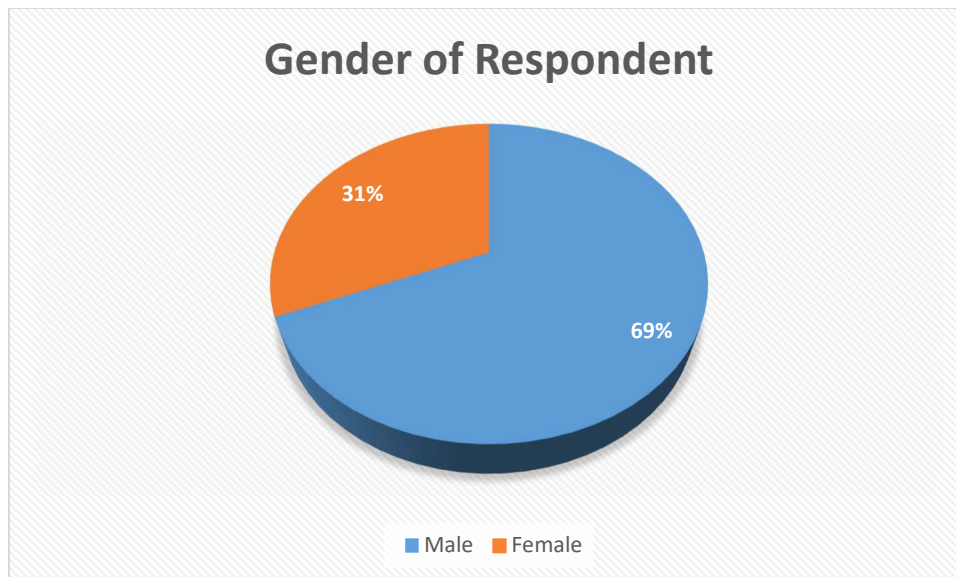


Figure 2: Gender of Respondent

Age-Group-of the-Respondents

The ages of the respondents were grouped into 4, namely 20-30 years, 31-40 years, 41-50 years and 51-60 years. The retirement age in Ghana is 60 years. The study revealed that there were made up of 52 (17.3%) of 20-30 years old, 166 (55.3%) 31-40

years old, 74 (24.7%) 41-50 years old and 8 (2.7%) 51-60 years old. The results indicates that majority of them are younger workers in the government sector in Ghana, that is 72.6%.

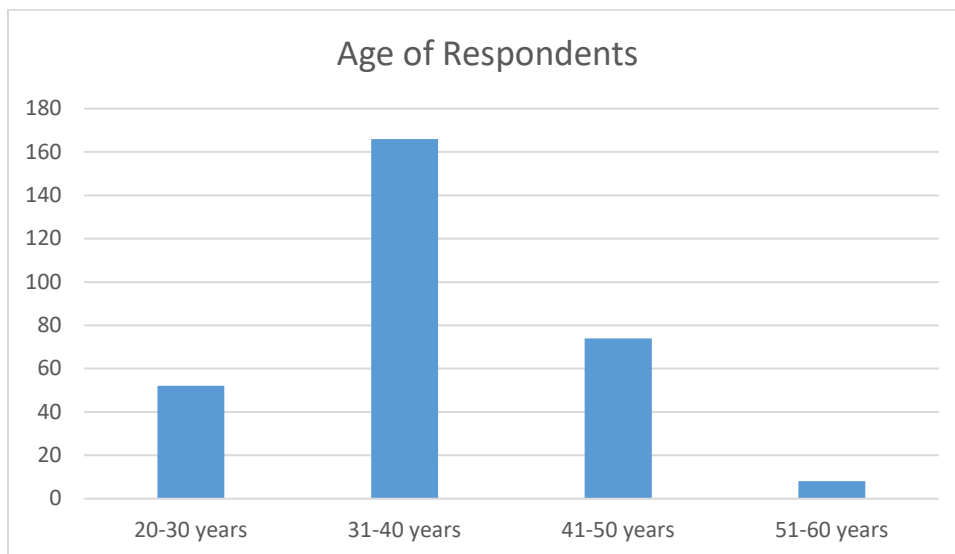


Figure 3 Age of Respondent

Marital Status

In the marital status of the respondents there were 182 (60.7%) married government workers making the majority, 110 (36.7%) single workers and 8 (2.6%) of them having a divorced status as shown below.

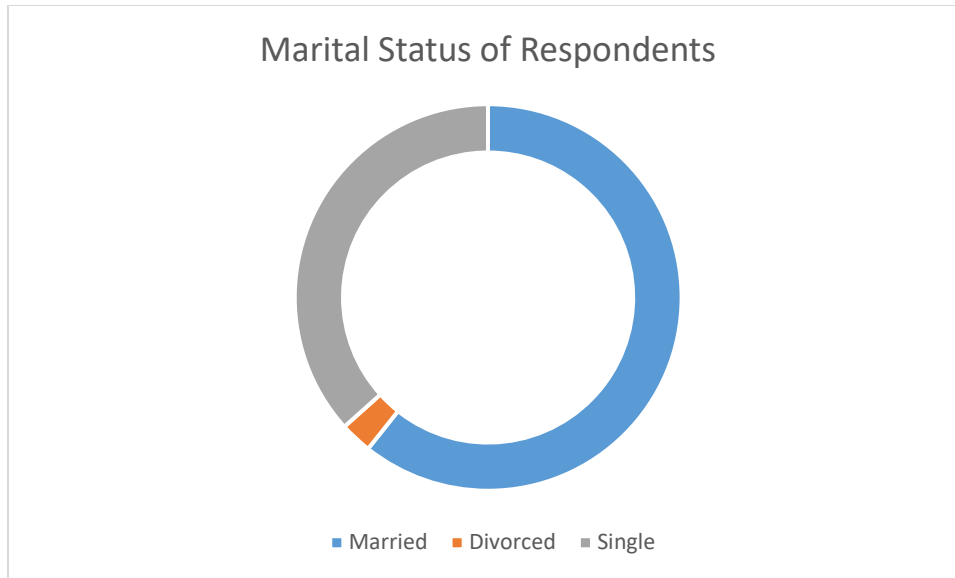


Figure 4: Marital Status of Respondent

Level of Education

In educational attainment of the government workers, majority 256 (85%) of them has tertiary education, that is from first degree to postgraduate level. 34 (12%) of them holds diploma certificate and high school holders are 10 (3%) in the minority.

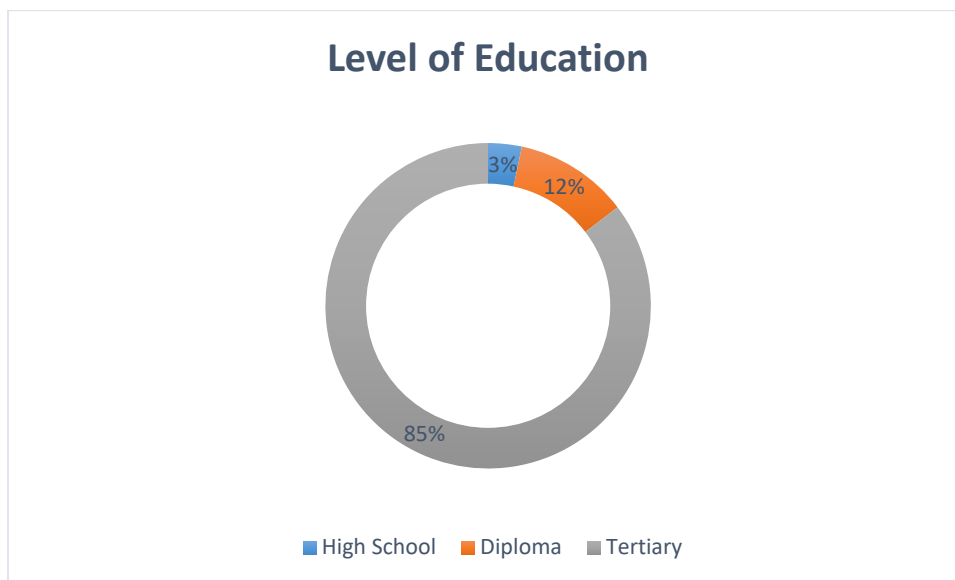


Figure 5: Level of Education of Respondent

Government Department

On the departments within the government sector there were 106 (35%) of the workers in Local Government and Civil Service department, 76 (25%) Education Service, 50 (17%) Information Service Department, 34 (12%) Health Service and 32 (11%) in the Security Service Department.

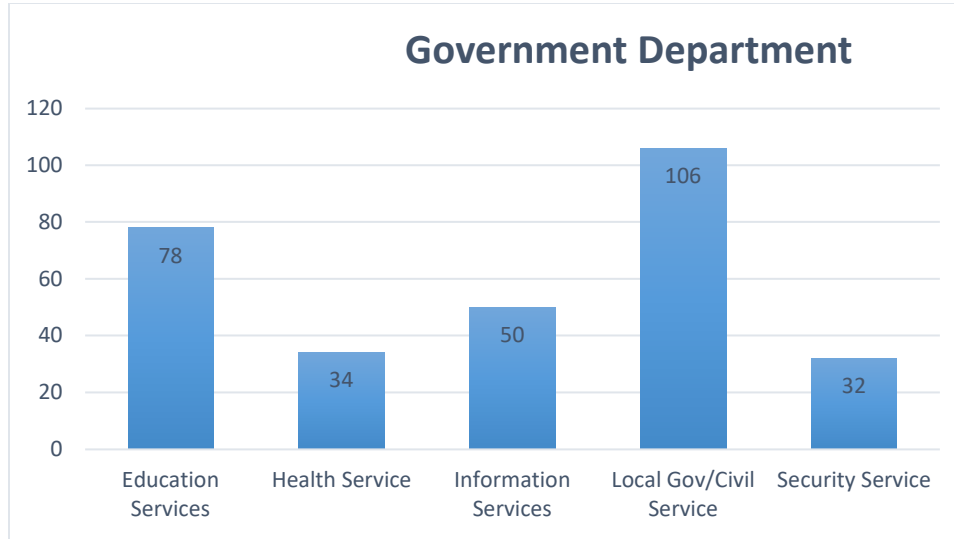


Figure 6: Government Department of Respondent

4.2 Extent of Employee Satisfaction with Work-Life Balance

The work-life balance of the respondents in the government sector was argued under personal life, working time and job stress.

4.2.1 Personal Life

The work-life balance element of personal life was analyzed based on five items. The overall scale response for the workers was agree, which is orally interpreted as good ($M=3.572$, $SD=0.586$) as shown in **Table 3**. Three of the items has a scale response of agree and two scale response of sometimes. This indicates that government workers in

Ghana are able to manage their thought and emotions, and dealing effectively with family, community relationship and work.

In detailed scrutiny of the items, the workers rated this item: *My work allows me to build personal relationships* (M=4.173, SD=0.824) as the largest item scores among the statements, which indicate satisfied personal life balance of the Ghanaian government worker. Besides, the respondents rated I take a balanced diet (M=3.154, SD=1.141) as the lowest item scores among the statement, which means fairly satisfied with their eating habit.

Table 3: Personal Life – Descriptive Result

	Mean	Std. Deviation	Scale Response	Verbal Interpretation
1. My work allows me to have enough rest such as work breaks	3.584	1.114	Agree	Good
2. I have adequate sleep at home	3.687	1.029	Agree	Good
3. I have regular exercise	3.260	1.024	Sometimes	Fair
4. My work allows me to build personal relationships	4.173	0.824	Agree	Good
5. I take a balanced diet	3.154	1.141	Sometimes	Fair
Personal Life (Overall)	3.572	0.586	Agree	Good

The second most score item was, I have adequate sleep at home (M=3.687, SD=1.029) which had a scale response as agree and verbally interpreted as *good*. The third and four personal life items rated by the workers were, *my work allows me to have enough rest such as work breaks* (M=3.584, SD=1.114) which had a scale response as

agree and verbally interpreted as *good* and, *I have regular exercise* (M=3.260, SD=1.024) which had scale response as sometimes and verbally interpreted as fair.

The findings in Table 3 imply that the amount to which an employee is equally involved in and satisfied with her professional role and family role is compatible with the Ghanaian government worker's personal life setting. According to Fayyazi and Aslani (2015), the findings of this study demonstrate that the happier employees are in their personal lives, the better their work output. It investigated the effect of (WLB) on worker job satisfaction and desire to leave. Employees, on the other hand, are looking for strategies to efficiently balance work and personal life (Erwin et al. 2019).

4.2.2. Working Time

There were five items that were asked of working time, as shown in **Table 4**. In general, the respondents responded *sometimes*, which is verbally interpreted as *fair* (M=2.812, SD= 0.525). One of the items scored on *sometimes*, one on *agree* and three *disagree*. This indicates that the overall working time of government workers in Ghana is the reasonable.

Table 4. Working Time – Descriptive Result

	Mean	Std. Deviation	Scale Response	Verbal Interpretation
1. There is a shift arrangement in the Service Department	2.500	1.271	Disagree	Poor
2. I would love to work on part time basis	3.233	1.188	Sometimes	Fair
3. I do work on call even while at home	2.300	1.172	Disagree	Poor
4. I like to work with periodic breaks	3.859	0.837	Agree	Good
5. I do work on weekends	2.174	1.001	Disagree	Poor

In detailed scrutiny, *I like to work with periodic breaks* (M=3.859, SD = 0.837) with a scaled response of *agree* and interpreted *good* was the highest statement. *I would love to work on part time basis* (M= 3.233, SD = 1.188) with a scaled response of *agree* and interpreted as *good*. However, the lowest item was *I do work on weekends* (M= 2.174, SD = 1.001) which had a response of *disagree* and *poor* as the verbal interpretation. The implication of the results is that working time in government sector is fair and that suggests that public sector workers tend to perceive their working time a bit negatively. Therefore, government should implement flexible arrangements, which can increase productivity while also preserving or improving work quality in general, particularly with regard to work-life balance.

These findings support the study of Austin-Egole et al. (2020), which indicated that many firms offer flexible working arrangements to employees due to the benefits of flexibility for both employees and employers. One of the most typical benefits is significantly increased employee and organizational performance. It also promotes a balanced work-life balance, which reduces stress and increases wellbeing for employees while decreasing absenteeism and employee turnover for the firm.

4.2.3 Job Stress

There were seven items asked of the respondents to seek their perceptions of job stress in work-life balance of government workers in Ghana. In general, the respondents responded as *neutral*, meaning the job stress was *fair* (M = 2.969, SD = 0.654). Five of the items had scaled *neutral* verbally interpreted as *fair*, one as *disagree* and another one as *agree* as shown in **Table 5**

Considering the items, the highest ranked item read, I frequently have guilty feelings if I relax and do nothing ($M = 3.631$, $SD = 0.994$) and the least item ranked was my self-confidence/ self-esteem is lower than I would like it to be ($M = 2.362$, $SD = 1.000$).

Table 5. Job Stress – Descriptive Result

	Mean	Std. Deviation	Scale Response	Verbal Interpretation
1. I frequently bring work home at night	3.107	1.150	Neutral	Fair
2. There are too many deadlines in my work/life that are difficult to meet	3.074	1.095	Neutral	Fair
3. My self-confidence/ self-esteem is lower than I would like it to be	2.362	1.000	Disagree	Poor
4. I frequently have guilty feelings if I relax and do nothing	3.631	0.994	Agree	Good
5. I find myself grinding my teeth when stressed.	2.627	1.070	Neutral	Fair
6. I am unable to perform tasks as well as I used to do	2.627	1.005	Neutral	Fair
7. I find that I don't have time for my interest/hobbies outside of work	3.353	1.116	Neutral	Fair
Job Stress (Overall)	2.969	0.654	Neutral	Fair
<i>Scoring System: 1-1.5 = Strongly Disagree – Very Poor, 1.51-2.5 = Disagree -Poor, 2.51-3.5 = Neutral - Fair, 3.51-4.5 = Agree – Good, 4.51-5.0 = Strongly Agree – Very Good</i>				

According to Ampofo et al. (2020), high levels of stress in the workplace can significantly impair employee performance. The findings revealed that the respondents were subjected to a variety of stressors, and the study demonstrated that stress has an impact on performance.

4.2.4 Summary of Work-Life Balance

In overall, work-life balance among Ghanaian government sector workers was neutral ($M=3.252$, $SD=0.350$) which is verbally interpreted as fair as shown in the Table below.

Table 6: Summary Results

	Mean	Std. Deviation	Scale Response	Verbal Interpretation
PL	3.572	0.586	Agree	Good
WT	3.327	0.576	Neutral	Fair
JS	2.969	0.654	Neutral	Fair
Work-Life Balance	3.252	0.350	Neutral	Fair

A fair work-life balance indicates that government employees in Ghana can meet work deadlines while still making time for friends and hobbies. Having enough time to sleep, eat well, and not worry about work when they are at home.

4.3 Work Performance

The work performance of government sector workers in Ghana was measured with 10 items as shown in the **Table 7**. The overall scale response for the workers was agree, which is verbally interpreted as high ($M=3.771$, $SD=0.424$) as shown in **Table 7**. Six of the items has a scale response of agree, two scale response of neutral and one scale response each for strongly agree and disagree. This indicates that government workers in Ghana are able to perform their job, role, task or responsibility. It is also the ability to complete their job well and on time work.

In detailed scrutiny of the items, the workers rated this item: I maintain good appearance at work ($M=4.520$, $SD=0.651$) as the largest item scores among the statements, which indicate very high work performance among Ghanaian government

worker. Besides, the respondents rated I feel adequately compensated for my job (M=2.447, SD=1.171) as the lowest item scores among the statement, which means the workers see their compensation as low which could affect it work performance.

Table 7: Work Performance

	Mean	Std. Deviation	Scale Response	Verbal Interpretation
1. I volunteer to help new colleagues to settle down even when it is not mandatory	3.993	0.822	Agree	High
2. I maintain good appearance at work	4.520	0.651	Strongly Agree	Very High
3. I go out of my way to solve challenging problems on the job	4.193	0.720	Agree	High
4. I assisted my colleagues to solve their knotty organizational challenges	4.033	0.744	Agree	High
5. I have autonomy in making decisions concerning my job	2.853	1.100	Neutral	Average
6. I enjoy relatively good health all year round	3.573	1.017	Agree	High
7. I am in cordial relationship with my associates at work	4.420	0.626	Agree	High
8. I feel adequately compensated for my job	2.447	1.171	Disagree	Low
9. I have a safe physical work environment	3.460	1.070	Neutral	Average
10. I put in extra time to complete my task even when no overtime is provided	4.221	0.760	Agree	High
Work Performance (Overall)	3.771	0.424	Agree	High

The second most score item was, I am in cordial relationship with my associates at work (M=4.420, SD=0.626) which had a scale response as agree and verbally interpreted as high. The third and four work performance items rated by the workers were, *I put in extra time to complete my task even when no overtime is provided* (M=4.221, SD=0.760) which had a scale response as agree and verbally interpreted as high and, *I go out of my way to solve challenging problems on the job* (M=4.193,

SD=0.720) which also had scale response as *agree* and verbally interpreted as *high*. When high-performance working practices are adopted by a company, it experiences faster organizational growth, more innovation and creativity, higher employee satisfaction, lower staff turnover, and higher profitability.

In today's world, firms must invest in and improve employee outcomes to increase organizational competitiveness and growth. Most firms, however, place management objectives ahead of employee career competencies. The quantitative approach was used in the study, which included 340 respondents from various Tanzanian banks. The data was analyzed using Covariance Based Structural Equation Modelling (CB-SEM).

According to the data, high-performing work practices have a considerable impact on employee career abilities. The performance of banks' extra-role activities, creative output, and service quality are all significantly influenced by employee career abilities. Additionally, the association between high-performance work systems and service quality in the banking business is not mitigated by employee career competency (Kamna and Ilkhanizadeh 2022).

4.4 Relationship of Work-life Balance and Work Performance

The investigation explored the association between work-life balance and work performance using the correlation coefficient. Initializations were performed to guarantee that no violations of the assumptions of linearity, normalcy, and homoscedasticity were committed. The strength of the link is calculated and interpreted using Cohen (1988) absolute correlation values, where $r=.10$ to $.29$ is small or low, $r=.30$ to $.49$ is medium or moderate, and $r=.50$ to 1.0 is great or large.

As indicated in Table 8, the outcome of the association between Work-life Balanced and Work Performance demonstrated that there was a minor positive relationship that was statistically significant ($r = .256$, $p = 0.000$). As a result, the study rejects the null hypothesis, which states that there is no significant association between Work-life Balance and Work Performance. Work-life balance had a good impact on work performance, according to the findings; nonetheless, its frequency was limited. A detailed examination of the sub-variables for Work-life Balanced and Work Performance revealed the following results: Personal life and work performance had a small positive and statistically significant relationship ($r = .290$, $p = .000$); working time and work performance had a low positive and statistically significant relationship ($r = .169$, $p = .003$); and job stress and work performance had a very low positive statistically non-significant relationship ($r = .041$, $p = .483$). This suggests that in Ghana's government sector, personal life, working time, and workplace stress are significant factors in improving work performance.

Table 8: Correlation of Work-life Balanced and Work Performance

		Personal Life	Working Time	Job Stress	Work-Life balanced
Work Performance	Pearson Correlation	.290**	.169**	.041	.256**
	Sig. (2-tailed)	.000	.003	.483	.000
	N	300	300	300	300

The ability of working university students in Ghana to manage work and study, as well as the effect on their academic performance, was examined by Tetteh and

Attiogbe (2019). Combining job and school has been found to leave less time for studying, which has a negative effect on academic performance. Once more, finding time for studies is more difficult due to work commitments, and academic institutions provide slightly more support to students than do businesses. Additionally, Ojedokum et al. (2015) aim to address a gap in the literature by highlighting the importance of perceived external prestige in the relationship between organizational commitment and work life quality among Ghanaian public sector employees.

4.5 Work-Life Balanced as Predictor of Work Performance

Linear regression examination method was used to evaluate the ability of the work-life balanced sub variables as independent variables to predict work performance. As shown in Table 9, personal life shown an unstandardized beta coefficient of 0.353 and a t-value of 6.130, which is significant at 0.01 level. This implies that the higher the personal life of the Ghanaian government worker, the better is their work performance. Also, working time has an unstandardized beta coefficient of 0.188 with t-value of 3.247, which is significant at 0.01 level. Hence, the higher the working time, the better is the work performance of the Ghanaian worker.

Table 9: Predictor of Work Performance

	R ²	B	SD	Bet.a	t	Sig.
Constant		2.21	0.241		9.156	.000
Personal Life	0.084	0.256	0.042	0.353	6.130	.000
Working Time	0.046	0.138	0.043	0.188	3.247	.001
Job Stress	0.008	0.064	0.04	0.098	1.605	.109
	R= 0.372		R2 = 0.138		F=15.833	P= 0.000

Finally, job stress has unstandardized beta coefficient of 0.098 with t-value of 1.605, which is not significant at 0.05 level.

Following the process, the total variance explained by the model was 13.8%, $F = 15.833$, $p = 0.000$. Personal life explained 8.4% of the variance in work performance, working time explained 4.6%, and workplace stress explained 0.8% of the variance. As a result, the study rejects the null hypothesis that work-life balance does not predict work performance in terms of personal life, working time, and workplace stress.

However, 86.2% of variables that could explain work performance in Ghana's government sector were not examined in this study. For this investigation, the recommended applicable model based on unstandardized beta is $WP = 2.210 + 0.256PL + 0.138WT + 0.064JS +$. The inference of this model is that a percentage change in work-life balancing variables affects the result of work performance.

The implication of the findings is that positive work-life balance can be used to improve work performance. Job-life balance has been demonstrated to be a predictor of work performance, therefore when government sector organizations improve their work-life balance, their work performance will improve. Furthermore, the findings show that in order to achieve sustainable development in many government sectors and even in industry, all stakeholders - governments, policymakers, employers, workers, and so on - must discover realistic solutions to help these workers balance work and family. The study fills an empirical gap in the study of this essential issue in the Ghanaian setting. It will educate government and business policies on higher-level workforce skill development, as well as stakeholders on how to meet the needs of the critical mass of workers.

The findings of this study are supported by Ojedojum et al. (2015), who discovered that work-life quality is related to both perceived external status and organizational commitment. Furthermore, Ghareeb (2019) discovered that work-life balance is favorably associated to productivity. Furthermore, in order to improve Productivity, motivation must be increased.

4.6 Significant Difference on Work Performance Considering Workers's

Demographic Profile

The significant difference test was done on work performance and the workers' demographic profile of age, sex, and marital status. Cohen (1988) provided a guideline for interpreting the magnitude of the effects of variance, and this study applies it, where the small effect is .01, the moderate effect is .06, and the large effect is .14.

Sex of the Workers

The study looked at the impact of personal characteristics on job performance. The original analysis employed an independent-sample t-test to compare the work performance score with the respondents' sex to determine the difference due to sex. The Levene's test for variance equality (p-value of 0.061) revealed that the study makes use of the equal variance assumption. As shown in Table 10, the results show that there is no significant difference in the sex scores ($t(298) = 1.328, p = .185$). The magnitude of the mean score was extremely modest, with an effect size squared (Eta) of 0.0045 or 0.45% at a 95% confidence range. As demonstrated in Table 10, the males ($M = 3.793, SD = .436$) do not differ from the females ($M = 3.723, SD = .396$). Male employees' perceptions of job performance are the same.

Table 10*Significant Difference in Audit Quality in terms of Sex (T-Test Group Statistics)*

	Sex	N	Mean	Std. Deviation	T-Value	P-Value	VI
Audit Quality	Male	206	3.793	0.436	1.328	0.185	NS
	Female	94	3.723	0.396			

VI = Verbal interpretation, NS= Not Significant

Age of the Workers

Table 11 shows the results of a one-way between groups analysis of variance to examine the effect of age on work performance. The respondents were divided into 4 age groups: 20-30 years, 31-40 years, 41-50 years, and 51-60 years. There was no statistically significant difference between the four groups at the p 0.05 level: $F(3, 296) = 2.104$, $p = .100$.

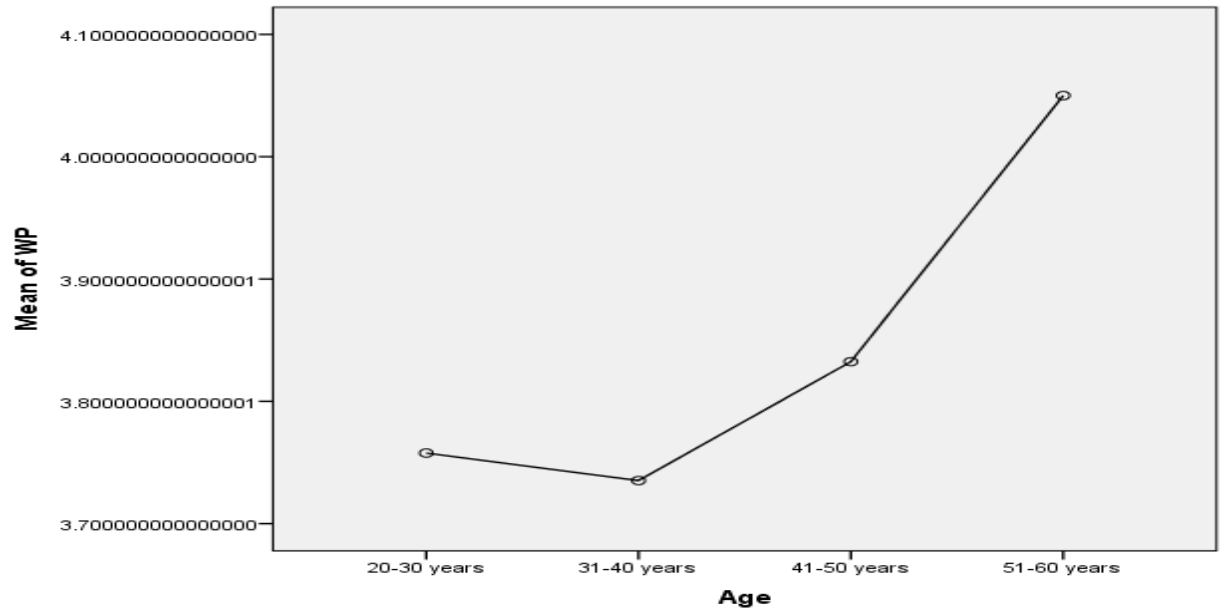
Table 11: *Significant Difference in Work Performance in Terms of Age*

	Age	N	Mean	Std. Deviation	F-Value	P-Value	VI
Work Performance	20-30 years	52	3.76	0.47	2.104	0.100	NS
	31-40 years	166	3.74	0.43			
	41-50 years	74	3.83	0.37			
	51-60 years	8	4.05	0.34			

VI = Verbal interpretation, NS= Not Significant

Despite the fact that statistical significance was not reached, the actual mean difference in mean scores across the groups was fairly minor. At a 95% confidence level, the effect size was .021 using eta squared. This suggests that the age group perception of work

performance in Ghana's government sectors is the same. As a result, the study failed to reject the null hypothesis that there is no significant difference in work performance when workers' ages are included.



Marital Status of the Workers

Table 12 demonstrates the results of a 1-way between-groups analysis of variance to examine the effect of marital status on work performance. The respondents were divided into three groups: married, divorced, and single. There was no statistically significant difference between the three groups at the p 0.05 level: $F(2, 297) = 2.649$, $p = .072$.

Table 12

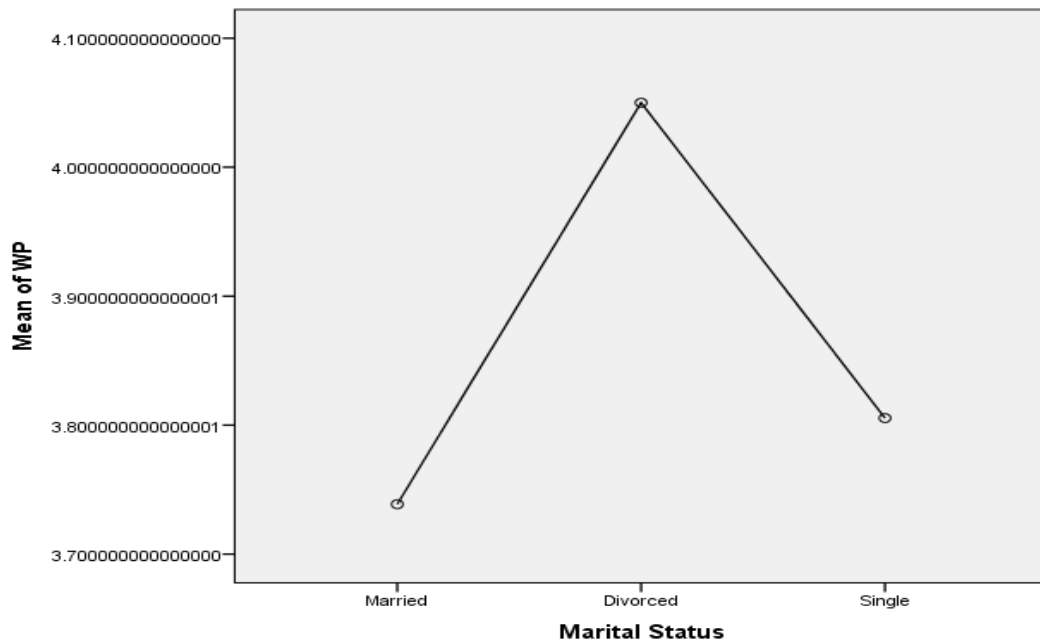
Significant Difference in Work Performance in Terms of marital status

	Marital Status	N	Mean	Std. Deviation	F-Value	P-Value	VI
Work Performance	Married	182	3.74	0.42	2.649	.072	NS
	Divorced	8	4.05	0.31			

Single	110	3.81	0.43
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VI = Verbal interpretation, NS= Not Significant

Despite the fact that statistical significance was not reached, the actual mean difference in mean scores across the groups was fairly minor. At a 95% confidence level, the effect size was .018 using eta squared. This means that the marital status group's assessment of work performance is the same in Ghana's government sectors. As a result, the study failed to reject the null hypothesis that there is no significant difference in work performance when workers' marital status is considered.



Educational Attainment

Table 13 shows the results of a 1-way between-groups analysis of variance to examine the effect of educational levels on work performance. The respondents were divided into three categories: high school, diploma holders, and tertiary level. There was a statistically significant difference between the three groups at the p 0.05 level: $F(2, 297) = 7.756$, $p = .001$.

Table 13: *Significant Difference in Work Performance in Terms of Level of Education*

				Std.	F-	P-	VI
	Level of Education	N	Mean	Deviation	Value	Value	
Work Performance	High School	10	4.00	0.23	7.756	0.001	S
	Diploma	34	3.53	0.50			
	Tertiary	256	3.79	0.41			

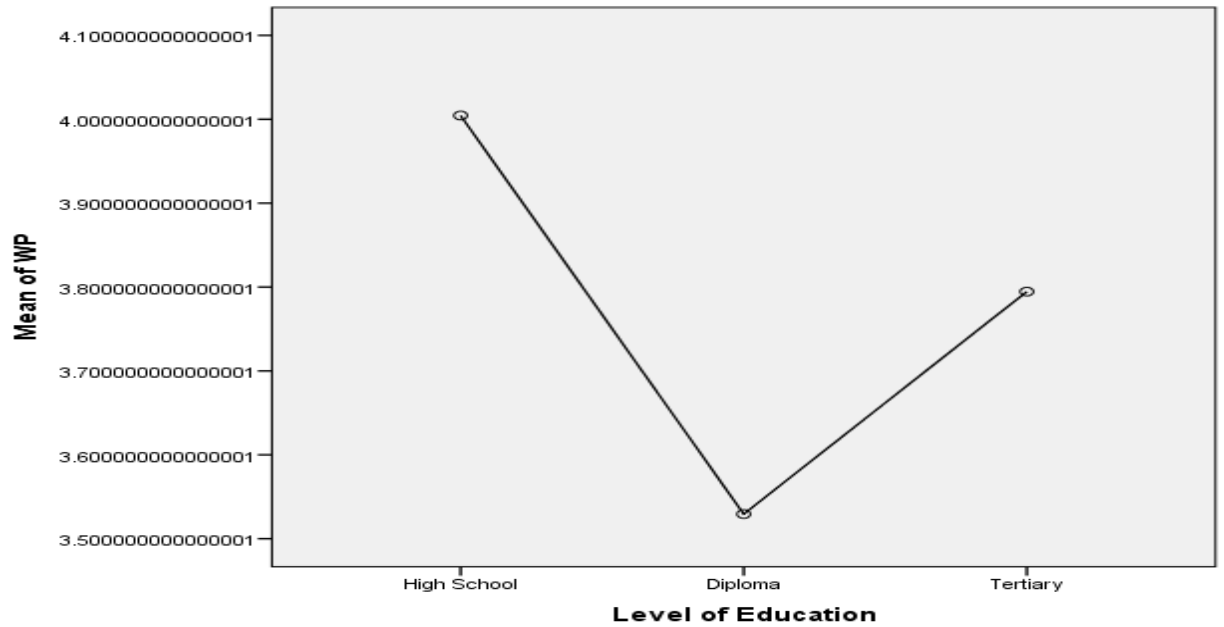
VI = Verbal interpretation, S = Significant

Despite reaching statistical significance, the actual mean difference between the groups' mean scores was fairly minor. At a 95% confidence level, the effect size was .050 when calculated using eta squared. This means that the level of education group perception of work performance in Ghana's government sectors is not the same. Post-hoc comparisons, as shown in Table 14, revealed that group 1 High School was statistically different from diploma level but not significantly different from tertiary level (equal variance assumed with HSD test). Diploma Group 2 differed greatly from high school and tertiary levels. Finally, Tertiary level in-group 3 was considerably different from diploma but not significantly different from high school. As a result, the study contradicts the null hypothesis that there is no substantial variation in work performance when workers' educational degree is included.

Table 14.

Tukey HSD						
		Mean			95% Confidence Interval	
(I) Level of Education		Difference (I-J)	Std. Error	Sig.	Lower Bound	Upper Bound
High School	Diploma	0.475	0.149	.005	.123	.827

Diploma	Tertiary	0.210	0.134	.261	-.105	.525
	High School	-0.475	0.149	.005	-.827	-.123
Tertiary	Tertiary	-0.265	0.076	.002	-.444	-.087
	High School	-0.210	0.134	.261	-.525	.105
	Diploma	0.265	0.076	.002	.087	.444



Departments of Government Sector

A one-way between-groups analysis of variance was conducted to determine the effect of department in the government sector on work performance, as showed in Table 5. The respondents were grouped as Education Service, Health Services, Information Service, Security Service and Civil and Local Government Services. There was statistically significant difference at $p < 0.05$ level for the five groups: $F(4, 295) = 9.948$, $p = .000$

Table 15: *Significant Difference in Work Performance in Terms of Government Departments*

				Std.	F-	P-	VI
	Department/Services	N	Mean	Deviation	Value	Value	
Work Performance	Education Service	78	3.836	0.355	9.948	0.000	S
	Health Service	34	3.903	0.402			
	Information Service Dept	50	3.472	0.410			
	Security Services	32	3.948	0.390			
	Civil / Local Gov't	106	3.770	0.431			

VI = Verbal interpretation, S = Significant

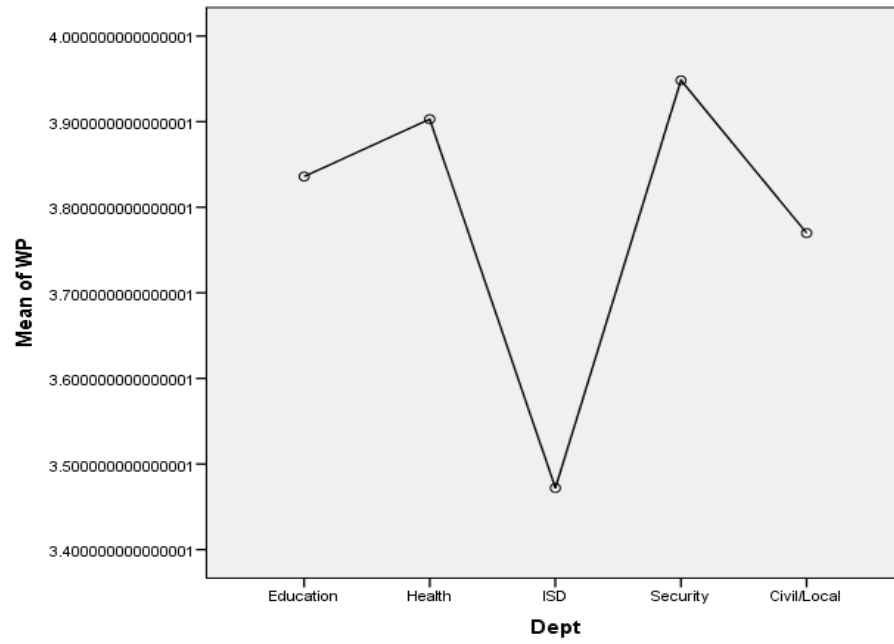
Despite reaching statistical significance, the actual mean difference between the groups' mean scores was fairly considerable. At a 95% confidence level, the effect size was .119 using eta squared. This means that the government department group's perception of work performance is not the same as the perception of work performance in Ghana's government sectors.

Post-hoc analyses, as shown in Table 16, revealed that group 1 Education Service was significantly different from group 2 Information Service and not significantly different from Health, Security, and Civil and Local Government Agencies in Ghana. Group 2 of Health was notably different from the Information Service Department but not from Education, Security, or Civil and Local Government. Group 3 of Information Service Department was significantly from Education, Health, Security and Civil and Local Government Departments. Group 4 of Security Service was significantly different from Information Service Department but not significantly different from Education, Health and Civil and Local Government Services. Finally, in-group 5 of Civil and Local

Government Department was significantly different from Information Service Department and not significantly different from Education, Health and Security Services. Therefore, the study *rejects* the null hypothesis that there is no significant difference in work performance when considering workers government departments.

Table 16:

Tukey HSD						
		Mean	Std.		95% Confidence	
		Difference	Error	Sig.	Lower	Upper
(I) Dept		(I-J)			Bound	Bound
Education	Health	-.067	.082	.926	-.293	.159
	ISD	.364	.073	.000	.165	.563
	Security	-.112	.084	.670	-.343	.119
	Civil/Local	.066	.060	.804	-.098	.230
Health	Education	.067	.082	.926	-.159	.293
	ISD	.431	.089	.000	.186	.676
	Security	-.045	.099	.991	-.316	.226
	Civil/Local	.133	.079	.445	-.084	.350
ISD	Education	-.364	.073	.000	-.563	-.165
	Health	-.431	.089	.000	-.676	-.186
	Security	-.476	.091	.000	-.725	-.227
	Civil/Local	-.298	.069	.000	-.487	-.109
Security	Education	.112	.084	.670	-.119	.343
	Health	.045	.099	.991	-.226	.316
	ISD	.476	.091	.000	.227	.725
	Civil/Local	.178	.081	.180	-.044	.400
Civil/Local	Education	-.066	.060	.804	-.230	.098
	Health	-.133	.079	.445	-.350	.084
	ISD	.298	.069	.000	.109	.487
	Security	-.178	.081	.180	-.400	.044



Chapter 5

This chapter summarizes the findings, conclusions, and suggestions from a study of work-life balance and job performance among Ghanaian government employees. The study's findings are shown below.

5.1 Summary of Results

Focusing on the study's findings, the researcher creates the following study summary: The workers that answered to the survey included 206 (69%) men and 94 (31%). There were 52 (17.3%) 20–30-year-olds, 166 (55.3%) 31–40-year-olds, 74 (24.7%) 41–50-year-olds, and 8 (2.7%) 51–60-year-olds. The workers' educational attainment was 256 (85.3%) tertiary level, 34 (11.3%) diploma, and 10 (3.4%) high school. In terms of marital status, 182 (60.7%) of the workers are married, 110 (36.6%) are single, and 8 (2.7%) are divorced. Finally, on the governmental departments under study 106 (35%) were from local government and civil service department, 76 (25%) education services, 50 (17%) information service department, 34 (12%) health service department and 32 (11%) security services.

Work-Life balance of the governmental workers were *fair*. Its sub-dimensions had a *good* personal life. The working time and job stress were *fair*.

The level of work performance within the governmental organizations were *high*. The correlation between work-life balance and work performance, which resulted in a low positive, *statistically significance*. Personal Life relationship to work performance was *small positive and statistically significant*. Working time relationship to work performance was also *small positive and statistically significant*. But the relationship

between job stress and work performance shows *positive non-statically significant* relationship.

Personal life, working time and job stress were predictors of work performance. The sex of the government workers revealed a statistically non-significant difference on work performance. The age, and marital status of the workers also revealed a statistically non-significant difference on work performance. Educational level and government department revealed that there was statistically significant difference on work performance.

5.2 Conclusion

Based on the summary of the research, the study concludes that the work-life balance of the government workers in Ghana resulted fair. The personal life was also fair with working time and job stress, were reported fair which indicates that government employees in Ghana can meet work deadlines while still making time for friends and hobbies. Work performance in the government departments were high. This indicates that government workers in Ghana are able to perform their job, role, task or responsibility. It is also the ability to complete their job well and on time work

Whereas work-life balance correlated a positive statistically significant relationship with work performance, personal life, working time and job stress did a statistically significance but they were positively correlated. It is concluded that specifically, an improvement in work-life balance will impact positively on high work performance.

In accounting for work performance, personal life, working time and job stress were the predictor of work performance with the government workers of Ghana. The

study has also established that based on the sex, age and marital status of government workers there were no chance of differences in their work performance but educational level and departments shows a chance of difference in their work performance. From the findings of the study all the predictors (thus Personal Life, Working Time and Job Stress) have a positive correlation with work performance at various statistical values. The individual predictors such as Personal Life can adequately be explained at 8.4% of the variance in Work Performance while Working Time can be explained at 4.6% of the change in Work Performance. Then Job Stress can do the same explanation at 0.8% of any change in Work Performance. Moreover, aggregating the predictors in a model, the percentage variance in the dependent variable (Work Performance) is 37.20% at 0.000 significance level.

5.3 Recommendations

From the findings of the study all the predictors (thus Personal Life, Working Time and Job Stress) have a positive correlation with work performance at various statistical values. Moreover, aggregating the predictors in a model, the percentage variance in the dependent variable (Work Performance) is 37.20% at 0.000 significance level. Hence, the following seven major recommendations:

With relation to the findings discovered from the study conducted:

Personal Life: This predictor ranks highest among all other predictors indicating 8.4% explanation of any variance in the dependent variable (Work Life). Any percentage increase in Personal Life will result in a positive increase in Work Performance meaning they are positive correlated. Therefore, the following recommendation is suggested:

1. There should be an improvement in the work-life balance of the workers in the government departments in terms of working time and job stress from fair to good or better. These can be achieved through implementation of a regular exercise and taking of balanced diet. Also, providing a fitness center and canteen for the workers and a shift system.
2. Regular training programs should be undertaken, to build their capacity so workers can gain self-confidence and self-esteem that will leads to very high performance.

Working Time: This predictor ranks second on the scale of their degree of influence on the dependent variable. It can be explained at 4.6% of any change in the dependent variable and it's also positively associated.

1. There should be an improvement in work performance. It is recommended for a shift system with the departments. Efficient system of work process to save time worked on the job. Manual work can be substituted for more automated work.

Job Stress: This predictor has 8% explanation to do of any explanation for any variance in the dependent variance and it follows the same trajectory as the other predictors.

- a) Capacity building can be instituted through regular on-the-job training and refresher courses in order to reduce the stress that can be encountered in the performance one's task.
- b) Since employees spent much of their working time in office, and as a way of avoiding stress on the job. It will be beneficial if recreational facilities are

provided within the office premises to help workers deviate their minds from the pressure of job obligations and give in to their desires every once in a while; this will enable them to balance their work and their life;

General Recommendations: Aside of the specific recommendation suggested the following can be adopted

- a) Future researcher can investigate the 86.2% variables, which can be used to predict work performance among government workers in Ghana.
- b) Ghanaian government organizational heads should establish and maintain a work family culture that encompass personal live activities, working time options and stress management programmes as a workplace support measure that will include family friendly policies to help resolve work-life balance problems.

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가나 공무원의 워라밸이 업무성과에 미치는 영향

워라밸은 전 세계 대부분의 조직에서 고용주와 고용주의 중요한 관심 분야가 되었다. 본 연구에서는 개인생활, 근로시간, 직무스트레스 등 워라밸의 세 가지 변수가 가나의 정부부처 업무성과에 미치는 영향을 분석하고자 하였다. 연구대상으로는 지방정부 및 공무원, 교육서비스, 정보서비스, 보건서비스, 치안서비스 등 5개 부서가 선정되었다.

차 자료는 구조화된 질문지를 이용하여 수집되었다. 작업자 300명의 표본 크기는 Cochran의 표본 크기 공식을 사용한 모집단 크기로부터 추출되었다. 가설은 다중 회귀 분석을 사용하여 검정되었다. 계산은 SPSS(Statistical Package for Social Science)를 통해 수행되었다. 조사결과 선정부서에서는 근로자 개인생활, 근로시간, 직무스트레스가 근로자 성과에 유의미한 영향을 미치는 것으로 나타났다. 결국 워라밸 변수는 가나의 정부기관에서 일하는 사람들의 성과와 관련이 있으며 이에 영향을 미친다. 따라서 정부기관은 개인 활동을 아우르는 직장가정문화를 정착·유지하고, 일과 삶의 균형 문제 해결을 위해 가족친화적 정책이 포함된 직장지원 방안으로 근로시간선택권과 스트레스 관리 프로그램도 시행해야만 한다.