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GENDER ROLES AND WORK-LIFE BALANCE.

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DECLARATIONS

I have thoroughly read the university regulations relating to plagiarism and to the best of our knowledge, it contains no material previously published by another person nor, material which has been accepted for the award of any other degree of this or any other university, except where due acknowledgement have been in the text. I also declare that I have been supervised for this report herein submitted.

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SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the dissertation policy of the Christian service university College.

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We dedicate this work to both our Supervisor and our Co. Supervisor, Mrs Evelyn

Frimpong and Dr. Stephen Banahene.

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We give thanks to the Almighty God for this guidance and abundant blessings, for making it possible for us to put this work together in the pursuit of Business Administration in Human Resource management.

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ABSTRACT

In today's business, roles of gender difference and work-life balance in organizations is one of the critical issues faced by organizations. This study therefore focuses on gender role and work-life balance in organizations.

The specific objective of the study was to assess the effects of gender difference and to identify major strategies that influence work-life balance such as open door policy, job sharing, well-being measures, working environment, working hours and work from home. Descriptive Design was used. Data for research work was sourced from both primary and secondary sources. The samples were made up thirty (30) subjects drawn from an organization (PURC). SPSS was used to analyze the data.

The study discovered that work-life balance can achieved through strategies such as open door policy, working environment, job sharing, working hours, wellbeing measures as regards proper management be done scientifically in order to help employees to balance their work-life and their life outside work. Improving these strategies will improve satisfaction and effectiveness and thus ensure organizational goals and objectives.

It was therefore recommended that there should be organizational performance monitoring, a manual governing gender roles and work-life balance strategies should be created. There should be proper training to help employee balance their work life and their life outside work, even in finance and quantitative methods and other disciplines could be appreciated beyond.

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CHAPTER ONE

INTRODUCTION

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1.1 Background of the Study

Males and females are classed differently from the moment they are pronounced boy or girl. Gender determines the differences in power and control in which men and women have over the socioeconomic determinants of their health, lives and status in their community. Our society moulds how men and women should and should not behave and can be observed in all parts of our society. As a result of these Gender stereotypes men and women have issues which affect their health which are unique to each gender.

Males for example are perceived to be greater risk takers as a whole in our society than that of females.   (Introduction to sociology by William Little, October 2012). This may seem like an improper business practice and certainly does nothing to help in retention and recruiting of employees, but gender differences in the workplace is more common at the workplace than you might think. Men and women are sometimes paid for the same work at disproportionate rates of pay and often have different value to the employer for which they work. Understanding gender differences within a workforce can aid you in resolving them and producing an innovative and unbiased group of employees. (Lynda Moultrie Belcher, Gender Differences).

Work-life balance has been defined by the National Framework Committee for the Promotion of Work-Life Balance as a balance between an individual's work and their life outside work. They also state that "the balance should be healthy, that personal fulfilment is important inside work and that satisfaction outside work may enhance employee's contribution to work. Family sphere changes that have impacted the work life balance of individuals in today's context include nuclear families, single parent households, dual

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earning parents, parents working at different locations and increasing household work. Hence, it has become very difficult to meet the family demands. Another change is the entry of women in workforce in a big way, while still continuing with their earlier role of a homemaker. So, women are playing a dual role, that of a breadwinner as also a homemaker. It is generally women who take the primary responsibility for childcare and who in situations of conflict, adjust their working lives to accommodate family pressures (Falkenberg and Monachello**,**1990; Ramu,1989). All this puts an extra pressure on women employees. Over the past few decades, a dramatic change has occurred in the labour market and demographic profiles of employees. Families have shifted from the traditional male breadwinner role to dual-earner couples and single parent families.

Relative to the working environment, organisations are demanding an increase in employee flexibility and productivity. The traditional job for life has changed into an economic environment of instability and job uncertainty. Workers' perspectives and expectations have also changed towards work. New orientations towards life-long learning, personal and career development, and an increased awareness and need for a balance between work and life have affected organisations through incentivising the introduction of policies such as flexible working. As a result of these demographic, employment and organisational trends, both men and women have experienced an increase in demands from their families, household and work domains. Work-life balance is a broad and complex phenomenon, lacking in a universal definition. Greenhaus and colleagues define work life balance as the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role. Work-life balance consists of three components:

1.Time balance

2.Involvement balance

3.Satisfaction balance

When the above mention component is in place, the management of an organization can measure the performance of an employee putting in more effort to enhance productivity (Meyer and Peng 2006). When individuals struggle to maintain and satisfy the demands placed on them by both the work and family domains, work-family conflicts may occur. Work-family conflict can be defined as a source of stress resulting from irreconcilable pressure from the work and family spheres. This can take two forms:

1. Work to family conflicts

2.   Family to work conflicts

Work-family conflict may assume the form of:

1. Time-based

2. Strain-based

3. Behaviour-based conflict

Research and policies directed at work-life balance have focussed on the causes, consequences and how to improve levels of this phenomenon. This article will discuss the changing world of work relative to work-life balance, the motivational factors for why work-life balance should be considered, and provide practical advice for employers and employees. (EO-OSHA website, 2010)

Work-life balance included roles and responsibilities in work and non-work domain, the multiple roles of employees in this fast pace environment arouse the needs of work-life balance. Many organizations in western recognize the importance of work-family culture and adopt work-life balance policies such as flexible working schedules to increase the satisfaction of employees (Sivatte, Gordon, Rojo, & Olmos, 2015). Besides, work-life

balance is prevalent in Israel as there is a study claimed that not only full-time employees look for work-life balance but students who worked parttime during they are not in school (Russo, Shteigman, & Carmeli, 2015). Apart from looking at global perspectives, The Kelly Global Workforce Index (KGWI) claimed that the nearly two-third of Malaysian prefer work-life balance compared to higher wages (Study: Malaysians prefer work-life balance, 2015). For an instance, Ministry of Women, Family and Community Development provides flexible working schedules to fulfil the demands of employees towards work-life balance (Bong, 2015).

Apart from that, social support at workplace also manipulate the level of work-life balance. Mas-Machuca, Berbegal Mirabent, and Alegre (2016) had conducted a study in a Spain pharmaceutical organization to find out the relationship between job autonomy and social support with work-life balance. Besides, Russo et al, (2015) also conducted a study in examining the relationship between workplace support and social support in Israel among part time student and fulltime contract worker from multiple sectors. Their results showed the significant relationship between the work-life balance and several workplace factors. Nevertheless, their studies unable generalize perception of Malaysian. Therefore, the relationship between selected workplace factors (social support and flexible working arrangement) and work-life balance under Malaysia context are tested by using correlation test.

1.2 Statement of the Problem

In today's era, 21st century, gender difference in the perception of work life balance has become a major problem face by many employees in organizations around the globe, a basic issue is that both men and women working in organizations may be putting much effort into

the task assign to them to achieve at the expected time. The success and failure of each organization relies on the nature of the workers found in the organization.

Work life balance has been the focus of intensive research effort in recent times and this has really been an issue in most organization. This research work aims at finding out how to help employees working in organizations to balance their work life successfully together. Yasbek (2004) show how the traditional distinctions between work-life and family-life have disappeared and how organizations experts their employees to be engaged on the job almost at all times. Even during selection of employees for an organization, emphasis is placed on the attitudes the person exhibits, more particularly, whether the employee is flexible enough to be available for work at any time. Simultaneously, family life is also becoming more complex. The extended family, even in India, is slowly disappearing (Patel 2005). Small nuclear families have come to stay, where both the spouses go to work. In addition, there are an increasing number of single parent households due to increase in divorces (Amato et al. 2003). Although this problem is not as serious in India as in the West, yet, it could become a serious issue sometime in the future. Participation by women in employment continues to grow since the past decade. In spite of more women going out to work, there has been little change in patterns of household responsibilities (Singh 2004). Women continue to undertake the majority share of domestic chores, and child rearing.

A key issue debated by Jennifer Parris (2018) is that one of the reasons why people seek flexible work in their bid to appreciate "work life balance". In theory, once you achieve work-life, your entire life will be in order. There might be moments in which you have work-life balance, but in order to have consistent steady balance, you will have to be able to entirely control your work, that is your job duties, your boss and your family all the time.

It means being able to handle anything and everything that is thrown your way at any given moment and still keep everything in check. And if all you are trying to keep perfect, well, that is the quickest way to a nervous breakdown. So it's worth rethinking using the term work-life balance and instead coming up with another Honest, more realistic goal to aspire to attain. After all, the term work-life balance seems to suggest that your work life and your personal life are two totally separate segments of your life, when in reality, they are just different components of one life.

Cali Yost, a work culture strategist and expert, calls it "work-life fit", taking the stress off of striving for balance and instead focusing on managing the different components of your life. Stew Friedman, founding director of the Wharton Leadership Program and Wharton's work life integration project, uses the term "work-life integration". That puts the focus is on fitting work time and personal time together, instead making them battle it out. There are other possible terms as well, such as "work-life interface", "work-life alignment", or "work-life sway". Of course, no matter what you call it, if you are looking to live your best life, having a flexible job will be a crucial component towards achieving that. Thinking that you have to give your all every day to work and equal parts to your family is a Sure-fire road to disaster, because you will never feel like you are measuring up. But understanding that some days, work will win, and other days, your family will come first truly the first step in having a happy and fulfilled life. As a verb, balance signifies being able to "keep or put (something) in a steady position so that it does fall." Now, ask yourself, how long could you honestly keep your work life and personal life in a steady state so that neither falls.

1.3 The main objective

The main objective of the study is;

1.Assess the role of gender difference and work life balance in organizations.

Specific objectives of the Study are:

- To assess the effects of gender difference in organizations.
- To assess the quality of work life balance attained by employees in organizations.
- To identify the major Strategies that influences quality work life balance in organizations.

1.4 Research questions

- What are the effects of gender difference in organizations?
- Does the quality of work life balance attain by employees positively or negatively affects organizations?
- What are the strategies that influence quality of work life balance in organizations?

1.5 Significance of the Study

The significance of this study is to find out factors that influence gender roles and strategies adopted to achieve work life balance in organizations. The study will be imperative for organizations especially the results of this research will be used to improve quality of work life balance in organizations of concern, achieving satisfactory results or goals and renewing the policies in various organizations. The study will also add up to the current knowledge on the study and will also be a reference material for further research in the same area.

The results of this research will also help ensure that organizations adopt best ways in curtailing issues relating to work life balance. In addition, organizations will get to know the efficacy and importance of learning to balance work life and their private life. The study will unveil to employers, proactive measures necessary to achieve work life balance eventually leading to attaining organizational goals and a happy private or personal life.

By the end of this research we should be able to help employers to figure out the best strategies to achieve quality work life balance in their organizations and also act as an advising mechanism for employers to follow to become better by outlining the factors affecting employee's performance.

1.6 Scope of the Study

This research will cover most of the areas in work life balance such as Flexi-working hours, challenging work, benefits of quality work life balance, incentives given to employees which will serve as a form of motivation upon attaining quality work life balance in the organization.

1.7 Organization of the study

In this part of this chapter is the background of the study, together with problem statement is discussed. The focus of the second part of the chapter is the objectives of the study, as well as the research questions applied in the study. This chapter concludes with the classification of the chapters and summary of chapter 1.

Chapter two deals with literature review, whiles the chapter three is concern the methods of summering and presenting the essential information contained in the administered questionnaires through charts and tables.

Chapter embodies summary and conclusion as related to the objectives and research questions of the study and the chapter five, discussions and recommendations. The last chapter of the project is the reference made and the appendix.

1.8 Brief Literature

Historically, there have been gender differences in the workplace since women entered the workforce and masses in the early 20th century. These differences stem from the fact that women were expected to play a gender-specific role that focused primarily on raising children and maintaining a home. In many instances, women were not seen as a valuable addition to the work environment and weren't treated equally in terms of pay and allotted job responsibilities. (Gender, Sex and Sexuality, chapter 12 of introduction to sociology). In India particularly the city of Chennai, which is the most traditional metropolis in India and they are seeing a sea change in its values and beliefs. This city is currently booming with employment opportunities mostly in the service sectors, more particularly in the IT and BPO, offering jobs equally to men and women (Pradhan and Abraham 2005; Varma and Sasikumar 2004). (Niharika Doble and M.V. Supr Iya), Anna University, India.

Again, in the recent past is a witness to changes in work schedules. A larger part of its sector is hence moving from a standard eight-hour a day to operating twenty-four hours a day for seven days of the week (Bharat 2008). Many employees need to work on Saturdays and Sundays too. Moreover, there is a changing pattern in the working hours which is quite

different from the standard one, which normally operates from 9 am to 5 pm (Bharat 2009). While some employees work in the standard time some others need to be available for work.

1.9 Brief methodology

This research makes use of primary and secondary sources of information. The secondary sources are acquired from articles, journals, web and institutional records that are being used in the review of literature on gender difference in the perception work-life balance. A questionnaire is designed to collect data on issues relating to work-life balance. The questionnaires are distributed at work places and the response of employees collected. A total of fifty employees are expected to respond to the survey. Convenience sampling is resorted.

1.10 Timescale

Timescale in a project are to be carefully considered when embarking on a project. Timescale details the events that are to take place, where and what to be done at a particular point in time. This particular project is expected to be completed in a period of about 6 months, which is approximately 24 weeks. The chapters to be completed will be spread out amongst the 24 weeks with necessary arrangement made in order for the event to take place. Every project must be carefully planned knowing that unforeseen circumstances may happen at any point in time, and all these will be taken into consideration.

The project is to accommodate about five chapters including the proposal and conclusion of the project. The proposal of the project is basically considered as the first chapter. It highlights the areas of consideration of the various chapters of project and a period of 3 weeks is apportioned to this chapter. The chapter two of the project will detail the depths of

literature review. The various framework with will be dealt and also factors to be considered which will demand a lot of research, a period of 8 weeks is allocated to the second chapter of the project. Also, the subject of consideration of the chapter 3 is the methodology. This will require that questionnaire will be printed and shared out, data gathered will be carefully analysed with tables drawn, graph derived and conclusions made. This is expected to take place in a period of 4 weeks. Again, the chapter four of the project will be a detailed explanation of the data collected and graphs in chapter three, and this expected to take a period of 4 weeks. The final chapter is will be a summary of our findings, conclusion, and recommendations, and a period of 3 weeks will be apportioned to this chapter. Lastly, 2 weeks will be allocated to unforeseen circumstances. This project from the inception is to present the facts and suggest solutions to the problems surrounding work-life balance, that is the end of the project.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

There have been gender differences in the workplace since women entered the workforce and masses in the early 20th century. These differences stem from the fact that women were expected to play a gender-specific role that focused primarily on raising children and maintaining a home. In many instances, women were not seen as a valuable addition to the work environment and weren't treated equally in terms of pay and allotted job responsibilities. (Gender, Sex and Sexuality, chapter 12 of introduction to sociology).

Rebbecca Bundhun quote in "The National (2009), an Abu Dhabhi National paper" that "Women and men generally have a different perception of what the "life" part of the balance involves. For women it tends to be devoting more time to family, while for men it is spending more time pursuing personal interests. She also quoted the paper of Dr. Katty Marmenout, a research fellow at the INSEAD school in Abu Dhabhi with his words that "work life balance is simply about equally dividing the time spent on one's work and personal life, but establishing a harmony that reflects an individual's priorities". So, this allows for acceptance of the happy workaholic or the satisfied stay-at-home mum or dad.

2.2 Work life Balance

The need for an overarching, consistent and agreed upon definition is fundamental to advancing measures and programs in work life balance (Reiter 2007). Nevertheless, despite widespread academic and applied interest, the contract is inconsistently defined, creationg confusion in the literature (Grzywacz & Carlson 2007; voydanoff 2005b).

Definitions are many and varied with almost every relevant published journal article containing different meaning of what work-life balance represent (Reiter 2007). The term work-life balance mostly denotes the ability of one to achieve balance and also to balance work and family demands (Greenhaus, Collins and Shaw 2003). Work-life balance is defined as balances work priorities with personals life so that neither is neglected. Lyness & Judiesch (2008, p.793). Parkes and Langford (2008, p. 267) explained work-life balance as an individual's ability to meet both their work and family commitments, as well as other non-work responsibilities and activities.

2.3 Empirical Framework

The empirical framework deals with actual observations and realistic happenings rather than theories. Work-life balance has seen lot of theories and articles propounding om this subject because of the stress workers or employees go through to balance these realities of life. As a matter of fact, to solve the problem reality must be acknowledged according to Marsh (2015). Certain jobs and career choices are not compatible with the daily demands of a young family. Most of the programs and measures company's implements are simply not to the nub of the issue. It is up to as individuals to become responsible and take control over the kind of life we want to lead, by setting and enforcing the boundaries we want. Neither government or companies will solve the problem for us, they can only make certain adjustments. Caution is to be placed on the time frame we choose to judge our balance and seek for an equilibrium. In other words, we neither have to do everything on one day nor postpone have a life for the time when we retire as it will be too late. Marsh (2015) again said we must approach balance in a balanced way. Life has professional, intellectual, emotional, spiritual and physical aspects. Balance demands working on each of these

aspects and not to dedicate exclusively to one or two of them. Understanding this can be daunting, but a change in perspective is needed. The idea is that "the small things matter. Being more balanced doesn't mean dramatic upheaval in your life. With smallest investment in the right places you can radically transform the quality of your relationships, work and quality of life".

The literature offers a plethora of work, non-work and demographic and individual independent characteristics that have been investigated in the work-life field (Bardoel et al. 2008; Byron 2005; Eby et al. 2005; O'Driscoll et al. 2006). Consistent with the demands-and-resources perspective taken in the present study and for the purposes of this review these variables have been classified into environmental and personal demands and resources (Lazarova et al. 2010; Pitt-Catsouphes, Matz-Costa & MacDermid 2007).

2.3.1 Environmental demands

Sources of demands emanate from both the work environment (job and organisational characteristics) and the non-work environment (home and family characteristics) (O'Driscoll et al. 2006; Pitt-Catsouphes et al. 2007; Voydanoff 2005e). With respect to the relationship between demands and the work-family interface, Byron's (2005) metaanalytic review of work-family conflict and its antecedents supports the notion that work interference with family (WIF) and family interference with work (FIW) have unique antecedents and that work factors related more strongly to work interfering with family and non-work factors were more strongly related to family interfering with work. Empirical evidence for the relationship between a range of environmental demand characteristics and the work-family interface is provided below.

Perceived work and family demands have consistently been shown to be significant antecedents of work-family conflict and family-work conflict, respectively (Boyar et al.

2007; 2008; Frone et al. 1992; Grzywacz & Marks 2000; Lu et al. 2010). In particular, Boyar et al. (2007) articulated a theoretical rationale that captured the importance of perceived work and family demands and their relationships with work interfering with family and family interfering with work. The researchers defined demand as "a global perception of the level and intensity of responsibility within the work (or family) domain" (Boyar et al. 2007, p. 103). This definition is designed to differentiate perceived work demands from work-role overload and variables such as role conflict, role ambiguity, job insecurity, job pressure, job stress and job involvement which have been used to reflect the demands resulting from paid employment and studied as antecedents of work-family conflict (see Aryee et al. 1999; Boyar, Maertz, Pearson & Keough 2003; Byron 2005; Frone et al. 1997; Grandey & Cropanzano 1999; Kinnunen & Mauno 1998; Major, Klein & Ehrhart 2002; O'Driscoll et al. 2006; Parasuraman, Pruohit, Godshalk & Beutell 1996; Parasuraman & Simmers 2001; Prottas & Thompson 2006). Further, Boyar et al. (2007) developed and validated two scales to capture the work and family demand

Constructs which were found to have significant direct effects on work-family (family work) interference (Boyar et al. 2007; 2008). As a factor contributing to work interfering with home life, time spent in paid work has been the centre of much discussion and research in the work-life literature, because time is a 'fixed' or finite resource it means there may not be enough to go around (Hochschild 1997; Skinner & Pocock 2010; van Wanrooy & Wilson 2006; Voydanoff 2005e). For example, long working hours may impede an individual's ability to spend time at home making it difficult to undertake household and family duties and to maintain healthy relationships (Parris, Vickers & Wilkes 2008; Shepanski & Diamond 2007; Tenbrunsel et al. 1995).

Research consistently shows a positive relationship between paid work hours and work-family conflict (Aryee 1992; Carlson & Frone 2003; Duxbury, Higgins & Lee 1994; Frone, Russell & Cooper 1997a; Grzywacz & Marks 2000; Gutek et al. 1991; Major et al. 2002; O'Driscoll et al. 1992; Parasuraman et al. 1996; Reynolds 2005; Thompson, Beauvais & Lyness 1999; Voydanoff 1988; 2005e) and difficulties in balancing work and home life (Batt & Valcour 2003; Moen & Yu 2000).

2.3.2 Environmental resources

As with environmental demands, environmental resources emanate from both the workplace and the home (Bardoel et al. 2008; Eby et al. 2005; O'Driscoll et al. 2006). As a result of the focus on the concept of conflict in the literature, there is a body of research which provides evidence for the link between environmental resources and reduced work-family and family-work conflict (Byron 2005; Galinsky, Bond & Friedman 1996). However, along with the growth of interest in the positive side of the work-family interface has grown the identification of resources positively associated with work-family and family-work facilitation (O'Driscoll et al. 2006).

Both bodies of evidence will be included in this review. With regard to workplace and home characteristics, this section is concerned with those that have been the focus of most attention in the literature: job characteristics (flexibility, autonomy and control); organisational characteristics (workplace culture, including family-supportive policies and practices, managerial and colleague support) and home characteristics (support from spouse, family and friends).Thompson and Prottas (2005, p. 102) suggested that "employees who have discretion over the way in which they perform their job are better able to integrate their work and family lives".

Such discretion is influenced by an employee's ability to decide when, where and how work is done which has been much discussed and studied in the work-life literature under the concepts of control, autonomy and flexibility (Bailyn 1993; Clark 2001; Thompson & Prottas 2005). The literature review undertaken for the current study found a degree of overlap and ambiguity in the way these job characteristics have been conceptualised and operationalised in work-life research. However, the following section is mainly concerned with their role as environmental resources and how they relate to the work-family interface.

2.4 Theoretical Framework

The stance taken in the current research concurs with O'Driscoll et al. (2006, p. 137) who suggest that "A first step in the process of achieving balance is to examine stressors (which cause conflict) and resources (which may result in facilitation)". This approach treats two lines of work-life scholarship as complementary: demands-and-resources theory and work-family interface theory.

2.4.1 Demand-and-resources theory

Historically, research into demands and resources can be found in the field of occupational health psychology, dating back to the 1970s (Moen et al. 2008). This research has been guided by theoretical models of work stress which have proven useful as they help to identify particular job characteristics that impact on employee wellbeing (van Vegchel, de Jonge & Landsbergis 2005). In particular, one of the most influential models has been Karasek's (1979) Job Demand-Control (JDC) model (also called the job strain model) which identified two crucial job aspects in the work situation: job demands and job control.

According to the JDC model, work environments with high psychological demands and low job control negatively impact upon employee health and wellbeing (Karasek 1979; Karasek & Theorell 1990). Later a social dimension was added to the model, resulting in the Job Demand-Control-Support (JDCS) model where social support was hypothesised to moderate the impact of high strain on wellbeing (Häusser, Mojzisch, Niesel & Schulz-Hardt 2010; Johnson & Hall 1988; van derDoef & Maes 1999).The Job Demands-Resources (JD-R) model was developed later by Demerouti, Bakker, Nachreiner and Schaufeli (2001). The basic assumption in the JD-R model is that the characteristics of work environments may be classified into two categories: job demands and resources (Bakker & Demerouti 2007; Mauno, Kinnunen & Ruokolainen 2006). In this context, job demands are defined as "physical, psychological, social or organizational features of the job, requiring physical and/or psychological effort and energy from an employee, and are consequently related to physiological and/or psychological costs (i.e., strain)" (Mauno et al. 2006, p. 212). Job resources are defined here as "physical, psychological, social, or organizational features of the job, which, in turn, are functional in (1) achieving work goals, (2) reducing job demands and the physical and/or psychological costs associated with them, and (3) stimulating personal growth and development" (Mauno et al. 2006, p. 212). The main proposition of the JD-R model is that irrespective of the occupation involved, job demands may cause strain or health problems, whereas job resources induce a motivational process (Schaufeli, Bakker & van Rhenen 2009). Accordingly, the risk of employee burnout is highest in working environments where job demands are high and job resources are low (Bakker, van Veldhoven & Xanthopoulou 2010).

2.4.2 Work-family interface theory

Voydanoff (2004) suggested that work-family demands are associated positively with work-family conflict. Time-based demands are hypothesised to be related to work-family conflict through the process of resource drain where time or involvement used to participate in one domain limits that available for participation in the other domain (Tenbrunsel, Brett, Maoz, Stroh & Reilly 1995). Strain-based demands are hypothesised to be linked to work-family conflict through a psychological process in which the strain associated with participating in one domain is carried over to the other domain, creating strain in the second domain and thus hindering role performance (Rothbard 2001).

Whereas, Voydanoff (2004) suggested that work-family resources are associated positively with work-family facilitation because they are thought to engender processes that improve performance when they are applied across domains. Voydanoff (2004, p. 400) categorised resources into "enabling" and "psychological" resources. Enabling resources from one domain may generate resources in another domain, thus enhancing participation in the second domain and contributing to work-family facilitation by increasing the competence and capacities of individuals to perform in the other domain. For example, interpersonal communication skills developed at work may facilitate constructive communication in the home domain (Voydanoff 2004). Psychological resources associated with feeling esteemed and valued, for example, may be accompanied by benefits such as motivation or a sense of accomplishment.

These resources are thought to be related to work-family facilitation through positive transmission processes similar to strain-based demands. In this case, participating in one domain is carried over to the other domain, creating energy in the second domain and thus enhancing role performance (Rothbard 2001).

2.5 Conceptual Framework

Different definitions of work-life balance each have a value perspective that determines what factors will be seen as relevant to achieving balance (Reiter 2007). According to Forsyth's (1980) taxonomy of ethical ideologies, there are four classifications categorizing the ethical positions of individuals: situationists, absolutists, subjectivists and receptionists. Reiter (2007) argues that definitions of work-life balance reflecting a situationalist perspective are the most valuable because they will involve making optimum choices for individuals.

2.5.1 Work-family interface

The term 'work-family interface' covers a variety of concepts that have been used to describe the intersection of the two domains (Westman & Piotrkowski 1999). The conceptual model proposed in this paper is grounded in ecological systems theory which allows for a broad, unifying theoretical perspective in which workplaces and families can be considered (Westman & Piotrkowski 1999). This theory posits that the work and family micro-systems interact and influence one another through permeable boundaries to create the work-family meso-system (Bronfenbrenner 1986). This relationship is seen as bi-directional – work affects family and family affects work. The ecological perspective theorizes that work, family and individual characteristics interact in ways that may be facilitative and conflictive (Hill 2005).

Frone (2003) suggested that a comprehensive understanding of the work-family interface should include both components of 'facilitation' and 'conflict'. He defined facilitation as "the extent to which participation at work (home) is made easier by virtue of the experiences, skills and opportunities gained or developed at home (work)" (2003: 145).

This perspective is in line with the view that attitudes, emotions, skills and behaviours established in one domain follow or 'spillover' into the other (Edwards & Rothbard 2000).

Positive spillover or 'facilitation' occurs when engagement in work and family roles contribute positively to and benefit each other. Conflict is the most widely discussed concept within the work-family interface literature (Curbow, McDonnell, Spratt, Griffin & Agnew 2003). Work-family conflict is typically defined as a form of inter-role conflict in which the demands of work and family roles are incompatible in some respect so that meeting the demands in one domain makes it difficult to meet the demands in the other domain. Negative spillover or 'conflict' occurs when participation in one role is made more difficult by virtue of participation in the other role (Greenhaus & Beutell 1985).Frone (2003) further suggested a four-fold taxonomy of work-family balance as a potential conceptual lens through which to examine work and family. This taxonomy allows for two directions of influence between work and family (work to family and family to work) as well as two types of effect (conflict and facilitation), resulting in work-family conflict, family-work conflict, work-family facilitation and family-work facilitation. Evidence for the discriminant validity of Frone's (2003) taxonomy has been found by Aryee et al. (2005). In addition, facilitation and conflict have been found to be orthogonal rather than opposite constructs (van Steenbergen, Ellemers & Mooijaart 2007; Wayne, Musisca & Fleeson 2004). That is, whilst they co-exist each dimension has distinct determinants and consequences (Edwards & Rothbard 2000; Grzywacz & Marks 2000: Voydanoff 2005). In so far as the current model is concerned, Frone's (2003) taxonomy has been included to ensure that the positive and negative effects of combining work and non-work roles are taken into account, in support of a positive psychology approach.

However, this paper takes the view that measures of conflict and facilitation are not measures of work-life balance. Rather, conflict and facilitation are useful for understanding the effects of the demands and resources associated with the work-family domains, serving as useful indicators of work-life balance – low levels of conflict and high levels of facilitation are expected to be associated with work-life balance (Frone 2003; Grzywacz & Carlson 2007; Voydanoff 2004).

2.5.2 Environmental and Personal Demand and Resource

The stance taken in the current paper concurs with O'Driscoll, Brough and Kalliath (2006) who suggest that "A first step in the process of achieving balance is to examine stressors (which cause conflict) and resources (which may result in facilitation)" (2006: 137). Using a resources-and-demands theoretical framework (Valcour 2007; Voydanoff 2004), resources are defined as structural or psychological assets that may be used to help performance, reduce demands or generate additional resources. Work and family resources are associated with work-to-family and family-to-work facilitation (Voydanoff 2004) and are associated with less work-family conflict (Hill 2005).

Work-related resources that have been linked with lower work-family conflict are job autonomy (the extent to which employees are able to decide how they do their job) (Clark 2001; Grzywacz & Marks 2000) and time autonomy (the extent to which employees have discretion over their work schedule (Clark 2001). Family-supportive benefits and policies, such as flexible work schedules and telecommuting, help employees manage work and family (Voydanoff 2005). But what appears to be more important than specific benefits is how supportive the work environment is towards work-life balance, including supportive co-workers, supervisors and culture (Thompson, Poelmans, Allen & Andreassi 2007;

Wayne et al. 2007). Employees who work in organizations with supportive workfamily cultures report lower levels of work-family conflict (Allen 2001). According to Wayne et al. (2007) a supportive work-family culture is likely to influence facilitation and relates to performance, satisfaction and well-being in the family domain. A number of researchers have found that family support is significantly and negatively associated with conflict at the work-family interface (Byron 2005; Ford, Heinen & Langkamer 2007). Aryee et al. (2005) and Grzywacz and Marks (2000) found that family support was significantly related to familywork facilitation.

Demands have been defined as structural or psychological claims associated with role requirements, expectations and norms to which individuals must respond or adapt by exerting physical or mental effort. Work and family demands are generally related to work-to-family and family-to-work conflict (Voydanoff 2004). Work-related demands that have been linked with work-family conflict include long working hours and working extra hours without notice; job insecurity and work pressure (Voydanoff 2004). The number and age of dependants at home; both parents working and combining household/family tasks with paid employment are non-work related factors that contribute to levels of conflict (Dex & Bond 2005). Whilst many researchers suggest that structural factors within work and non-work domains are of primary importance, recognition of the contribution of personal characteristics and individual differences is taking place (Wayne et al. 2004). Researchers have suggested that personality be given greater consideration in understanding how an individual views and experiences work and family roles as the individual creates his or her own experience (Wayne et al. 2004).

Personality may influence the perceptions of work and family role requirements and individuals with different personality types may perceive situations as conflictive or

facilitative or may differ in the magnitude of their perceptions (Friede & Ryan 2005; Smillie, Yeo, Furnham & Jackson, 2006). For example, Wayne et al. (2004) found that the traits of conscientiousness and agreeableness related to work-family facilitation but not to work-family conflict.

In addition, research has shown that, even if conflict is a likely consequence of engaging in work and family roles, it is how people cope with conflict that determines their personal outcomes (Beutell & Greenhaus 1982). Personality may influence the strategies selected to approach the work-family interface (Friede & Ryan 2005; Witt & Carlson 2006). The current model has therefore included coping style and strategies as a moderating variables.

2.5.3 Perception of work life balance

As noted previously, developing and validating a measure of work-life balance is a critical element for advancing research in this arena (Grzywacz & Carlson 2007). Most studies of work-life and work family balance use a single-item measure (Voydanoff 2005). Whilst these measures provide useful global assessments, the primary concern is whether a single item captures the complexity of the worklife domains (Grzywacz & Carlson 2007). The measure recommended for use in the current model is the comprehensive, multi-item scale developed by Joplin, Shaffer, Lau and Francesco (2003).

This measure has been identified by Voydanoff (2005) as compatible and relevant to the demands-andresources approach presented in this paper because it assesses individual's abilities to perform activities in both the work and non-work domains effectively. Joplin et al.'s (2003) scale includes sub-scales measuring the following:

- Equilibrium - focus on maintaining priorities and harmony

- Control - focus on organising and scheduling life activities

- Synchrony - focus on multi-tasking and the ability to conduct multiple roles in a complementary

It is suggested in the current paper that this measure best reflects an individual's perception of integration across the work and personal life domains. In addition, what makes Joplin et al.'s (2003) measure worthy of inclusion is the unique use of qualitative and quantitative methodologies to develop and establish its psychometric properties. The authors drew on perspectives from many different life situations and diverse work-family structures, using data from three international locations to ensure generalisability of the measure (Joplin et al. 2003).

2.5.4 Measuring work-life balance

Developing and validating a measure of work-life balance is a critical element for advancing research in this arena (Grzywacz & Carlson 2007; Carlson et al.2009). The problem is that few attempts have been made to measure work-life balance directly or to discover the main predictors. In addition, where measures have been developed issues arise with regard to their validity and the apparent lack of consensus among the approaches taken by researchers, as reviewed below (Dex & Bond 2005; Kalliath & Brough 2008).

Further, in their cross-cultural study, Hill et al. (2004b, p. 1306) asked respondents "How easy or difficult is it for you to manage the demands of your work and family life?" in order to measure the concept of work-life balance. With a similar focus on 'managing demands', Casey and Grzywacz's (2008, p. 38) longitudinal assessment of the effects of flexibility on worker health and wellbeing used data from health risk appraisals of pharmaceutical

company employees, which included responses to the statement: "I feel positively about my ability to manage the demands of my work, personal, and family life".

2.5.5 Outcomes and Consequences

The consequences of work-family conflict have been extensively documented, whilst there have been few empirical studies conducted on facilitation between work and family roles (O'Driscoll et al. 2006; Wayne et al. 2004), and less including both conflict and facilitation. Research provides consistent evidence that work-family conflict is associated with various negative work-related (e.g., job satisfaction and performance), non-work-related (e.g., life satisfaction) and stress-related (e.g., wellbeing) outcomes (Allen et al. 2000; Frone 2003; Greenhaus et al. 2001; Kossek & Ozeki 1998; Noor 2002; O'Driscoll et al. 2006).

Researchers looking at the effects of positive spillover between work and family have documented better physical and mental health, family and job satisfaction (Grzywacz & Bass 2003; Wayne et al. 2004). The current paper offers an alternative approach. Outcome measures are suggested in the model. However, rather than using measures of conflict as a 'proxy' for work-life balance as is often the case, by including a 'real' measure of work-life balance it is intended that outcomes such as satisfaction and wellbeing will be associated with an actual appraisal of work-life balance, rather than being linked to the presence or absence of conflict.

2.5.6 Mechanism

A suggested approach to linking the components of the model described above begins with considering primary antecedents in the personal and environmental domains (demands and resources) as having direct effects mapping onto measures of conflict and facilitation.

Demands have been thought to cause conflict and resources to result in facilitation (O'Driscoll et al. 2006). These effects may be moderated by an individual's coping style and strategies (Thompson et al. 2007). It is further suggested that the resultant unique combinations of conflict and facilitation may be pivotal to understanding perceptions of work-life balance and the consequences. Low levels of conflict and high levels of facilitation are likely to be associated with perceptions of work-life balance. Concurring with Grzywacz and Carlson (2007) is the approach that work-life balance could be considered as a direct formative latent construct as it fits the criteria set out by Edwards & Bagozzi (2000). Specifically, conflict and facilitation precede and contribute to an individual's appraisal of work-life balance; measures of work-life balance are distinct from measures of conflict and facilitation and changes in conflict and facilitation indicators will likely result in changes in work-life balance perceptions (Edwards & Bagozzi 2000). Outcomes and consequences of work-life balance are then considered, such as work performance, satisfaction and general health and well-being. Perceptions of balance are likely to be associated with positive reports of work performance, satisfaction, general health and well-being.

2.5.7 Strategies Adopted

One of the greatest challenges organization face today is helping the employees balance their work-life. In order to help these employees, there must be good strategies in place to help salvage this problem. Good employees are hard to come by these days and those who have been able to help employees balance work-life have a competitive advantage. In order to come with these strategies, we must first understand why work-life balance is important

in organizations in the first place, you then implement these strategies to help employees to balance their work-life.

2.5.7.1 Flexible working hours

The work day is no longer one-size-fits-all; skilled employees may be more productive early in the morning or later in the day and huge bonus for a work place to take that into consideration. Communication to your staff that you don't have a day punch clock, although you do not expect them to show up and get their work done (and it's their responsibility to finish their tasks within whatever time allotted for them). You might also want to consider implementing "summer hours" where employees only have to work half-days on certain Fridays (this really helps on holiday weekends).

This strategy motivates employees to work harder and better when they allowed to dictate their own hours. Some organizations are going in for flexible working weeks in which employees can work four longer days and take a three-day weekend every week.

2.5.7.2 Work from home

Homeworking is an increasing phenomenon, between 1981 and 1998 the number of people in the UK working mainly from home almost doubled rising from 345,920 to 680,612 (Felstead and Jewson, 2000). More than a quarter of Britain's labour force are reported to work at least part of the time from home (Labour Force Survey, 2001). This is predicted to rise to at least a third of the workforce by 2006 (Henley Centre, 1998). There is however a digital divide (Loader, 1998) which has extended to teleworking/ homeworking (Dwelly, 2002; Labour Force Survey, 2001). However traditional forms of work from home continue to be a low paid activity for millions in the UK (National Group on Homeworking, 2002). There are many definitions of homeworking (Felstead and Jewson, 2000), but our research

broadly defined it as any paid work that is carried out primarily from home (at least 20 hours per week). This broad banner therefore includes those working at home (e.g. employees) or working from home (e.g. self-employed) (Felstead and Jewson, 2000). This approach allowed for a diversity of experience in homeworkers across the socioeconomic spectrum. It therefore moves beyond much of the research in this area that tend stolen legitimacy to the experiences of one section of the home working population by examining homogeneous samples of work from home.

Again there is the option to work from home. This strategy is important to employees that are parents or have other responsibilities that is difficult to juggle up with a full workload. If they are giving a freedom to work from home couple of times in a week, it could lift a huge amount of stress of their shoulders. This also demonstrates a level of trust between employer and employee in an organization; since the employer is not part of every move and looking over the shoulders of the employee, the employee will have more faith that the employer believes he or she will complete their work on their own. Although there may be initial concerns about whether or not the employee will spend eight solid hours on their work every day. Letting the employee "work on their honour" is a good strategy to help build a sense of accountability and responsibility.

2.5.7.3 Equipment to make working from anywhere possible

Employers can support work life balance for their employees by providing appropriate equipment and technology to aid their day-to-day tasks. By choosing the right technological tools, employees can become more organized and productive. Deciding to let your employees work from home as stated in the previous point it is imperative to provide the

needed or necessary tools to let them work from anywhere, whether from their living room, a coffee shop or even by a park on a family day out.

Again, invest in good technology and train your employees on using application software or programmes designed purposely to carry out tasks. It is worth putting together a work device use policy and training your staff on digital safety (to help save your IT department from removing spyware and virus) working from anywhere should be considered a privilege, and employees ought to treat their cooperate devices differently from their own personal device.

2.5.7.4 Open door policy

Every employee is different and will deal with their work-life balance in different ways. It is therefore important that employee feel they can communicate their needs to the employer. The employer must set time aside to talk with the employee, to discuss what can be done to help ease or change the situation and bring their work-life balance in a better place. Some top organizations take this literally, with high-ranking executives sitting in the open space among regular employees, but having an "open door" can also mean communicating that everybody is free to ask anybody else for help. Whether it regards professional work or personal matters, it is remarkable how many issues can be worked out if employees feel free to help open discussions. It is also valuable to offer counselling services whether in person or virtually in other to help employees better balance their life stresses.

2.5.7.5 Job Sharing

Job sharing involves dividing one position among two or more people. Work, pay, holidays and other benefits are shared between them in proportion to the number of hours each individual works. In job sharing the work that is supposed to be carried out one person is

shared amongst the employees who are willing to help ease the pressure or workload on a particular employee. It is a voluntary arrangement, which meets the business needs of the unit, made between the staff involved and the Dean, Head or Director. There are several examples of both academic and general staff positions, which are filled on a job share basis.

- Job sharing can bring additional skills and experience and improved flexibility to a workplace, as there are two people in a job instead of one.
- Job sharers are entitled to receive the same managerial commitment and support as full time employees. This includes recognition of status, access to training, study leave/time, higher duties and development.

The strategies being deployed is also about making sure the employees are bringing their best possible selves to work each day. Employees health and well-being, cooperate social responsibility and generally making the company a more attractive place to work are all great strategies to promote employee work-life balance. By implementing these work-life balance strategies, employees' physical and mental well-being, as well as overall health can improve and can also boost their performance.

2.5.8 Advantages of Work Life Balance

Work life balance is essential to both employers and employees because of the number of benefits it offers. This is why more employers are making use of best practices to achieve this much needed balance to their employees.

2.5.8.1 Better Time Management

By being able to report to work certain hours of the day where employees are more productive, they will be able to maximize their performance and finish their tasks on time. This will give them more time to start other tasks that need to be done later in the week.

Also, if members of the team will be given longer hours of work in return for three days off from work, they will be able to organize their time and divide it among different tasks. This will also give them time to attend to personal matters at home without jeopardizing work. For example, in a 10 hour shift, more work can be done and reports can also be turned in on the same day instead of the next day. Flexible working hours allows employees to manage their time well.

2.5.8.2 Autonomy and Personal Employee Growth

If the members of an organization are allowed to choose their schedules and the days within a week when they will report for work, they will be given the autonomy to make decisions regarding their work and personal life. This is beneficial to employees because they become more confident about themselves and more assertive. Also, this will boost employee morale, making them happy and content employees.

2.5.8.3 Increased Focus

A workplace with life and work best practices is important to ensure employees will be more concentrated at work. By giving employees the chance to report and do their jobs during hours when their minds are working and their focus is at its peak, more work can be completed and they need not worry about meeting commitments on family and work.

2.5.8.4 Improved Productivity of Employees

By letting employees enjoy flexible work schedules, employers ensure that their employees will be working when they are most productive. Say, an employee is not a morning person. If an employee will be allowed to report at work at a later hour and stay after office hours, this employee will be able to concentrate more with the tasks at hand. There are people who are night owls and find it hard to focus in the mornings. Letting them perform their duties

during hours that conform to their biological clocks will make them more efficient and productive with productivity reaching up to 21 percent.

2.5.8.5 Reduced Employee Turnover

Employees who commute to work for several hours a day are more likely to be late for work and tired even before the work day starts. If the daily commute is already stressful enough, it will be more taxing for them once they attend to their responsibilities especially if the nature of their job is challenging. Stress at work is one of the reasons for high employee turnover. However, if employees will be given the option to work from home for a day, they will be more satisfied at work and choose to stay with the company. Moreover, potential candidates will be encouraged to apply to the company and contribute to its growth and sales.

2.5.8.6 Reputation Build Up

If an organization offers work life balance for their employees, it will be able to retain top performers. This will not only ensure keeping efficient and competent key personnel but clients will be aware that the company only has the best employees in their team. This will create a great image for the company and earn a reputation from clients.

CHAPTER THREE

RESEARCH METHODDOLOY

3.1 Introduction

This chapter identifies and justifies the methodological aspects of the study. It will cover the aspect of population and sample procedure, research instrument, data collection procedure and also data analysis.

3.2 Research Design

A research design is the master plan used for transforming a conceptual problem into a practical project – it specifies the methods and procedures for accurate data collection and analysis, in order to meet the aims of the research (Zikmund 2000). Three types of research have been identified, namely exploratory, descriptive and causal (Emory & Cooper 1991; Zikmund 2000).

3.2.1 Exploratory research

The objective of exploratory research is to understand a research problem and its background information. Exploratory research is usually unstructured and flexible in nature and often used to define a research problem or develop operational definitions, clarify concepts and to develop propositions (Cooper & Schindler 2001; Zikmund 2000). In the current study, exploratory research was conducted in the initial stage of the research as evidenced by the comprehensive literature review presented in Chapters 2.

3.2.2 Descriptive research.

The objective of descriptive research is to describe and measure phenomena of interest and to gain a deeper understanding of the research topic. Descriptive research is usually based on some previous understanding of the nature of the research problem and seeks to determine the answers to who, what, when, where and how, but not the cause (Cavana et al. 2001; Zikmund 2000). In the current study, descriptive research was conducted in the second stage of the research, based on the previously conducted exploratory research.

3.2.3 Causal research

The objective of causal research is to explain cause and effect relationships between variables and to establish the sequence of events. Causal research usually recognises the presence or absence of alternative explanations (Zikmund 2000). The intention of the current study is not to explain cause and effect, but rather to answer important questions about the extent to which the data provide support for the hypothesised theoretical model and as a result would not be considered causal research. The majority of research undertaken in the work-life field has been of a cross-sectional nature, a trend which has been criticised in the literature because results may lack representativeness (Bardoel et al. 2008; Casper et al. 2007).

3.3 Sample and Sampling Technique

The samples are made up of thirty (30) subjects drawn from couple of organizations. The subject was assembled through random sampling technique. By this technique all subjects in the defined population have an equal chance of being selected for the survey. It is used because the data collected from this sample can be generalize even to a larger population.

3.4 Data Collection

Data can be collected in a variety of ways: personal or face-to-face interviews; telephone interviews; personally administered questionnaires; mail questionnaires; electronic questionnaires; and observational studies (Cavana et al. 2001; Emory & Cooper 1991). Each method has advantages and disadvantages and the choice of an appropriate method is dependent upon the research objectives and constraints (Cavana et al. 2001). Given that at least 50 participants were required for the current research, face-to-face and telephone interviews and observational studies would likely be excessively time consuming and expensive.

3.5   Research Instrument

3.5.1 Questionnaire design

Questionnaire design is an important facet of research as it contributes to the relevance and accuracy of the data gathered (Zikmund 2000). The present study involved the development of items, determination of scales of measurement and decisions about the length and layout of the questionnaire, which included pretesting and revising. These aspects are now described.

3.6 Data Analysis

The data collected is analysed, and then a statistical technique, the SPSS (Statistical Package for Social Science) is used to organise the data according to the items under the various sections in the questionnaire. The response is tabulated showing the frequencies and percentages.

3.7 Population of the Study

The population of study is a census of all the subjects that possess the characteristics of the subject of consideration. The population may be finite or infinite, thus, if all items that constitute it can be counted or cannot be counted.

3.8 Administration of Instrument

As researches are being conducted, researchers ae required to go to various organizations selected for the survey or to administer the instrument to the subject under independent test condition. The respondents are then asked to return the instrument which is the questionnaire. The assembling of data afterwards by the researcher enables his or her to analyse and draw conclusions.

PROFILE OF PUBLIC UTILITIES REGULATORY COMMISSION (PURC)

Public Utilities Regulatory Commission (PURC) was set up as multi-sectorial regulator government of Ghana in October 1997 under the public Utility Regulatory Act 1997 (Act 538) as part of the utility sector reform process to regulate the provision of utility services in the electricity and the water sectors.

Their mission is to build a credible and sustainable utility regulatory regime that protect the stake holders interest with the vision of being a model utility regulatory institution in Africa. PURC also provides guidelines for rates to be charged for the provision of utility services, examine and approve water and electricity rate. PURC again protect the interest of consumers and provide utility services, they receive and investigate complaints settle dispute between consumers and public utility. PURC is dedicated to given advise to any person or authority in respect of any public utility.

Regulated Companies

The following are entities currently regulated by PURC:

- Volta River Authority (VRA)

- Northern Electricity Distribution Company (NADCo)

- Ghana Grid Company (GRIDCo)

- Electricity Company of Ghana Ltd (ECG)

- Ghana Water Company Ltd (GWCL)

And others.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter is concerned with methods of summarizing and presenting the essential information contained in the data through tables and graphical techniques.

Table 4.1 Gender Classification of Respondents

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	19	63.3	63.3	63.3
Female	11	36.7	36.7	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

The above table shows that a total 30 employees were interviewed out of which 19 males were representing 63.3% whiles 11 were females representing 36.7% out of the total respondents

Table 4.2 Age Group of Respondents

Which of these age groups do you fall in within

Age	Frequency	Percent	Valid Percent	Cumulative Percent
18-25	2	6.7	6.7	6.7
26-35	10	33.3	33.3	40.0
36-45	12	40.0	40.0	80.0
46-55	6	20.0	20.0	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

The results show that the majority of respondents fall within the age of 36-45 with a number of 12 respondents which represents a percentage of 40%. This was followed by the age group 26-35 with a number of 10 respondents which also representing 33.3%. Again those in the age group of 46-55 came third with respondents of 6 representing 20%. Finally, those in the age category of 18-25 represents 6.7% with a number of 2 respondents of the total sample.

Table 4.3 Number of years of experience of Respondents

Years of experience	Frequency	Percent	Valid Percent	Cumulative Percent
1	1	3.3	3.3	3.3
10	1	3.3	3.3	6.7
11	1	3.3	3.3	10.0
12	1	3.3	3.3	13.3
13	1	3.3	3.3	16.7
14	1	3.3	3.3	20.0
2	4	13.3	13.3	33.3
21	1	3.3	3.3	36.7
24	1	3.3	3.3	40.0
3	3	10.0	10.0	50.0
4	3	10.0	10.0	60.0
5	3	10.0	10.0	70.0
6	1	3.3	3.3	73.3
7	4	13.3	13.3	86.7
8	3	10.0	10.0	96.7
9	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

From table 4.3, individuals with 1, 10, 11, 12, 13, 14, 21, 24, 6 and 9 years of working experience are represented by 3.3%. Also, persons with 3,4,5 and 8 years of working experience are represented by 10%. Again, individuals 2 and 7 years of working experience are represented by 13.3%.

Table 4.4 Educational Background of Respondents

Educational level	Frequency	Percent	Valid Percent	Cumulative Percent
High school	3	10.0	10.0	10.0
Bachelor Degree	19	63.3	63.3	73.3
Master Degree	7	23.3	23.3	96.7
Diploma Holder	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

The above table shows the level of education each respondent has, as seen in the table 3 people has a high school educational background which represent a percentage of 10%. again, 19 people have a bachelor Degree representing 63.3% and also 7 people with master's Degree whiles only 1 person is a Diploma holder which represent 3.3%.

Table 4.5 Marital Status of Respondents

Marital status	Frequency	Percent	Valid Percent	Cumulative Percent
Single	14	46.7	46.7	46.7
Married	14	46.7	46.7	93.3
Divorced	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

The table above shows the marital status of the respondent, the number of singles as seen in the table is 14 which is presented by 46.7% as well as married respondent has a total of 14 also with a percentage of 46.7% and finally 2 divorced respondent representing 6.7%.

The statistics of the above table is very imperative since we are dealing on the subject matter Gender roles and work life balance. It helps us understand the subject from their point of view of an employee.

4.2 Work Life Balance Strategies

Table 4.6 Wellbeing Measures of respondents

Degree of well being	Frequeny	Percent	Valid Percent	Cumulative Percent
weak	6	20.0	20.0	20.0
average	2	6.7	6.7	26.7
good	7	23.3	23.3	50.0
better	13	43.3	43.3	93.3
best	2	6.7	6.7	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

The table above shows that the wellbeing measures in the organization seems very favorable and conducive for the people to work in relation to help the people to achieve more of their assign task as expected of them from their job and that of their family with the better having the highest percentage of 43.3%.

Research undertaken by Daley and Parfitt (1996) found that workplace wellbeing programs improve employees' psychological and physical wellbeing, and job satisfaction. It therefore follows that a lack of work flexibility and higher work demands can lead to employees' lower energy levels and greater fatigue (Allen et al., 2000), higher cholesterol levels, higher blood pressure and obesity (Greenhaus, Allen & Spector, 2006).

Table 4.7 Working Conditions of Respondents

Working conditions	Frequency	Percent	Valid Percent	Cumulative Percent
weak	6	20.0	20.0	20.0
average	3	10.0	10.0	30.0
good	1	3.3	3.3	33.3
better	19	63.3	63.3	96.7
best	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

The table above shows that the working condition of employees in the organization seems very favorable and conducive for the people to work in relation to help the people to achieve more of their assign task as expected of them from their job and that of their family with the better having the highest percentage of 63.3%.

Table 4.8 Working Hours of convenience of Respondents

Working hours	Frequency	Percent	Valid Percent	Cumulative Percent
weak	4	13.3	13.3	13.3
average	2	6.7	6.7	20.0
good	7	23.3	23.3	43.3
better	16	53.3	53.3	96.7
best	1	3.3	3.3	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

The table above shows that the working hours of employees in the organization seems very favorable and convenient for the people to work in relation to help the people to achieve

more of their assign task as expected of them from their job and enhance and improve the productivity of the organization and that of their family with the better having the highest percentage of 53.3%.

Table 4.9 Open door policy involvement of Respondents

Degree of Open door policy	Frequency	Percent	Valid Percent	Cumulative Percent
weak	5	16.7	16.7	16.7
good	5	16.7	16.7	33.3
better	15	50.0	50.0	83.3
best	5	16.7	16.7	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

As seen in the table above, the open door is quite effective in the organization. 15 of the respondent which is 50% think the open door policy is better which shows a level of belief the employees have in the system. The employer must set time aside to talk with the employee, to discuss what can be done to help ease or change the situation and bring their work-life balance in a better place. The open door policy is instituted to ensure easy accessibility to the employer to with issues that employees may be facing.

Table 4.10 Job sharing Ability of Respondents

Degree of Job sharing	Frequency	Percent	Valid Percent	Cumulative Percent
Weak	5	16.7	16.7	16.7
average	1	3.3	3.3	20.0
Good	7	23.3	23.3	43.3
Better	10	33.3	33.3	76.7
Best	7	23.3	23.3	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

The table clearly show the state to which the organization finds itself when it comes to Job Sharing. According to the data collected, 10 of the respondent which correspond to 33.3% believes that job sharing is better which is less than half and 7 respondents which also corresponds to 23.3% says it is best. The strategy of job sharing makes work easier for employees and ease them of workload at the workplace.

Table 4.11 Working from home abilities of respondents

Degree of working from home	Frequency	Percent	Valid Percent	Cumulative Percent
Weak	9	30.0	30.0	30.0
Average	3	10.0	10.0	40.0
Good	10	33.3	33.3	73.3
Better	8	26.7	26.7	100.0
Total	30	100.0	100.0	

Source: Field data, May, 2019

Base on the gathered information by respondent as seen in the table, work from home is relatively accepted in the organization. The highest respondent went in for good which has a number of 10 and corresponding to 33.3% and the weak coming second which shows that quite a number of people in the organization thinks homeworking is not accepted or they are not aware. Employers could consider this strategy allowing meetings to be attended remotely or virtually (with the help of technology) rather than in person. Due to technological advancement in the 21st century, developers have come up with programmes that allows employees of various organizations or institutions to access their system and work as they are supposed to when physically present at the work place.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

CHAPTER FIVE

5.1 Introduction

The focus of this chapter is on the summary of the findings in the research, which looks at how work life balance influence organizations; a survey was conducted with the Public Utilities Regulatory Commission (PURC) to ensure the success of this research. The objective of the survey was to find out how work life balance influence the organization a whole and the respondents as individuals in the organization. Recommendations were made based on our findings with our strategies to help salvage any situation related to work life balance.

5.2 Summary of Findings

The workers of Public Utilities Regulatory Commission (PURC) are the predominant respondents of this survey. The survey conducted was with a total of 30 questionnaires, out of which 19 respondents were males representing 63.3% and 11 females corresponding to 36.7%. This explains that the number of males exceeds the number of females in the organization.

The organization employs middle aged class of people more than any other categories as seen in the statistics on the age of the respondents. With respect to the educational background, majority of the respondent have attained Bachelor's Degree followed by people with Master's Degree, then school graduate and finally a Diploma Holder respectively.

The main purpose of this survey was to discover how work life balance influence organization and it productivity. This research is to show organizations that it is imperative

for employees to be psychologically balanced, and this go a long way of aiding organization achieve it objective and hasten or ensure productivity. Being able to balance work and family activities has a big psychological influence on employees and when all these are taken into consideration by the employers the organization will not only be fulfilled in terms of them achieving their organizational objective but also having employees who are stable enough to make sure the goals set are accomplished accordingly.

Again, the focus of this survey was to find out if our strategies to help curtail the problems of work life balance were practiced in various organizations. The findings proved that there are strategies put in place by the organization to ensure work life balance and also shows that quite a number of the employees are not aware of these strategies. The response to the strategies put in place by the organization were relatively average, but the open door policy strategy had an encouraging response which shows that the organization actually encourages it.

5.3 Conclusion

This study makes some contribution to work life balance regarding it strategies and benefits of work life balance. The study identified the existence of negative effects of poor work life balance. It was found that demands and pressure from work and family domains have an adverse impact on family satisfaction. In addition, higher levels of work demands and longer time spent in employment led to lower levels of quality time spent with families and lower family satisfaction. Poor work life balance management results in lower satisfaction with work and commitment towards employers, and higher degrees of distress, concentration problems, sleeping problems, unhappiness, and lack of confidence.

Findings from the current study are important to both employees and employers in terms of a deeper understanding of work life balance and its effects on people's wellbeing, which consequently affects organisations' productivity and performance.

5.4 Recommendations

As previously stated, work and family literature incorporates comprehensive research of work family conflict and family-work conflict simultaneously, and their effects on individuals' wellbeing. There seems to be limited research conducted exclusively on family-work conflict and its effects on individuals' wellbeing. Work and family literature suggests that work factors are the main causes of work-family conflict, and family factors are main causes of family work conflict (Grzywacz & Marks, 2000; Frone et al., 1992).

The current research focused on work life balance where the interference between work and family domains was measured using work-family conflict and family-work conflict. Work and family literature shows that enhancement or positive spill over between work and family domains also plays an important role on individuals work life balance and wellbeing. Wellbeing in the current study referred to subjective, emotional wellbeing which involved three components of happiness: (a) life satisfaction, (b) the presence of positive mood, and (c) the absence of a negative mood (Ryan & Deci, 2001).

Grady et al. (2008, p.3) argue that the term 'work-life balance' is more comprehensive and includes "family, community, recreation and personal time". The current study focused on individuals' families and workplaces only, and excluded aspects of recreation, communities and society. Future research should use work life balance in it broader sense, where aspects of community membership and leisure are included. Therefore, it is recommended that:

- There should be organizational performance monitoring, a manual governing gender roles and work-life balance strategies should be created.

- There should be proper training to help employee balance their work life and their life outside work, even in finance and quantitative methods and other disciplines could be appreciated beyond.

- Based on our findings there were strategies in place for employees to have a balance life between their work and life outside.

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CHRISTIAN SERVICE UNIVERISTY COLLEGE

CSUC SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT AND GENERAL STUDIES

TOPIC: GENDER ROLES AND WORK LIFE BALANCE

Purpose:

The main aim of the questionnaire is to obtain data that will assist the researchers in conducting a comparative of factors confidential and results are used for academic purpose only, kindly provide us the following information.

Please, tick appropriately and write clearly where necessary. Thank you

1. Gender   male ( )   Female ( )

2. Which of these age groups do you fall in within

    a. 18 – 25 ( )   b. 26 - 35 ( )   c. 36 – 45 ( )   d. 46 – 55 ( )

3. Education Background

    a. High school ( )   b. Bachelor Degree ( )   c. Master Degree ( )

    d. Diploma Holder ( )   e. if any other specify _____

4. Marital status

    a. Single ( )   b. Married ( )   c. Divorced ( )

5. Number of years of experience in total _____

6. Work Life Balance strategies

Please indicate the work life balance strategies that are very effective in your organization. Rate how important these strategies are to you, on a scale from 1 to 5. (1 – weak, 2 – average, 3 – good, 4 – better, 5 – best).

6.1 Open door policy( )

  a. ( )   b. ( )   c. ( )   d. ( )   e. ( )

6.2 Management support family expenses ( )

  a. ( )   b. ( )   c. ( )   d. ( )   e. ( )

6.3 Work from home ( )

  a. ( )   b. ( )   c. ( )   d. ( )   e. ( )

6.4 Equipment to make working from anywhere possible ( )

  a. ( )   b. ( )   c. ( )   d. ( )   e. ( )

6.5 Job and family Seurity ( )

  a. ( )   b. ( )   c. ( )   d. ( )   e. ( )

6.6 Job Sharing ( )

  a. ( )   b. ( )   c. ( )   d. ( )   e. ( )

 6.7 Location transfer opportunities ( )

  a. ( )   b. ( )   c. ( )   d.( )   e. ( )

6.8 Family satisfaction( )

a. (　)　　　　　　b. (　)　　　c. (　)　　　d. (　)　　　　e. (　)

6.9 Working Hours (　　)

a. (　)　　　　　　b. (　)　　　c. (　)　　　d. (　)　　　　e. (　)

6.10 Family Opportunities (　)

a. (　)　　　　　　b. (　)　　　c. (　)　　　d. (　)　　　　e. (　)

7. Please tick Yes or No if these factors influence quality work life balance in your organization

7.1 Fringe Benefits	Yes (　)	No (　)
7.2 Salary	Yes (　)	No (　)
7.3 Working Conditions	Yes (　)	No (　)
7.4 Company image in society	Yes (　)	No (　)
7.5 Retirement Benefits	Yes (　)	No (　)
7.6 Career Development	Yes (　)	No (　)
7.7 Supervision/ Management	Yes (　)	No (　)
7.8 Recognition and Reward	Yes (　)	No (　)
7.9 Job security	Yes (　)	No (　)
7.10 Loyalty towards the Company	Yes (　)	No (　)