

UNIVERSITY OF EDUCATION, WINNEBA

**ASSESSING THE IMPACT OF WORK-LIFE BALANCE AND
ORGANIZATIONAL CULTURE ON THE PERFORMANCE OF
EMPLOYEES OF NESTLE GHANA LIMITED.**



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DECLARATION

Student's Declaration

I, Bernice Ahlijah, hereby declare that this dissertation, with the exception of quotations and references contained in published works which have been identified and duly acknowledged, is the result of my own original research, and that no part of it has been presented for another degree in this University or elsewhere.

Signature:

Date:



Supervisor's Declaration

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines on supervision of Dissertation as laid down by the University of Education, Winneba.

Dr. B. B. B. Bingab (Supervisor)

Signature:

Date:

DEDICATION

This dissertation is dedicated to my parents, siblings and friends.



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All thanks to the Almighty God for his grace and mercy to accomplish this dissertation.

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ABSTRACT

The purpose of this study was to examine the impact of work-life balance and organizational culture on the performance of employees of Nestle Ghana Limited. The study falls within the quantitative research paradigm and used primary data. A survey research design was adopted in the study. A total sample of one hundred and ten (110) respondents were chosen for this study. A structured questionnaire was developed to collect the data. Data collected were analyzed using statistical software program Statistical Package for the Social Sciences (SPSS version 23.0). The results of the study indicates that there exist significant positive relationships between work-life balance, organizational culture and employee performance. However, the study also indicates that the linear combination of work-life balance and organizational culture have a significant positive impact on employee performance. It is therefore recommended that management of the organization should develop a more holistic culture that supports superior commitments to promote and aid employees in the work-life balancing process. It is further recommended that implementing strong supporting organizational culture and a better balancing levels of work-life among the employees should be of priority to managements and also seminars and other education forum should be organized to educate employees on the need for change or cultural value.



CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Human capital provides a competitive edge due to uniqueness; hence it is one of the resources that support the mission of an organization (Holland *et al.*, 2017). The value of human resources in organizational performance is based on numerous factors. Some of these factors are either directly or indirectly related to the organizational culture and leadership style (Al-Sada *et al.*, 2016). The enhanced competition for and scarcity of resources, among other factors, calls for more pragmatic approach approaches by the organizational managers and leaders to the task of satisfying their employees and increasing their commitment and work motivation.

According to MacIntosh and Doherty (2010), a myriad attempt to define the organizational culture has proven futile thereby, given room for people to define it based on their ideology and philosophy. Nonetheless, it is generally considered to be the shared values, beliefs and assumptions that exist among employees within an organisation that help guide and coordinate the behavior of organizational members (Lewis, 2020). Within an organisational setting, organisational culture is pervasive and powerful. For business, it has been found to be the glue that can bond employees to an organisation, and helps in achieving organisational objectives or what drives employees away.

The balance between work and family life has always been very hectic, yet, a very important and crucial thing to do in today's competitive and global world (Pahuja, 2017). In the life of a career woman, family responsibilities can be a restriction on her advancement through an organization, either if they inhibit time available for work-related tasks and activities or if they

are perceived by decision-makers to inhibit employees' commitment to their work. The problem of balancing work and family are major concerns for employees and employers. These problems may manifest themselves in the form of stress, absenteeism, turnover, lower job commitment, errors and ultimately, lower productivity which tends to cause great loss to the organization for which one is working (Cullen & Christopher, 2012).

Working parents, especially mothers, face many challenges each day, such as; caring for a sick child, getting involved with their children's school lives, helping them with their homework while meeting job demands and making sure of their wellbeing at all times (Rendon, 2016). In the same way, dual-career couples also experience the joy and satisfaction of raising children and participating in fulfilling roles in the workplace. The need to attain adequate balance with work and family life has been essential to the effective functioning in each of these areas.

According to Ayudhya, Prouska, and Lewis (2015), work-life balance refers to the effective management of multiple responsibilities at work, at home, and within the different aspects of life. Additionally, the concept can be described as a state of equilibrium in which the needs of each person's job and private life are equal. The spheres of balancing work and personal life are two of the most important elements in the life of women and can shape how the family and individual future can develop. A positive balance can mostly be developed when there is no conflict between work and personal lives and people are satisfied with the relationship they have between work and their overall personal life (Ayudhya, *et al.*, 2015).

Hoffmann-Burdzinska and Rutkowska (2015) also add that this balance between work and personal lives of women can be a critical aspect of many areas of an organisation such as management, sociology, organisational psychology and the well-being of its

employees. Therefore, a poor work-life balance can impact the employees' mental health, their commitment and productivity in work and conflicts in their personal lives and wellbeing in general (Zheng, Molineux, Mirshekary & Scarparo, 2015).

Some consequences of the inability to balance work and family demands are the increasing level of work-life conflicts experienced by employed mothers. Work-life conflict occurs when an individual has to perform multiple roles that require much time, energy and commitment. As per the family, interference with work occurs when family role responsibilities hinder performance at work. Example a child's illness can prevent a parent from going to work. Work is the exertion of effort and application of knowledge and skills to achieve a purpose. Most people work to earn a living by making enough money. But they also work because of the satisfaction it brings such as doing something worthwhile, a sense of achievement, prestige, recognition, opportunity to use and develop abilities (career progression), the scope to exercise power and companionship.

In the view of Sullivan and Mainiero (2008), the career paths and wellbeing of women are sometimes based on job satisfaction or fit. The Kaleidoscope Career Model (KCM) as used by Sullivan and Mainiero (2008) was grounded in the perception of a decision as affecting the outcomes of other decisions. For example, if the career was the focus, family and other personal decisions are deemed to be less important, and personal outcomes reflect the lack of focus in adverse ways. Sullivan and Mainiero (2008) added that women often leave the workforce for their wellbeing and family reasons; hence, traditional career-development models are geared toward men who are focused on organizational promotion. The lack of advancement opportunities for women, coupled with the low attention to career planning due to

family demands, hinder female workers from making decisions toward upward career mobility (Chugh & Sahgal, 2007).

In a study by Hertneky (2012), it was revealed that the organizational system had been traditionally structured to provide men with promotional opportunities, recognizing women as eventually leaving organizations for personal pursuits and therefore providing minimal promotional opportunities for this segment of the workplace population. For women, work-life conflict was identified in three major categories: (a) time invested in work that took away from time invested in family, (b) career coupled with family roles overwhelming female workers and diminishing their effectiveness within either or both roles, and (c) differences in work-life behavioral patterns (Aiswarya & Ramasundaram, 2012).

These assertions and findings made by Hertneky (2012), aid Aiswarya and Ramasundaram (2012) affirm the limited career progression levels of women especially women in the administrative setups of business and organizations. Women are therefore short-changed in the personal development later since they have to take care of the home, children and sometimes the whole family at large. These activities hinder most female employees from also taking up career progression steps such as professional development activities to equip them with certain career development skills and knowledge. For this reason, it becomes relatively important to investigate the impact of work-family balance and organizational culture on career progression among female employees of the Nestle Ghana Limited.

1.2 Statement of the Problem

Being a family person, mother and an employee is not quite simple a task to take on as female workers, especially in Nestle Ghana Limited. Women are known to be the

backbone of almost all homes in every community or society. Therefore, having to work in an institution that demands your utmost time and energy together with combining issues in the home can be a heavy burden. This is a heavy task because of the numerous activities involved in managing the home. Such activities in the home sometimes require higher attention of females, especially working mothers who have to balance their work and family lives to ensure they are effective and efficient (Aiswarya & Ramasundaram, 2012).

Most female employees at the Nestle Ghana Limited find themselves in this dilemma (Adom, Asare-Yeboah, Quaye, & Ampomah 2018). Female workers have to combine managing the home and having to put up their best at the workplace (Markwei, Kubi, Quao, & Attiogbe, 2019). Female employees most often than not, sacrifice a lot for their homes more than their career, hence their lower representation in top management. Workers who tend to balance their professional and personal lives are mostly touted or christened as not serious or fit for the job or lazy. Traditionally, female employees who show less concern to their personal life than professional life are given or had the opportunity to perform through the levels of their career at the disadvantage of those who always try to balance the two. Though work-life balance does not hope to achieve a perfect balance, it is currently believed to help in work satisfaction and career progression. However, some dispute this assertion as it more or less inhibits the performance of female employees in Nestle Ghana Limited.

Numerous scholars assert (Sachs & Blackmore, 1998; Li & Wang Leung, 2001; Watts, 2009) that female employees face, balancing their routine duties at home with that of the office as well as issues that relates to the culture of their organization which in turn affects their performance. Therefore, this study sought to explore the

extent at which work-life balance and organizational culture impact the performance of female employees in the Nestle Ghana Limited.

1.3 Purpose of the Study

The purpose of this study is to investigate the impact of work-life balance and organizational culture on the performance of female employees in the Nestle Ghana Limited.

1.4 Objectives of the Study

The study was guided by the following objectives:

1. To examine the relationship between work-life balance, organizational culture and performance of female employees of Nestle Ghana Limited.
2. To examine impact of work-life balance on the performance of female employees in Nestle Ghana Limited.
3. To examine the impact of organizational culture on the performance of female employees in Nestle Ghana Limited.

1.5 Research Questions

1. What is the relationship between work-life balance, organizational culture and performance of female employees in Nestle Ghana Limited?
2. To what extent does work-life balance affect the performance of female employees in Nestle Ghana Limited?
3. To what extent does organizational culture affect the performance of career progression of female performance in Nestle Ghana Limited?

1.6 Hypotheses

1. There exist a significant relationship between work-life balance, organizational culture and performance of employees of Nestle Ghana Limited.
2. Work-life balance has a significant positive impact on the performance of female employees of Nestle Ghana Limited.
3. Organizational Culture has a significant positive impact on the performance of employees of Nestle Ghana Limited.

1.7 Scope of the Study

The study focused on the impact of the impact of work-life balance and organization culture on the performance of female employees in Nestle Ghana Limited. Geographically, the study covered all the departments and sections of Nestle Ghana Limited in the Greater Accra Region of Ghana. An analysis of this study is made solely on all the female employees in the organization comprising of all the employees in all the departments and sections of the organization.

1.8 Significance of the Study

Findings from this study will portray the commitments, sacrifices of female workers and bring out the challenges they encounter as female employees working parity between their work-life and their family life. This study hopes to explore the needed support, either physically or emotionally to help in the performance of women in the Nestle Ghana Limited and to motivate them into attaining higher career heights. The study will help the society and the whole country as well, to better appreciate the effort women put in, in balancing their work with family life and consequently, enhance their performance.

The findings of this study should also be of significant interest to other professionals, such as social workers and therapists to help understand more in-depth, the struggles and difficulties working mothers go through while trying to find balance in their lives.

1.8 Organisation of the Study

The study is organised into five chapters; Chapter One which is the introduction of the study deals with the background, problem statement, objectives and research questions, hypothesis, the significance of the study, limitations of the study and finally, the organization of the study. Chapter Two concentrates on the literature review for the study. The literature focuses on the topic in detail, discussion of the various variables in the topic and make references to other materials that are related to it. The Third Chapter focuses on the methodology to be used for the research work. Data analysis and representation is discussed in Chapter Four whereas Chapter Five summarises the findings of the study, conclusion and makes recommendations on how the problem discussed in this study can be minimised.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the relevant scholarly views and arguments on work-life balance and organizational culture in an attempt to draw readers' attention to what has already been done on the topic, and the gaps in the literature that need to be addressed. The literature review draws on the following sub-headings: the concept and definition of work-life balance, work-life balance among female employees, organizational culture, employee performance, theoretical framework, and empirical evidence on the impact of work-life balance and organizational culture on employee performance. The theoretical model underpinning this study will also be discussed in this chapter. The discussion under this chapter will also include empirical review on the effect of work-life balance and organizational culture on employee performance that characterizes the performance of female employees in the real-world of work. Finally, the conceptual framework for this study is developed. Details of the sub-headings are discussed in the sub-sections below.

2.1 The Concept and Definition of Work-life Balance

The concept of work-life balance has attracted a great deal of interest in the academic literature due to the competing nature of the work demands and one's personal or family life (Sundaresan, 2014). In this line, work-life balance has been examined differently by scholars in different fields from different backgrounds and orientations. A study by Tomažević, Tatjana and Janez Stare (2014), conceptualizes work-life balance as finding the right fit between different aspects or endeavours of one's personal or family life. They also argued that work-life balance involves other

competing activities such as work, trade or vocation, profession which requires a variety of measures and good cooperation from all stakeholders; employees, employers, trade unions, local communities and the state. This means that work-life balance is very complex and pompous since it does not only relate to a challenge faced by an individual with respect to his or her personal life or family alone, but encompasses the challenges that emanate from the immediate and remote environment of a person in an attempt to achieve a fit between one's work roles, personal life and family roles. In the words of McMillan, Morris and Atchley (2012) and Tomažević *et al.* (2014), work-life balance has different conceptualisation depending on the context in which it is used. For example, work-life balance has been defined and used as synonymous in connection with terms such as career family altitude, work-life, work-family, work-family balance, work-family conflict, family-friendly benefits, work-life programs, work-life initiatives, work-family culture, boundary-crossing, work-life harmony (Atchley, 2012, Tomažević *et al.*, 2014; Littig, 2008).

According to Tomažević *et al.*, (2014) Work-life balance can be looked at from a narrow conceptualisation that draws primarily “on addressing the reconciliation of work and family lives to an expanded understanding including health care, (further) training and life-long learning, on-site childcare, emergency childcare assistance, seasonal childcare programs (such as Christmas break), eldercare initiatives (comprising referral programs, eldercare assessment, case management, local organizations or businesses that can help with information or products, or seminars and support groups), referral programs for care services, local organizations, flexible working arrangements, parental leave for adoptive parents, family leave policies, other leaves of absence policies such as educational leaves, community service leaves,

self-funded leaves or sabbaticals, employee assistance programs, on-site seminars and workshops (covering such topics as stress, nutrition, smoking, communication, etc.), internal and/or external educational or training opportunities, fitness facilities, or fitness membership assistance (financial) (Sundaresan, 2014) ”. They further explained that work-life balance can be contextualised from at least three social perspectives. Thus, increasing participation of women in the labour markets, demographic changes and corporate interest regarding flexible labour.

Littig (2008) opined that work-life balance has to do with the effective combination of professional roles with one’s private activities and aspirations. He contends that work-life balance illustrates the connection between paid job and work and the life we live outside the job someone performs. This implies that balance between work and family life is very critical for employment quality of work in this technology and globalised challenging business environment, hence merit investigation.

In the work of Sundaresan (2014), titled work balance -life-implications for working women defined work balance “as a balance between an individual’s personal life and professional life”. That is not to say that equal balance must be achieved between one’s professional paid work and personal life of a person outside the workplace. However, work-life balance in this context centres on the synchronisation of an individual's varied pursuits that may include family, work, leisure, social obligations, health, career and spirituality. This implies that an individual may have a number of striking activities to pursue for which some of these activities may require greater time and attention while others may demand little time and attention.

Consequently, prioritisation of these human activities becomes necessary to achieve a fine balance. Kshirsagar (2018) also defined the concept of work-life to include the

proper prioritization between work (career and ambition) and lifestyle (health, pleasure, leisure, family). This takes into cognizance the fact that employees at every level in an organization, whether parents or non-parents, face personal or family issues that can affect their performance on the job. Therefore, finding a good work-family balance is thus a critical issue for the well-being of children and society, as both poverty and a lack of personal attention can harm child development (Organisation Economic Cooperation and Development, OECD, 2008).

2.2 Work-Life Balance among Female Employees

Traditionally, females and for that matter women were recognised as housewives, nurturers and caregivers and were assigned with all roles related to maintaining home and managing family responsibility (Sundaresan, 2014) with their males counterparts been dubbed as the breadwinners of their families and society hence required to work and support the family and the society as a whole (Adisa, Mordi & Mordi, 2014). This is because the family is seen as the realm of affectivity, intimacy and significant ascribed relations, whereas, the work world is viewed as impersonal, competitive and instrumental rather than expressive (Sundaresan, 2014). However, this perception has changed since the introduction of technology and dawn of globalisation resulting in the change of the nature of work-force leading to an increase in the percentage of women as wage earners and women role as housewives has been rapidly declining (Kshirsagar, 2018).

Previous shreds of evidence (e.g., Duxbury & Higgins 1991; Adisa, Mordi & Mordi, 2014, Kshirsagar, 2018) have established that females or women have greater difficulty in balancing work and family than male counterparts. This is because women typically maintain major responsibility for the home and the family and professional paid work or employment.

The percentage of dual-earner couples is gradually increasing and for most women and men today, their work environment and the family have become the two important institutions in life. For instance, in the Ghanaian context, the 2000 census put the population of Ghana at 18.9 million out of which women make up about 50.52%. With an economically active population of 8.2 million (15 years and above), women account for approximately 50% of the labour force and are found in almost all kinds of economic activities in the economy; agriculture (including fishing and forestry), industry (manufacturing) and services (especially wholesale and retail trade) (Ghana statistical Service, 2010, Census). These changes in the workforce are accompanied by changes in values, creating a new emphasis on the balance between work-life and family life (Hall 1986). Work-life balance assumes great significance for women as they are virtually in two full-time jobs - one at home and the other at office. Working mothers often have to challenge perceptions and stereotypes that evolve as a working woman becomes a working mother (Adisa, Mordi & Mordi, 2014).

When a woman seeks a position of power within an organisation, she must consider the toll on other facets of her life, including hobbies, personal relationships and family. Most executive jobs require a substantial amount of time and effort, which a working mother may not be able to devote due to family obligations. So also, it may be nearly impossible for a working mother in a top management position to be the primary caregiver of her child (Kshirsagar, 2018). Women often find it more difficult to maintain balance on account of the competing pressures of work and demands at home. Working women have to carefully handle their personal balance and skilfully blend their roles, so as to optimise their potential in all quadrants of life.

A number of studies have been done in the area of work-life balance status among female employees in terms of factors or challenges on work-life balance. For example, Sundaresan (2014) investigates the factors affecting work-life balance among working women and the consequences of poor work-life balance using data obtained through a structured questionnaire administered to 125 randomly selected working women across organizations or institutions in Bangalore City. The result of the study revealed that a significant number of working women are experiencing difficulty in balancing work and family due to excessive work pressure, too little time for themselves and the need to fulfill others' expectations of them. Thus, they experienced job spill over into the home as they have to put in longer hours leading to high levels of stress and anxiety, disharmony at home, experiencing job burnout and inability to realize full potential. The findings of the study depict that a healthy work-life is critical in maintaining fine balance and make them smarter, healthier and happier in every facet of their lives.

Chowdhury, Hoque and Kabir (2015) did a study to investigate the work-life balance status of female garment workers in Bangladesh. The analysis of the study revealed that both family and job of female garment workers in Bangladesh are being affected due to work-life balance situation. But, familial life is more affected due to job. Thus, work interference with family is more of an issue than family interference with work for the female garment workers in Bangladesh. Moreover, the study suggests good salary, reduced workload, residential facility (near to workplace/factory), transport facility, childcare center, flexible working hours (rostered days off and family-friendly starting and finishing times) and child schooling facility for female garment workers of Bangladesh with a view to improve their work-life balance status. Similarly, Adisa, *et al.* (2014) investigate the challenges and the realities of work-

family balance among Nigerian female doctors and nurses in their hysteric efforts to balance their work and family obligations using semi-structured qualitative interviews conducted with 131 female medical doctors. The result of the study revealed a number of workplace and domestic problems that threaten female doctors and nurses in their quests for work-family balance. Consequently making work-family strife more pronounced among them. Further, Kshirsagar, (2018) in his study to examine the factors influencing the quality of life of married working women work-life balance in the service sector of Aurangabad, argues that many employed mothers carry the pains of their children crying at home till they return at home indicating separation anxiety; while father is stressed on the work spot resulting of their known negligence for their families and these problems have great influence on overall quality of life. Therefore, efforts should be made to balance among other things work and non-work family life. In that same study Kshirsagar, (2018) established that the work lives at their various workplaces were very poor. This is because they were stressed up due to the lack of work-life balance coupled with stretched working hours at work demanded by their employers.

Further, prior studies that have also examined the impact of work-life balance on working women or females in different contexts using different lens have shown mixed results. For example, Kinnunen and Mauno (2007) examine the impact of work-life balance on employee in four different sectors namely; municipal and social healthcare, manufacturing for exports, a bank and a supermarket using a sample size of 501 employees. The analysis of the data collected for the study revealed that interference from work to family was more prevalent than interference from family to work among both sexes. On the contrary, no evidence on gender differences in experiencing either work to family or family to work conflict was revealed. The result

of the study depicts that work to family conflict is more frequent than family to work conflict. Corroborating evidence by Rajadhyaksha and Velgach (2009), also established that women experienced significantly higher family interference with work as compared to men. But there were no significant differences between men and women in the experience of work interference with family. Similarly, a study by Wesley and Muthuswamy (2005) conducted on 230 teachers in an engineering college in India, revealed that work to family conflict was more prevalent than family to work conflict, thus indicating that permeability of work into family was more than permeability of family into work.

In a study conducted by Aryee, Luk, Leung and Lo (1999) examined the relationship between role stressors, inter-role conflict, and well-being and the moderating influences of spousal support and coping behaviors among a sample of Hong Kong Chinese employed parents in dual-earner and found that gender was negatively related to family-work conflict, suggesting that men did not experience as much family work conflict as women.

Also an investigative study conducted by Sethi (2011) on the perception of women employees working in Public sector banks and Private sector banks in North India on the factors that support to achieve better work-life balance using a quantitative data collected with the aid of five-point Likert scale questionnaire from 500 female bank employees. The analysis of data collected on the perception of the employees towards family support and organisational support revealed that family support and organisational support play an important role in maintaining work-life balance of women employees despite their different demographic profiles. In a similar vein, Allen (2001) using a sample size of 532 employees taken from a variety of

occupations and organisations in Florida, examined global employee perception with respect to family support. The result of the study revealed that family support responses related significantly to the number of family-friendly benefits offered by the organization, benefit usage, and perceived family support from supervisors. It was also revealed that family support mediates the relationship between family-friendly benefits available and the dependent variables of work-family conflict, affective commitment, and job satisfaction. Family support also mediated the relationship between supervisor support and work-family conflict. The results underscore the important role that perceptions of the overall work environment play in determining employee reactions to family-friendly benefit policies.

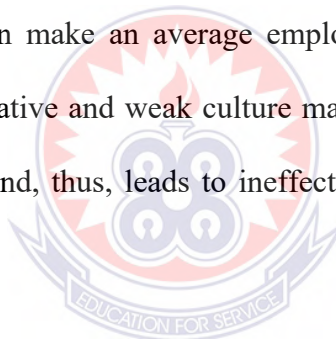
2.3 The Concept of Organizational Culture

Organizational culture has been defined by many scholars in many different ways. Apparently, Pettigrew (1979) who was the first to introduce the concept defined it as a system of meanings, shared by a certain group of people, composed of symbols, language, beliefs, ceremonies and legends. However, Peters and Waterman (1982) also summarized Pettigrew's definition as sum of values shared by members within the organization. In addition, organizational culture can be broadly defined as a system of values shared among employees, a set of assumptions to be taught and a fundamental feature that distinguishes one organization from another (Schein, 2010).

According to Goffee and Jones (1998), Daft (2005) and Adebayo (2011), organizational culture denotes the sharing of values and beliefs as well as acceptable behavioral norms by employees in solving organizational problems. In the words of Gorondutse and Hilman (2015), organizational culture has also been termed as a

collection of behaviors, attitudes, values, assumptions and beliefs of organizational members.

Accordingly, Ahmad *et al.* (2011) and Wallach (1983) divided organizational culture into three categories, namely: supportive, innovative and bureaucratic, as it is unseen, intrinsic and can involve informal perception, as well as innate feelings that motivate the actions, attitude or behavior of employees. Also, Daft (2005) and Cameron and Freeman (1991) contended that organizational culture is an invaluable resource for problem solving, competitive edge, implementation of new business strategies and realization of organizational objectives (Gorondutse and Hilman, 2015). To add up, Sadri and Lees (2001) and Larry *et al.* (2011) argued that a positive and high level of organizational culture can make an average employee become a high-performance employee, whereas a negative and weak culture may make an outstanding individual perform less efficiently and, thus, leads to ineffectiveness (Gorondutse and Hilman, 2016).



Thus, organizational culture has an active role and direct effect on the organizational performance of an organization (Al-bahussin and El-garaihy, 2013). Gorondutse and Hilman (2016) also discovered that organization with a supportive culture recorded superior performance above other cultural types. In addition, organizational culture has been described as a key determinant of firms' competitive performance and strategic directions (Gorondutse and Hilman, 2016) as well as a factor that makes business organizations unique. Likewise, researchers have established an association between organizational culture and performance (Melo, 2012; Adebayo, 2011).

2.4 Employee Performance

Generally, employee performance is measured by using two indicators, i.e., efficiency and effectiveness, where efficiency refers to financial viability such as profitability (Lashari & Rana, 2018). According to Yunis, Tarhini and Kassar (2018), employee performance means an appropriate use of resources in an effective and efficient manner. This concerns how an employee is able to achieve its goals. Even though employee performance has been considered in depth now but still remains debatable subject among organizational scholars (Hughes, 2018). However, it is generally measured in two dimensions, i.e., financial and non-financial. The financial dimension means has to do with profitability, return on investment (ROI), return on asset (ROA), return on sale (ROS), return on equity (ROE), stock price, export growth, sales growth, revenue growth, operational efficiency, market share and employee success (Santos, Belton, Howick, & Pilkington, 2018; Lashari & Rana, 2018). The Non-financial performance, on the other hand, measures employee performance in terms of employee commitment, job satisfaction, employee turnover, innovativeness, customer satisfaction, quality, and flexibility in resource utilization (Mjongwana & Kamala, 2018; Zuñiga-Collazos, Castillo-Palacio, Montaña-Narváez & Castillo-Arévalo, 2020).

From the perspective of Tzabbar, Tzafrir and Baruch, (2017), employee performance can be assessed either objectively or subjectively. According to them, measuring employee performance objectively has to do with using financial data provided by the organization; whereas, the subjective measurement calls upon the perception of the employees. Current research focuses on subjective approach by using the structured questionnaire and collects primary data from the respondents. Croteau and Bergeron (2001) proposed two dimensions to measuring employee performance, i.e., sales

growth and profitability on the basis of concept presented by Venkatraman and Ramanujam, 1986). This research focuses on the concept of Croteau and Bergeron (2001) and uses the two dimensional construct of employee performance, i.e., sales growth and profitability of the organization that the employee works for.

The surplus of revenue over expenses or the ability for a company to make a profit consistently is critical to the persistence of an organization (Drucker, 1954). Clearly, profitability was the primary employee performance dimension which is used as a dependent variable. Of over one hundred and fifty (150) articles reviewed, 70% included a profitability variable as at least one of the dependent employee performance measures. Growth was the second most common performance dimension used to measure overall employee performance. Growth has long been considered a critical and distinct component of employee performance (Drucker, 1954; Venkatraman & Ramanujam, 1987). Capon, Farley, and Hoenig (1990) found, using a meta-analysis of performance-related studies, that sales growth rate was a generally accepted performance indicator. They found that sales growth is positively and robustly associated with other measures of firm financial performance.

2.5 Challenges Women face Balancing Work and Family Lives

In a study conducted by Mills & Taht (2010), women who had varying work schedules reported increased levels of relationship dissatisfaction with their spouses. The respondents reported that relationship satisfaction was attributed to a lack of companionship and unequal distribution of household duties due to both partners having conflicting schedules (Mills & Taht, 2010). Married women with children often ended up with a larger share of the household duties despite the fact that they also worked full time outside of the home (Matheson & Rosen, 2012). Childcare

responsibilities were one of the factors that women reported made them feel unbalanced and affected their emotional well-being (Matheson & Rosen, 2012).

Panda, Pradhan, and Mishra (2013), asserted that the key to achieving a work-life balance is to first define success. In order to define success, one must clarify their self-values and purpose in order to measure what they accomplish (Panda, Pradhan, & Mishra, 2013). A successful work-life balance depends on focus and the resolution to live a life with purpose and one that matters. Individuals who report having an optimal work-life balance are organized and have learned to delegate and prioritize their responsibilities (Panda, Pradhan, & Mishra, 2013). While they may feel pulled in various directions at once, they have learned to manage their stress in a way that is congruent with their values (Panda, Pradhan, & Mishra, 2013).

Self-regulation plays a huge part in the ability to maintain a work-life balance as well as having the ability to managing the boundaries of work and home while still remaining flexible (Mellner, Aronsson, & Kecklund, 2014). Individuals who have the ability to change their work schedules in order to meet the demands of their family are more likely to report having a better work-life balance (Mellner, Aronsson, & Kecklund, 2014). Johnson (2014), asserted that the first step in achieving a work-life balance was taking responsibility for one's life and setting boundaries around work. This included not working late hours and putting work completely aside when it was time to spend time with one's family.

More employees are working from home and are experiencing a different set of challenges as they navigate the challenges of privacy and peace with fulfilling work responsibilities. Individuals make the choice to work from home in order to play a more active role in their families and to have increased flexibility (Krasulja,

Blagojevic, & Radojevic, 2015). However, working from home can have its own set of challenges to achieving a work-life balance as employees can be under increased pressure to maintain their job performance (Krasulja, Blagojevic, & Radojevic, 2015). An optimal work-life balance also depends largely on the quality of one's interpersonal relationships (Murthy, 2014).

High levels of work conflict play a huge factor in one's quality of life and also work-family conflict (Md-Sidin, Sambasivan, & Ismail, 2010). Having a successful professional relationship with colleagues and supervisors as well as with one's spouse and immediate family members can reduce stress (Harvard Health Publications, 2010).

Successfully navigating interpersonal relationships at work and home can also positively influence the development of coping strategies that contribute to one's emotional health and well-being. In contrast, relational conflicts in the spheres of work and home can increase frustrations and cause one to emotionally detach from others (Murthy, 2014). Martinson (2016), asserts that leaders can support the work-life balance of their employees by focusing on output, reducing drama at the workplace, and encouraging workers to take frequent vacations to decrease burnout.

2.6 Theoretical Framework

This study draws on the work-family border theory (Clark, 2000) as the theoretical basis to explain work-life balance among female administrators of the Nestle Ghana Limited. This theory seeks to explain how individuals balance work and home by reducing role conflict and crossing the borders between these life realms, e.g. receiving family-oriented phone calls at work or taking business calls at home

(Powell, 2018). The theory operates on the assumption to suggest that when the boundaries between the work and family microsystems are sufficiently permeable and flexible, processes occur whereby aspects of the work and family domains influence each other (Powell, 2018).

Clark (2000) in his work argues that work and family life are two distinct elements having different rules and responsibilities that are unique and distinct from each other. This implies that individuals frequently cross the borders of work and personal or family life in order to adapt to the responsibilities of work-family life (Clark, 2000). An individual can achieve work and family or personal life balance if the person is able to navigate successfully through separate demands of both work and family or personal life. The theory stipulates that an individual with a high degree of competence and influence to successfully navigate through the differing demands of work and personal life is most likely to achieve a balance between these differing realms of responsibilities (Clark, 2000). In this regard, work and personal or family responsibilities are physically isolated but interconnected or intertwined spheres of activities.

An earlier study by Powell (2018) that adopts the work-family border theory (Clark, 2000), confirms that assertion of Clarke (2000) that the theory exhibits a spillover effect and that an inverse balance exists between work and family taking into consideration task and culture. This is to say that different individuals invest different levels of time and effort in their work and family lives in order to make up for what was missing in the other (Clark, 2000). According to Powell (2018), spillover theories related to work-life balance were very limited and tended to focus on the emotional

link between work and family while neglecting to explain the impact of social, physical, and behavioral links (Clark, 2000).

However, the consensus with these theories and work-family border theory is that the spheres of work and family have a high level of influence on each other and that ignoring one at the expense of the other will result in a negative outcome (Clark, 2000). The purpose of work-family border theory is to provide a solution to rectify the gaps of previous theories related to work-life balance. Clark (2000) likened their differences to that of two countries with separate languages and traditions. In order to manage effectively, individuals must build bridges and make daily transitions as well as tailoring their focus and goals to meet the demands of both spheres of work and home (Clark, 2000). The cultures of work and family are different with cheerfulness and friendliness reported as a goal for work; and responsibility and capability were reported as a goal for home (Clark, 2000).

Traditions at home tend to be more information and relationships centered, while traditions in the workplace are formal and tend to be performance-based (Clark, 2000). The culture between the two is also different as well with professionalism taking precedence in the workplace over relationships. In contrast, interpersonal relationships make up a lot of the culture within the home (Clark, 2000).

The premise border used in this theory centers on time and psychological borders of rules and behavior patterns that can be appropriate for one sphere but not the other (Clark, 2000). However, it is not uncommon for the type of psychological permeability between borders. An example of this is when one becomes upset or stressed with an issue at work and in turn responds in anger when faced with conflict in the home due to the ongoing stress at work (Clark, 2000). In addition, flexibility is

necessary between the two spheres as individuals may work from home or be called away from their workplace in order to address a family emergency (Powell, 2018).

Clark (2000) cited in Powell (2018), identified 8 propositions associated with work-family border theory. These are listed below.

- a: When domains are similar, weak borders will facilitate work/family balance
- b: When domains are different, strong borders will facilitate work/family balance
- When the border is strong to protect one domain but is weak for the other domain, individuals will have: (a) greater work-family balance when they primarily identify with the strongly bordered domain; and (b) lesser work-family balance when they primarily identify with the weakly bordered domain.
- Border-crossers who are central participants in a domain (i.e. who have identification and influence) will have more control over the borders of that domain than those who are peripheral participants.
- Border-crossers who are central participants (i.e. who have identification and influence) in both domains will have greater work/family balance than border-crossers who are not central participants in both domains.
- Border-crossers whose domain members have high other-domain awareness will have higher work/family balance than border-crossers whose domain members have low other-domain awareness.
- Border-crossers whose domain members show high commitment to them will have higher work or family balance than border-crossers whose domain members have shown low commitment to them.

- When work and family domains are very different, border-crossers will engage in less across-the-border communication than will border-crossers with similar domains.
- Frequent supportive communication between border-keepers and border-crossers about other-domain activities will moderate the ill effects of situations that would otherwise lead to imbalance (p. 765). Individuals cross the borders of work and family daily and must learn to seamlessly transition between the culture, language, responsibilities, and traditions of each sphere (Clark, 2000). Work-family border theory is a way to achieve a better balance between work and family obligations and empower individuals to successfully navigate the two spheres of work and family (Clark, 2000).

2.7 Empirical Evidence on Work-Life Balance and Personal Life among Females

According to Chittenden, and Ritchie (2011), “the dimensions to a full life, include our inner lives, our families, our work, our community, and our spirituality. For that matter, women or female professionals face competing demands between work and personal life making it difficult to make choices each day”. In this regard, Rehman and Roomi (2012), argue that maintaining a balance between professionally paid job and personal life is one of the critical factors the drives women towards employment and entrepreneurship in the twenty-first century. Consistent with Rehman and Roomi (2012) assertion, Bharathi. Mala and Bhattacharya (2015), note that organisations should incorporate work-life balance policies and flexible working arrangements such as flexitime in their organisational policies as a mechanism for reducing the stress and frustrations that employees face due to imbalance between demands and personal life demands. Thus, most women preferred flexible timing, and supportive spouse, family,

and friends as well as an environment conducive for work at the office. They also argue that the best fit between striking work life and personal or family life promotes job satisfaction, organizational commitment and career achievement (Marcinkus, Whelan-Berry, & Gordon, 2007, Baral, 2010).

Further, evidence also indicates that maintaining the best fit between work life and personal or family life leads to a positive and healthy association between a person's personal life and professional life (Pahuja, 2017). This a strategy in the twenty-first century that is geared towards maintaining harmonious work-family life conflict and reducing the imbalances in the life of both the gender, for all professionals working across all levels arising from the increased work pressures, competition, changing customer demands, globalization, and technological advancement.

Even though both genders need to achieve a balance between the personal and professional lives, women are traditionally acknowledged in the literature to have the difficulty in making tough choices in an attempt to manage work and personal-family life responsibilities (Pahuja, 2017). He explained further that long hours spent by women in their professional or paid works to fulfill their needs have direct competing effect on how they manage their personal lives and home responsibilities nowadays, making it difficult for them to complete the household responsibilities. For example, personal life can also be demanding if a woman has a kid or aging parents. Working women families often have at least one female who usually works extra hours or works in the evenings. Females in the workforce is now a significant and ongoing pressure group calling for flexibility at work. Work-life imbalance can lead to absenteeism from work, creating stress and lack of concentration at work. The issue of work-life balance is increasingly becoming important as families are increasingly

becoming nuclear and dual earners. Stress and other conflicts are increasing because of increasing and changing demands of organisation as well as increasing responsibilities of families.

Chittenden and Ritchie (2011) also argue that achieving a balance between personal life and professional life has been one of the topmost agenda and forefront of public debate and research, this is because they lack sustained work-personal or family life balance can lead to feelings of frustration, inadequacy, and guilt. Palliative care physicians may find this balance particularly difficult due to the nature of their work: caring for patients and families who are often suffering and in crisis. Hence, research attention should be given to work-personal or family life balance in order to identify challenges and strategies that may hinder or promote work-life balance.

Prior studies on the impact of work-life balance on personal life among females have been a long time in the academic literature. However, cursory and critical look of the evidence depict that different lens has been used to investigate work-personal life but the results are inconsistent, mixed and fragmented finding blurring our understanding of the issue that is been considered under this section. For example, Goyal and Arora (2012) used a sample size of 120 teachers in different educational institutions to examine the impact of work pressures and family life and expectations on employee commitment in the United Kingdom. The result of the data analyzed revealed that factors such as negative attitude of family, family commitments, health issues, long working hours, meetings, workload created an imbalance in their personal and professional lives. Also, prior studies (e.g, Miryala & Chiluka, 2012) that examined the elements of work-life balance among professional teachers concluded that education institutions should design work-life balance policies and programs for the

teaching community. Despite the recommendation by Miryala and Chiluka (2012), Devi and Pandian's (2011) analysis on the problems faced by women teachers found that no separate policy for work-life balance in their school has been implemented and majority of them were doing schoolwork at home. Again, a study conducted by Soi and Massey (2011) to examine the concept of work-life balance and its impact on employment relations and productivity of the employees revealed that majority of the respondents were not happy with the shape that their lives have taken recently due to imbalance that has crept in their work and life.

Finally, a study conducted by Pahuja (2017) to analyse the work-life balance of working parents of the educational sector and its impact on personal and professional lives of working parents in Delhi. The study used a sample size of 150 faculties from 10 universities. The result of the study revealed that there is significant positive correlation between work-life balance and parents' personal lives and professional lives. The result depicted that there exists a significant positive relationship between work-life balance and parents' personal lives.

2.8 Empirical Evidence

2.8.1 Work-Life Balance and Employee Performance

Amponsaa-Asenso (2018) did a study to investigate the barriers of women's performance and progression in the accountancy profession in the Kumasi Metropolis. The study employed a descriptive research design. Questionnaires were used to collect data from 48 accountants who occupied different portfolios in the Metropolis. The result of the study revealed that most of the female accountants pursue a career in accounting due to their educational background. It was also found that the pay or salary was the least reason for most females wanting to go into the field of

accounting. Again, it was identified that most female accountants are not able to progress because of factors such as childcare and family responsibilities, discrimination in promotion, poor work environment, and long hours of work and heavy workload or paperwork. Lastly, the study revealed that the female accountants' commitment to the job is greatly influenced by workplace incentives like maternity leave, retirement benefits, and regular performance appraisal. In a similar vein, Lindawati and Smark (2015) examined the barriers to women's participation in the accounting profession in Indonesia identified the following. The analysis of the data revealed that social norms were repeatedly mentioned as barriers to full professional engagement by the women interviewed. Consistent with the above studies, Yet-Mee (2013), conducted a study to examine the barriers that hinder the career advancement of female employees in manufacturing companies in Klang Valley area in Malaysia. The study used 162 questionnaires completed by the respondents to do the analysis. The finding of the study revealed only work-life balance as a predictor barrier to women's career advancement.

Acheampong (2013) conducted a study to investigate work-life balance practices at Kwame Nkrumah University of Science and Technology (KNUST) and how it affects the performance of female lecturers. The study used both qualitative and quantitative methods to collect data from respondents. The study revealed that there are a number of work-life balance policies at KNUST such as maternity leave and part-time work. The study also revealed that a positive relationship exists between work-life balance policies and career progression among female lecturers at KNUST only if the policies were effectively implemented. It was also found that the support of family members plays a positive role in female lecturers' ability to balance work and life demands and career progression. The responses received from the study in connection to challenges

faced in combining work and family life revealed that indeed female lecturers face a lot of challenges such as missing lectures because of childcare. It was therefore recommended that the management of KNUST should make a conscious effort to implement policies such as job share, compressed working hours and paternity leave. These policies will go a long way to facilitate the balance between work and life and consequently, help female lecturers to achieve their career goals and/or progression.

Konrad and Mangel (2000) argue that females are at greatest risk for high work to family interference differs from those most at risk for high role overload. They added that women are more likely than men to report high role overload, men are more likely to report high levels of work to family conflict. This accounts for the reasons why many men, placed family ahead of work continues to be deemed a “career-limiting move”. Corroborating evidence that supports Konrad and Mangel (2000), Eaton (2001) also contends that married employees are at greater risk of high work to family interference than those who are single, the differences between parents and non-parents is not as marked as the one observed with respect to role overload.

While those with pre-schoolers tend to experience the highest levels of overload, high interference from work to family appears to peak when children are in school but cannot legally be left alone and unattended. Employees with eldercare responsibilities also appear to be at high risk of experiencing high work to family interference.

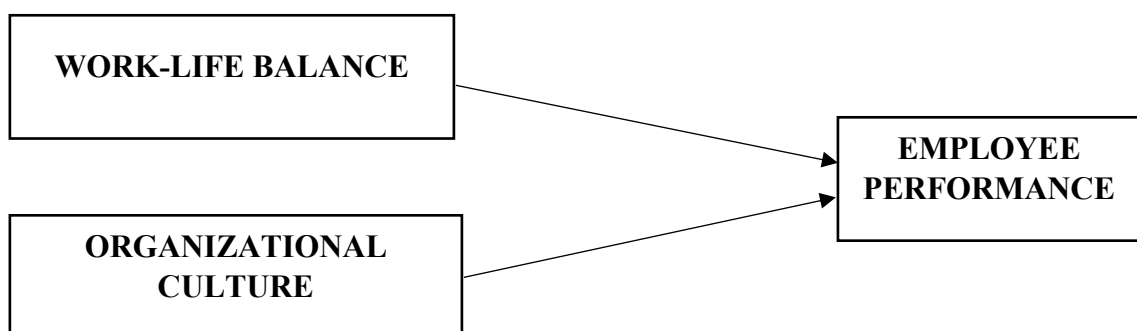
2.8.2 Organizational Culture and Employee Performance

A study conducted by Rasool et al, (2012) indicates that all employees who are looking for next move actually look for some meaningful and relevant work. According to the researchers, employees can get more success in the organization if

policies are employee-driven, there must be support by the culture of the organization, not employee-exclusive. In order to have implemented employee driven policies, managers have extensive knowledge about behavior of employees and these policies must be well positioned to support career development of employees.

In a similar vein, Bellou (2010) postulates that certain employees who recognize specific organizational traits as amplifiers of career progression. These amplifiers are equableness in all employees, personal growth opportunities, motivation and enthusiasm for good reputation within the organization. Aggressiveness element, seems to be job confinement element for employees. He further suggested that by incorporating these findings in organization culture overall level of job satisfaction of their employees will eventually increase. Accordingly, the organization can retain maximum no of talented employees and lesser to loose talented individuals. Accordingly, Woods (2011) argue that the organizations and their organizational cultures do not have correlation to celebrate diversity at workplace and to an extent lead to career progression. He further states that strong steps should be taken to remove covert and overt practices in the organizations. From the literature the operation of promotion policies in many organizations is an area which often has unclear set of criteria attached.

2.9 Conceptual Framework



Source: Author's Construct (2021)

The diagram above demonstrates the association between both work-life balance and organizational culture and performance of female employees of Nestle Ghana Limited. This framework was designed in line with the work-family border theory (Clarke, 2000) as the theoretical lens of this study. The theory suggests that when the boundaries between work, family and organizational culture microsystem are sufficiently permeable and flexible (organizational culture and work-life balance) is achieved and this positively influences employee performance.

2.10 Summary of the Chapter

The study aims to investigate the impact of work-life balance and organizational culture on the performance of female employees of Nestle Ghana Limited. It draws on the work-family border theory (Clark, 2000) as the theoretical basis to explain work-life balance and organizational culture among female administrators of Nestle Ghana Limited. The literature review focused on prior studies on the impact of work-life balance and organizational culture on career progression. However, cursory and critical look of the pieces of evidence depicts that different lens has been used to investigate work-personal life and organizational culture but the results are inconsistent, mixed and fragmented finding blaring our understanding of the issue that is been considered under this section. Again, a glance review of the literature indicates that context is important in carrying out a study of this nature because culture and region may play a critical role in understanding a context-specific. For example, Chittenden, and Ritchie (2011) also argue that achieving a balance between personal life and professional life has been one of the topmost agenda and forefront of public debate and research, this is because they lack sustained work-personal or family life balance can lead to feelings of frustration, inadequacy, and guilt. Hence, research attention should be given to work-personal or family life balance in order to

identify challenges and strategies that may hinder or promote work-life balance. It is against this background that this particular study seeks to investigate the impact of work-life balance and organizational culture on performance of female's employee in Nestle Ghana Limited.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The purpose of the study is to investigate the impact of work life balance and organizational performance on the performance of female employees of Nestle Ghana Limited. Therefore, this chapter describes how the study was conducted. It defines the choice of study approach and design that was used in undertaking the study. It covered issues such as research design, population, sample and sampling procedure, instrumentation, and data collection procedure and data analysis. Finally the chapter describes the ethical consideration issues of the study for addressing anonymity, confidentiality and other ethical issues in any systematic research inquiry.

3.1 Research Design

This chapter provides a detailed discussion of the methods employed in an attempt to empirically support and test the research hypothesis. An empirical study was conducted to achieve the objectives. The study falls within the quantitative research paradigm and used primary data. To address the research problem, a survey research design was adopted in the study. Thus, the research design adopted was causal and descriptive in nature. As the effect of work life balance and organizational performance on working female employees' was analyzed. A questionnaire was designed and used to collect data in a cross-sectional field survey. The main reason for using this approach was its cost-effectiveness. It was quick and easy, saving time and money as all respondents were available in an office situation. A data set was constructed from the data collected with the questionnaire. The use of questionnaires for data acquisition had the benefit of a highly structured approach and the

controllability of large data samples. As the objective of this study is to investigate the challenges female employees encounter balancing their work and family lives and organizational culture, and how it impacts on performance by applying parametric statistics (correlation and regression). This study concerns the causal relationships between work life balance, organizational culture and employee performance in Nestle Ghana Limited.

3.2 Population

Population is defined by Creswell, (2005) as a group of cases or elements either individual, objects or events, that share specific feature(s) which is of interest to a researcher. The population of a research is said to be all the members who meet the particular criteria specified for a research. By these definitions, it can be said that a population is the set of people or objects a researcher would want to generalize his or her findings to.

For the purpose of this study, the target population of this study consists of all female workers in Nestle Ghana Limited. The rationale behind this population is that, these employees are directly involved in all the activities and processes from the procurement and supply of raw materials through to the manufacturing of final goods by the various companies. To ensure inclusivity and diversity, workers in the various departments in the organization were targeted. This is to ensure a homogeneous representation of respondents. The target population is One hundred and eighty (180) employees.

3.3 Sampling Technique and Sample

Sampling is the process of choosing from the total universe a sizeable unit out of the lot that bears the same number of traits as the rest chosen (Sauders, Lewis & Thornhill, 2016). It is believed that the units poses the same unit trait as such, the outcome of the entire population.

This study adopted a simple random sampling method for data collection. This technique was selected because it gives respondents within the institutions or the selected sample equal chance of being selected and also aids in accurate results and valid analysis. The research sample consists of purely female employees from all the departments of the organization.

The sample size required for the study was determined following the Krejcie and Morgan (1970) formula to determine the sample size for this particular study. This formula is represented as: $s = X^2 NP (1-P)/d^2 (N-1) + X^2P (1-P)$. Where: s = required sample size; X^2 = the table value or chi-square for 1 degree of freedom at the desired confidence level ($3.841 = 1.96 * 1.96$); N = the population size; P = the population proportion (assumed to be 0.50 since this would provide the maximum sample size); d^2 = the degree of accuracy expressed as a proportion (0.50). Therefore, basing on the total estimated staff strength of 165; the sample size of the study will be determined as; $123 = 3.841^2 * 180 * 0.50 (1-0.50)/ 0.50^2 (180-1) + 3.841^2 * 0.50 (1-0.50)$. Adopting Krejcie and Morgan (1970) formula, a sample size of one hundred and twenty-three (123) employees were adopted for this study. The justification for this sample size was for the researcher to be able to get a more reliable and accurate data to achieve the purpose of the study.

3.4 Measurement Instrument

3.4.1 Work-life balance

Work life balance was assessed using the Work-Family Conflict Questionnaire by Kopelman Greenhaus and Connolly (1983). In an article by Irungu (2017), published in the highly respected journal, the author developed a scale for measuring the effect of work-life balance on employee performance by utilizing the theory of work-family border theory. Sample items include *“I have to put off doing things at work because of demands on my time at home”* and *“The demands of my work interfere with life-related activities”*. The responses were anchored on a 5-point Likert-type scale ranging from the numerals 1 (strongly agree) to 5 (strongly disagree). The Likert-scale method was used because of its accuracy and reliability (Ling, Piew, and Chai, 2010). And, the questionnaire was deemed to be relevant for the research hypothesis and adapted to the specific context of this research study. Hence, this study adopted one type of questionnaire from Thomas & Ganster (1995); Irungu (2017) to collect data from the respondents.

3.4.2 Organizational Culture

Organizational culture was assessed using a 7 item-scale adapted from the Wallach (1983) 24-item. Wallach (1983) classifies organizational culture as innovative, supportive and bureaucratic, each of which entailing eight items. Sample items include *“In my organization, all departments have high degree of cooperation”* and *“My organization respond well to its competitors and changes in the business environment”*. The responses were anchored on a 5-point Likert-type scale ranging from the numerals 1 (strongly agree) to 5 (strongly disagree). The Likert-scale method was used because of its accuracy and reliability (Ling, Piew, and Chai, 2010). And,

the questionnaire was deemed to be relevant for the research hypothesis and adapted to the specific context of this research study.

3.4.3 Employee Performance

Employee performance was assessed using a 12-item scale adapted from Tiwan's (2011). Sample items include "*I complete my work within the time allocated*" and "*I work overtime to complete my tasks*". The responses were anchored on a 5-point Likert-type scale ranging from the numerals 1 (strongly agree) to 5 (strongly disagree). The Likert-scale method was used because of its accuracy and reliability (Ling, Piew, and Chai, 2010). And, the questionnaire was deemed to be relevant for the research hypothesis and adapted to the specific context of this research study.

3.5. Measurement Tool

The questionnaire is structured into four (4) sections and features twenty-nine items. The first section thus, section **A** (5 items) examines the respondents' background with regard to age, level of education, marital status, job position and number of working experience. The preceding section **B** (7 items) focuses on items which measures organizational culture. The followed up section **C** (5 items) focuses on items which are evaluating the respondents' work-life balance. The next section, section **D** (12 items) looks at the respondents' employee performance.

3.6 Method of Data Collection

The researcher prepared a total of one hundred and fifty (150) questionnaires due to financial and time constraints. A total of one hundred and fifty (150) questionnaires were circulated among the departments. The researcher personally administered the questionnaires and gave out relevant information and clarifications to the respondents

after receiving approval to conduct this study from the head of the human resource department.

Permission was taken from the administrators from the offices and departments and respondents were met by the researcher personally to administer the questionnaires so as to get a first-hand (primary) data. Respondents were given a period one week to complete the questionnaires due to time constraints.

3.7 Method of Data Analysis and Presentation

This chapter was devoted to the analysis of data gathered from the research. In all, one hundred fifty (150) questionnaires were distributed to respondents in the sample population. The researcher expected to receive a total number of one hundred and fifty (150) questionnaires which was considered for the study. Each question in the questionnaire had five optional answers:

- i. Strongly disagree
- ii. Disagree
- iii. Neutral
- iv. Agree
- v. strongly agree

The data that was received from the respondents was analysed with the help of statistical software program Statistical Package for the Social Sciences (SPSS).

3.8 Ethical Considerations

General agreements among researchers need to be reached about ethical research considerations. This section briefly outlines some of these broadly agreed-upon norms in ethical research. In doing so, this section explains the most important aspects of ethical research and how these aspects were operationalized and will be included in the current research study. Van Wijk, and Harrison, (2013) generally accepts the ethical rights of a participant to be: the right to privacy and voluntary participation; anonymity and confidentiality. Participation in research often disrupts the subject's

regular activities and can possibly invade the person's privacy (Choy, 2014). Participation in research must be voluntary and participants must have the option to refuse to divulge certain information about them. Research often requires participants to reveal personal information that may be unknown to their friends and associates (Van Wijk & Harrison).

Many people are, however, prepared to divulge this information of a very private nature on condition that their names are not mentioned (Watts, 2009).

The researcher cannot generalize the sample survey findings to an entire population unless a substantial majority of the selected sample actually participates (Van Wijk & Harrison).

In terms of the present study, the relevant organization is going to be very forthcoming with confidential information and assistance and an agreement will be reached between the researcher and the authorities that, the research data would be used solely for the purpose of the research, and should the researcher wish to publish the thesis, the organization would be consulted. Agreement will be reached with the organization's Human Resource Manager that no information would be made public without his prior consent, and afterwards he will be provided with the opportunity to view the findings of this research.

If revealing their survey responses would injure them in any way, adherence to this norm becomes more important. A respondent may be considered unspecified when the researcher cannot recognize a given response with a given respondent (Van Wijk & Harrison).

Generally, anonymity does not constitute a serious constraint on research, as most researchers are interested in group data rather than individual results. The thought of

anonymity can be easily overcome by ignoring the names of the participants or classifying the respondents by a code instead of by name (Choy, 2014). In this research study, possibility of anonymity of the respondents will be taken into consideration, as the respondents' details will somewhat unknown to the researcher.



CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.0 Introduction

The Section presents the descriptive (arithmetic mean and standard deviation, skewness and kurtosis) and inferential statistics of the variables; correlation and multiple regression results. The alpha level of 0.05 was used to test the significance of the correlation and multiple regressions of all the values. Although a total of one hundred and thirty (130) questionnaires were administered to employees of the Nestle Ghana Limited, (20) had to be rejected due to shortfall in respect of information needed, leaving the researcher with a total of 110 questionnaires representing a response rate of 84.6%. A sample size of this magnitude is good for data analysis since more than 80% of the administered questionnaires were retrieved (Opoku & Adu, 2016). The following sub-sections of the study concentrate on the interpretation and discussion of results based on statistical evidence and literature on the study objectives.

4.1 Respondent profile

This section of the study presents the preliminary analysis of the profile of the respondents sampled for the survey. The biographic data reflects the profile of the respondents in terms of their age, level of education, marital status and family size.

4.2 Demographics

Table 4.1: Summary of Frequencies and Percentages of Demographics

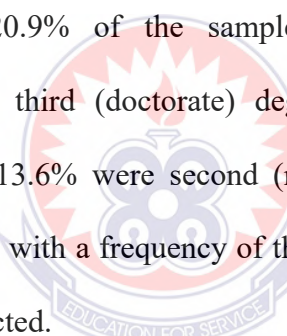
Variables	Frequency	Percent
Age		
Below 20	2	1.8
20-39	31	28.2
30-39	45	40.9
40-49	21	19.1
50-59	11	10.0
Level of Education		
Diploma	13	11.8
Higher National Diploma (HND)	23	20.9
Bachelor's Degree	39	35.5
Masters	15	13.6
Doctorate	20	18.2
Marital Status		
Single	35	31.8
Married	65	59.1
Divorced	10	9.1
Working Experience		
5 years and below	23	20.9
6 – 10 years	29	26.4
11 – 15 years	17	15.5
16 years and above	41	37.2

Source: Field study (2021)

From Table 4.1, it can be seen that out of the total valid questionnaires used for the analysis, respondents' ages ranged from 'below 20' to '50-59' years. The most frequent age range was 30-39 with a frequency of forty-five (45) representing 40.9% of the total sample under study. This shows that most of the respondents who

participated in this study fell within the age bracket of 30 to 39. The next highest frequent age range was 20-29 years with a frequency score of thirty-one (31) representing 28.2%, followed by those between 40-49 years with a frequency of twenty-one (21) representing 19.1%, then those between 50-59 years with a frequency of eleven (11) representing 10.0% and lastly those below 20 years with a frequency of two (2) representing 1.8% of the entire sample population.

With regards to the level of education, out of the one hundred and ten (110) valid questionnaires obtained, it was revealed that the majority of the respondents under study were first (bachelors) degree holders with a frequency of thirty-nine (39) representing 35.5%. Followed up by HND holders with a frequency of twenty-three (23) which represents 20.9% of the sample. Then twenty (20) respondents representing 18.2% were third (doctorate) degree holders, whereas fifteen (15) respondents representing 13.6% were second (masters) degree holders and finally diploma certificate holders with a frequency of thirteen (13) representing 11.8% as at the date the data was collected.

The logo of the University of Education, Winneba, is a circular emblem. It features a central shield with a book and a lamp, surrounded by a sunburst pattern. The text 'UNIVERSITY OF EDUCATION, WINNEBA' is written around the top inner edge, and 'EDUCATION FOR SERVICE' is written around the bottom inner edge.

Concerning marital status, majority of the respondents are married women with a frequency of sixty-five (65) representing 59.1%. Followed by single (unmarried) women with a frequency of thirty-five (35) representing 31.8% and subsequently divorced women with a frequency of ten (10) representing 9.1% of the population of the study.

Finally, with the issue of the working experience of the respondents, majority of the respondents indicated that they have worked for 16 years and above with a frequency of forty-one (41) representing 37.2% of the study population. Followed by those who have worked between 6 to 10 years with a frequency of twenty-nine (29) representing

26.4%. And then, those who have worked for 5 years and below with a frequency of twenty-three (23) representing 20.9% and lastly those who have worked between 11 and 15 years with a frequency of four (17) representing 15.5% of the study population.

Table 4.2 Summary Description of Demographics

	Mean	Std. Deviation	Skewness	Kurtosis
Age	32.07	.974	.398	-.443
Level of Education	3.05	1.248	.097	-.850
Marital Status	1.79	.665	1.025	3.814
Working Experience	3.82	1.763	.391	-.129
Wok-Life Balance	4.34	.820	-1.072	.286
Organizational Culture	3.99	.470	.226	-.795
Employee Performance	4.06	.518	.055	-.353
Valid N (listwise)				

Source: Field study (2021)

Table 4.2 shows that the mean age was 32.07 which indicates that the average age of an employee of Nestle Ghana Limited that took part in the study was 32 years old. Also, the study reveals that an average employee who took part in the study is a first (bachelors) degree holder. Again, the results show that most of the respondents in the study have worked for 16 years and above. The results in Table 4.2 further show a mean mark of 4.34 for work-life balance which suggest that the respondents understudy agreed to the fact that there is a need for balancing their work with their

personal life. Similarly, the mean mark of 3.99 for organizational culture and employee performance shows that the respondents agreed that organizational culture plays a role in their performance. Finally, the mean mark of 4.06 for work life balance and organizational culture shows that the respondents agreed that work schedules play a role in their personal life.

4.3 Reliability

Table 4.3 Reliability Statistics

Variables	Cronbach's Alpha	Cronbach's Alpha	Number of Items
Work-life Balance	.940	.932	5
Organizational Culture	.887	.863	7
Employee Performance	.905	.884	12

Source: Field study (2021)

The Cronbach's alpha coefficient results, as presented in Table 4.3 indicates that all the scales for measuring the variables in the study exceeded the conventional acceptable threshold of 0.7 (Pavot, Diener & Sandvik, 1991). Hence, the Cronbach's Alpha results of 0.940 and 0.887 for the items measuring work-life balance and organizational culture respectively as constructs were highly reliable. Similarly, the Cronbach's alpha coefficients of employee performance was 0.905. The results indicates that the items used in measuring the variable in question were reliable and dependable for further analysis.

Table 4.4 Correlational Analysis among Study Variables

	1	2	3	4	5	6	7
1 Age	-						
2 Level of Education	.185	-					
3 Marital Status	.477**	.368**	-				
4 Working Experience	.498**	-.077	.211*	-			
5 Work-Life Balance	.500**	.187*	.392**	.459**	-		
6 Organizational Culture	.396**	.319**	.384**	.311**	.717**	-	
7 Employee Performance	.195*	.004	.227*	.131	.362**	.293**	-

Source: Field Study (2021)

Pearson's product-moment correlation analysis was used to establish the relationships among the study variables while testing for the hypothesis for the study as stipulated above in section two. The results revealed positive relationships between the variables as shown in the Pearson's product-moment correlation matrix in Table 4.4.

From Table 4.4 above it can be seen that there is a positive significant relationship between work-life balance and employee performance ($r = .362$, $p < 0.01$). In other words, work-life balance affects employee performance positively. Thus, a favourable balance between employees work responsibilities and family-life duties will result in improvement in employee performance. Correspondingly, the results of the study showed a significant positive relationship between organizational culture and employee performance ($r = .293$, $p < 0.01$). In other organizational culture affects the performance of employees positively. Thus, when the culture of an organization is enhanced, an employee's performance is affected positively.

4.4 Regression Analysis

From previous discussions of the findings of this study, the relationship between the variables under study has been established and there is the need to know the impact of work-life and organizational culture on employee performance. The study used the coefficient of determination to evaluate the model fit. The model summary is presented in Table 4.5.

Table 4.5: Regression Analysis of Work-Life and Life-Work Balance on Employee Performance

	Work-Life Balance	Organizational Culture
Employee Performance	.339**	.314**
R ²	.152	.134
AR ²	.136	.117
F	9.591***	8.251***

Dependent Variable: Employee Performance

4.5 Testing Hypothesis

4.5.1 Relationship between Work-Life Balance, Organizational Culture and Employee Performance

Hypothesis 1- *There exist a significant relationship between work-life, organizational culture and performance of employees of Nestle Ghana Limited.*

From Table 4.3 above it can be seen that there is a positive significant relationship between work-life balance and employee performance ($r = .362$, $p < 0.01$). In other

words, work-life balance affects employee performance positively. Thus, the more an employee tries to balance his or her work responsibilities with his family-life duties and responsibilities, his or her performance is affected positively. Correspondingly, the results of the study showed a significant positive relationship between organizational culture and employee performance ($r = .293$, $p < 0.01$). In other organizational culture affects the performance of employees positively. Thus, when the culture of an organization is enhanced, an employee's performance is affected positively. These findings are in support of *H1* of the study which states that there exist a significant relationship between work-life balance, organizational culture and performance of female employees of Nestle Ghana Limited.

4.5.1 Impact of Work-Life Balance on Employee Performance

Hypothesis 2- *There is a significant effect of work-life balance on the performance of employees at Nestle Ghana Limited.*

From Table 4.5 it can be seen that there exist a significant positive relationship between work-life balance and employee performance ($\beta = .339$, $p < 0.01$). Hence, hypothesis one of the study was supported. Work-life balance has a moderate significant positive effect on employee performance. Thus, holding all other variables constant, work-life balance induces a 33.9 % change in employee performance. In essence, when the work-life balance of employees are improved by 1% (i.e. by not allowing work duties and responsibilities to interfere with personal life e.g. marriage responsibilities), it will cause a significant positive change in their performance by 33.9%.

4.5.2 Impact of Organizational Culture on Employee Performance

Hypothesis 3- *There is a significant effect of organizational culture on the performance of employees of Nestle Ghana Limited.*

The results from Table 4.5 show that there exist a significant positive relationship between organizational culture and employee performance ($\beta = .314$, $p < 0.01$), indicating a support for hypothesis two of the study. Organizational culture has a significant positive effect on the employee performance. Thus, holding all other variables constant, organizational culture induces a 31.4 % significant change in employee performance. In essence, when organizational culture is enhanced by 1% (i.e. when all departments in an organization have a high degree of cooperation or when an organization respond well to its competitors and changes in the business environment), it will cause a significant positive change in the performance of employees of the organization by 31.4%.

4.6 Discussion of Findings

This study sought to assess work-family balance and organizational culture among employees of Nestle Ghana Limited; by examining the effect of work-life balance on employee performance as well as analyzing the effects of organizational culture on the performance of employees of Nestle Ghana Limited. The results are discussed in detail in the following proceeding sub-paragraphs.

The first objective of the study sought to examine the relationship between work-life balance, organizational culture and performance of employees of Nestle Ghana Limited. The findings of the study revealed that there exist a significant positive relationship between work-life balance, organizational culture and employee performance. These findings are consistent with Bharathi. Mala and Bhattacharya

(2015), assertion that organizations should incorporate work-life balance policies and flexible working arrangements such as flexi-time in their organizational policies as a mechanism for reducing the stress and frustrations that employees face due to imbalance between demands and personal life demands in order to enhance the performance of employees at the workplace. Konrad and Mangel (2000) also contends that married employees are at greater risk of high work to family interference than those who are single, the differences between parents and non-parents is not as marked as the one observed with respect to role overload. Thus, most women preferred flexible timing, and supportive spouse, family, and friends as well as an environment conducive for work at the office. They also argue that the best fit between striking work life and personal or family life promotes job satisfaction, organizational commitment and performance (Marcinkus, Whelan-Berry, & Gordon, 2007, Baral, 2010).

The second objective of this study sought to examine the effect of work-life balance on the performance of employees of Nestle Ghana Limited. The results of this study indicate that there exist significant positive relationships between work-life balance and employee performance ($R^2 = .339$, $p < 0.01$) as shown in Table 4.5. The findings of this study are consistent with Matheson and Rosen's (2012) postulation that a larger share of the household duties and childcare responsibilities are some of the factors that employees reported to have caused a lot of work-life imbalance. The finding is further supported by Mellner, Aronsson, and Kecklund (2014) who assert that a lack of self-regulation could account for work-life imbalance. Johnson (2014), affirmed that the first step in achieving a work-life balance was taking responsibility for one's life and setting boundaries around work. This included not working late hours and putting work completely aside when it was time to spend time with one's family. The

Harvard Health Publications (2010) opine that having a successful professional relationship with colleagues and supervisors as well as with one's spouse and immediate family members can reduce stress which can reduce the work-life imbalance. This is evident in this study when the lack of management and co-employees' commitment to passionately support and incorporate work and family life organizational culture that is supportive concerning the non-work issues of employees. This is also supported by Martinson (2016) who asserts that leaders can support the work-life balance of their employees by focusing on output, reducing drama at the workplace and encouraging workers to take frequent vacations to decrease burnout.

Acheampong (2013) further revealed from his study that in connection to challenges faced in combining work and family life disclosed that indeed lecturers face a lot of challenges such as missing lecture periods and inability to give feedback on assignments given to students due to pressures at home. It is therefore recommended that the management of Nestle Ghana Limited should make a conscious effort to implement policies such as job sharing, compressed working hours and vacations for its employees especially the employees who are most affected by the pressures of the work. These policies will go a long way to facilitate the balance between work and life. Even though both genders need to achieve a balance between the personal and professional lives, women are traditionally acknowledged to have the difficulty in making tough choices in an attempt to manage work and personal-family life responsibilities (Pahuja, 2016). Pahuja, (2016) explained further that long hours spent by employees in their professional or paid works to fulfil their needs have a direct competing effect on how they manage their personal lives and home responsibilities nowadays, making it difficult for them to complete the household responsibilities. For

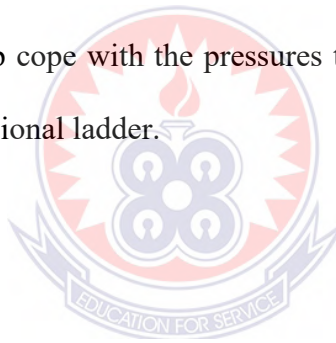
example, work life can also be demanding if a woman has a child or aging parents. Employee often have at least one person who usually works extra hours or works in the evenings.

The third objective was to analyze the effects of organizational culture on the performance of employees of Nestle Ghana Limited. Overall, the study revealed that there exist positive relationships between organizational culture and employee performance ($R^2 = .314$, $p < 0.01$) as shown in Table 4.5. This finding is consistent with Rasool et al., (2012) assertion that all employees who are looking for next move actually look for some meaningful and relevant work. According to the authors, employees can get more success in the organization if policies are employee-driven, there must be support by the culture of the organization, not employee-exclusive. In order to have implemented employee driven policies, managers have extensive knowledge about behavior of employees and these policies must be well positioned to support performance of employees. The result is further supported by Bellou (2010) that certain employees who recognize specific organizational traits as amplifiers of performance. These amplifiers are equableness in all employees, personal growth opportunities, motivation and enthusiasm for good reputation within the organization. Aggressiveness element, seems to be job confinement element for employees. He further suggested that by incorporating these findings in organization culture overall level of job satisfaction of their employees will eventually increase. Accordingly, the organization can retain maximum no of talented employees and lesser to loose talented individuals. Woods (2011) argue that the organizations and their organizational cultures do not have correlation to celebrate diversity at workplace and to an extent lead to employee performance. He further states that strong steps should be taken to remove covert and overt practices in the organizations. From the literature

the operation of promotion policies in many organizations is an area which often has unclear set of criteria attached.

4.7 Conclusion

The finding of this study has emphasized the importance of work-life balance and organizational culture in charting a performance path for one's self, especially for employees who work in a dominated environment like the Ghana Nestle Ghana Limited. However, it was also evident from the findings of the study that work-life balance and organizational culture have a very high relevance in an individual's quest to enhance her performance in this modern work environment. This findings therefore serve as reference point for employees who are at a fix as to the most effective strategies to adopt to help cope with the pressures that come with their work as they strive to climb the professional ladder.



CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This study aimed at assessing the effects of work-life and organizational culture on the performance of employees of Nestle Ghana Limited. The hypotheses formulated were subjected to statistical and inferential testing using Pearson's Product Moment Correlation and Regression Analysis to show the relationship that exists between the study variables as well as to establish the cause-effect relationships among work-life balance, organizational culture and employee performance. The analysis was based on a sample size of one hundred and ten (110) employees using the simple random sampling technique. The questionnaire was used as the main instrument to collect data and the data analysis followed thereof with the aid of Statistical Package for Social sciences (SPSS v.23). The results from the study proved the relevance of ensuring work-life balance and organizational culture among employees of Nestle Ghana Limited. Consequently, the proceeding sub-sections of the study present the summary of results, conclusions, implications for practice and recommendations.

5.1 Summary

The first research objective examined the relationship between work-life balance, organizational culture and the performance of female employees of Nestle Ghana Limited. Overall, the findings of the study revealed that there is a positive significant relationship between work-life balance and employee performance ($r = .362$, $p < 0.01$). In other words, the more an employee tries to balance his or her work responsibilities with his family-life duties and responsibilities, his or her performance is affected positively. The findings of the study also showed a significant positive relationship

between organizational culture and employee performance ($r = .293$, $p < 0.01$). In other organizational culture affects the performance of employees positively.

The second research objective examined the effect of work-life balance on the performance of employees of Nestle Ghana Limited. Overall, the study revealed that work-life imbalance is a hindrance to the performance of employees of Nestle Ghana Limited. The study found a significant positive inclination of work-life balance towards employee performance ($\beta = .339$, $p < 0.01$), indicating support for the first hypothesis of the study. This finding suggests that work-life balance has a moderate significant positive effect on employee performance. A further interpretation of these findings is that, holding all other variables constant, work-life balance induces 33.9% in the performance of employees. In other words, the quest by employees to enhance their performance across all the understudied construct could be hindered by work-life imbalance.

The third objective of the study assessed the effect of organizational culture on the performance of employees of Nestle Ghana Limited. Overall, the study revealed that organizational culture is a hindrance to the performance among employees in Nestle Ghana Limited. The study found a significant positive association of organizational culture towards employee performance ($\beta = .314$, $p < 0.01$), indicating support for the second hypothesis of the study. This finding suggests that organizational culture has a significant positive effect on employee performance. A further interpretation of these findings is that, holding all other variables constant, organizational culture induces a 31.4%, of significant change in the performance of employee. In other words, the quest by employees to enhance their performance the organizational culture.

5.2 Conclusion

Work-life balance and organizational culture are sources of hindrance to the performance of employees of Nestle Ghana Limited. As employees strive to enhance their performance by undertaking further studies and professional programs, work-life and organizational culture continue to be a headache for them. Ensuring a balance between work and family lives or family lives and work by achieving set targets and the well-being of family members continues to be hurdles against their performance. Furthermore, the quality of life enjoyed by employees could be affected by work-life imbalances. To be sound and remain productive throughout their stay in the organization, the employees must be less stressed and enjoy the best of their own life. This could be achieved when there is a balance between their work and family lives or their family lives and work responsibilities which could be a source of less stress. It is therefore imperative for the organization to put in adequate measures that support employees to strike a judicial balance between their work and family lives and vice-versa.

Finally, the quality of individual performance at the workplace affects the quality of the total performance of the organization. This requires the utmost attention and full concentration of employees at the workplace to avoid the occurrence of mishaps and accidents as a result of a lack of concentration emanating from work-life and imbalances.

5.3 Recommendations

The study results paved the way for the following recommendations:

- That the management of the organization should develop a more holistic culture that supports superior commitments to promote and aid employees in the work-life balancing process. Besides, management could also embark on job redesign as a means to reduce the long hours of work and identify innovative ways to perform jobs. This would go a long way to reduce the hours of work as a means of alleviating some of the challenges of work-life balance.
- Since work-life balance are sources of hindrance to employee performance, an attempt to increase work-life balance would be an opportunity for enhancing employee performance. This could be achieved when the management of the organization embark on sensitization exercises and performance workshops in an attempt to educate employees on the need to advance their performance amidst the work-life imbalance.
- Also, any change or new culture must be well communicated in the various departments of the organization. Communication should be done experts and those who add the cultural values of the organization. The organization must adopt an effective means of communicating to its employees. This could be in the form of send text message, e-mails, etc. Also, management must communicate change or cultural values to the various heads of department (HODs), so that they communicate to their subordinate.
- In furtherance, training and education is one of the powerful tools which ensure a good implementation of organisational culture. As such,

seminars and other education forum should be organized to educate employees on the need for change or cultural value. This will help employees to inculcate the culture of the organization well. Employee will have the opportunity to ask questions which bothers them.

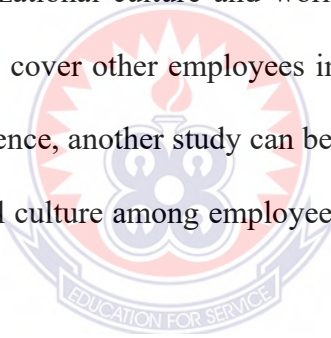
5.4 Implications for Practice and Future Studies

The findings of the study bring to the limelight that a significant and positive association exists between employees' work-life balance, organizational culture and employee performance. It found out that work-life balance enhances the performances of employees. Further, it found out that organizational culture could enhance the performance of employees. These findings imply that to enhance the performance of employees, the management of the organization must ensure that at all times employees strike a balance between their work and family lives. Employees who perceive a balance between their work and family lives are empowered and enticed to achieve good results.

These findings may imply that employees that different employees may react differently to the hurdles they may encounter in their quest to ensuring a balance between their work and family lives and vice versa. The human resource management of the organization must consider these differences in reactions in their bid to implement programs to enhance the culture of the organization as well as balancing the work and life of the employees in questions. This will go a long way to minimize cost since the employees need to apportion resources on these training and work-life balance workshops and seminars.

Also, this study is perhaps like any other research work; hence it is not exempted from limitations. For example, businesses in the twenty-first century operate in a turbulent

and ever-changing business environment characterized by intense competition, unstable labor force, globalization, and quick changes in consumer demands. These factors have translated to work-related pressure on employees to stay longer at work in an attempt to contribute meaningfully to the organization resulting in stress and work-life imbalance. In line with this, work-life balance and organizational culture require a holistic view as a response to the changing needs of the organization. It is therefore imperative to examine the impact of work-life balance and organizational culture on other organizational outcomes such as job satisfaction and employee commitment. The findings of this study were based on empirical evidence obtained from Nestle Ghana Limited. Perhaps the employees from these outfits may exhibit a uniform system of organizational culture and work-life balance; hence the findings may not be generalized to cover other employees in other organizations who did not participate in the study. Hence, another study can be conducted to assess the work-life balance and organizational culture among employees in other public or private outfits in Ghana.



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APPENDIX

UNIVERSITY OF EDUCATION, WINNEBBA

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT SCIENCE

RESEARCH QUESTIONNAIRE

Dear Respondent,

This questionnaire is designed to assist the researcher to make an objective assessment on “*The Impact of Work-Life Balance and Organizational Culture on the Performance of Employees of Nestle Ghana Limited*”. This exercise is essentially academic. Your response is of utmost importance and as such your answers would be treated with the utmost confidentiality. Thank you.

SECTION A: PERSONAL BACKGROUND

Please tick (√) in the appropriate box:

1. Age: a. Below 20 years [] b. 20-29 years [] c. 30-39
years []
 d. 40-49 years [] e. 50-59 years [] f. Above 60
years []
2. Level of Education: a. Diploma [] b. H.N.D [] c. Bachelor's
Degree []
 d. Masters [] e. Doctorate []
 f. Professional []
3. Marital Status: a. Single [] b. Married []
 c. Divorced []
4. Working Experience a. 5 years and below [] 6 – 10 years [] 11 – 15
years [] 16 years and above []

SECTION B: WORK-LIFE BALANCE

Please indicate the extent these statements correspond to your work by circling 1

(strongly disagree) to 5 (strongly agree)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1	The demand of my work interferes with my life-related activities.	1	2	3	4	5
2	The amount of time my job takes up makes it difficult to fulfil my responsibilities at home.	1	2	3	4	5
3	Things I want to do at home do not get done because of the demands my job puts on me.	1	2	3	4	5
4	I have to put off doing things at work because of demands on my time at home.	1	2	3	4	5
5	Due to work-related duties, I have to make changes to my plans for life activities.	1	2	3	4	5

SECTION C: ORGANIZATIONAL CULTURE

Please indicate the extent by circling 1 (strongly disagree) to 5 (strongly agree)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1	In my organization, all departments have high degree of cooperation	1	2	3	4	5
2	My organization respond well to its competitors and changes in the business environment	1	2	3	4	5
3	My organization actively solicits input from employees before major decisions are made.	1	2	3	4	5
4	Most people in my organization are encouraged to make suggestions for improvement.	1	2	3	4	5
5	My organization deals fairly with everyone, it doesn't play favourites	1	2	3	4	5
6	My organization have done a good job of translating the organization's objectives into meaningful assignments and goals for their employees					
7	The problems and complaints of employees in my organization are effectively handled.					

SECTION D: EMPLOYEE PERFORMANCE

Please indicate the extent by circling 1 (strongly disagree) to 5 (strongly agree)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

1	I managed to plan my work so that I finished it on time	1	2	3	4	5
2	I kept in mind the work result I needed to achieve	1	2	3	4	5
3	I was able to set priorities	1	2	3	4	5
4	I was able to carry out my work efficiently	1	2	3	4	5
5	On my own initiative, I started new task when my old tasks were completed	1	2	3	4	5
6	I took on challenging tasks when they were available	1	2	3	4	5
7	I worked on keeping my job-related knowledge up-to-date	1	2	3	4	5
8	I worked on keeping my work skills up-to-date	1	2	3	4	5
9	I came up with creative solutions for new problems	1	2	3	4	5
10	I took on extra responsibilities	1	2	3	4	5
11	I continually sought new challenges in my work	1	2	3	4	5
12	I actively participated in meetings and/or consultations	1	2	3	4	5

THANK YOU ONCE AGAIN FOR YOUR TIME.