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Work-Life Balance and Career Progression among Female Staff of Accra Technical University, Ghana

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Abstract:

The purpose of this study was to examine Work-life balance as a predictor of Employee Career Progression among female staff of Accra Technical University. 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 fifty (150) respondents was chosen for this study. Data were analyzed statistical software program Statistical Package for the Social Sciences (SPSS). The findings of the study indicate that there exist significant negative relationships between work-life balance and each dimension of career progression (career goal progression, professional ability development promotion speed, and remuneration growth). However, the study also indicates that there exist negative relationships between life-work balance and each of the dimensions of career progression (career goal progression, professional ability development promotion speed and remuneration growth). It is recommended that management of the organization should develop a more holistic culture that supports superior (direct heads of female officers) commitments to promote and aid female staff in the work-life balancing process. It is further recommended that Accra Technical University as a public institution can go into an agreement with academic and professional bodies to help enroll their employees on programs geared directly towards the advancement in their respective careers.

Keywords: Work-life, Career progression, Accra Technical University, Ghana

1. Introduction

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. 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). The problem of balancing work and family is a major concern for employees and employers. This problem 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).

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, recognising 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 behavioural patterns (Aiswarya & Ramasundaram, 2012). These assertions and findings made by Hertneky (2012) aid Aiswarya and Ramasundaram (2012) to affirm the limited career progression levels of women especially women in the administrative setups of business and organisations. Women are, therefore, short-changed in the personal development latter 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.

However, being a family person, mother and an employee is not quite simple a task to take on as female staff especially in the Accra Technical University. 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 staff at the Accra Technical University find themselves in this dilemma (Adom *et al.*, 2018). Female staff have to combine managing the home and having to put up their best at the workplace (Markwei, Kubi, Quao, & Attiogbe, 2019). Female staff, more 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 staff, who show less concern to their personal life than professional life, are given or had the opportunity to progress (grow) 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 career progression of female employees in the Accra Technical University.

Therefore, this study sought to explore the various challenges female staff face, balancing their routine duties at home with that of the office and its impact on their career progression in the Accra Technical University.

The findings of this study will contribute immensely to 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 career progression of women in the Accra Technical University and to motivate them into attaining higher career heights.

2. Literature Review and Hypothesis Development

2.1. Works-Family Border Theory

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 Ghana Revenue Authority-Customs Division. 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 micro systems are sufficiently permeable and flexible, processes occur whereby aspects of the work and family domains influence each other (Powell, 2018). 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), 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 the 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 informative 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).

2.2. The Concept 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 not only relates 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 synchronization 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, prioritization 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).

2.3. Career Progression among Female Staff

Yet-Mee (2013) in his study to examine the barriers that hinder the career progression of female employees in manufacturing companies in Malaysia revealed that only work-life balance is a predictor barrier to women's career

progression. Prior studies (Miner, Chen, & Yu, 1991, Yet-Mee, 2013), have conceived career progression from different dimensions. For example, the term 'career progression' is frequently conceived as the promotions in management ranks and attainment of higher management levels and pays (Miner, Chen, & Yu, 1991, Yet-Mee, 2013), and it was explained by organizational, interpersonal, and individual theories. Moreover, research by Morrison (1992) stated that a small but increasing number of organizations have implemented practices to support and develop managerial and professional for women. These organizations have reported positive outcomes such as increasing numbers of women now participating in key training and development activities, increased in the number of women in the shortlist for promotions and increased in the numbers of women achieving more senior positions.

In the words of Acheampong (2013), the progression of women's career has many barriers which may include organizational culture and family issues. The organisational and managerial values in these organisations tend to be characterised by stereotypical views of women's roles, attributes, preferences and commitments. These, in turn, influence decisions about who is suitable for a particular position, who is seen to have potential and so forth. When women find themselves selected or assessed on the basis of group membership rather than on their experience and abilities, they experience gender discrimination. McKenna (1997) and Cornelius (1998) argue that it is these values and behaviours that create the kind of organizational culture which many women find so inhospitable. Women, and many men, not only find the environment inhospitable but the patterns of interaction potentially ineffective (Marshall, 1995, p.59). Women say that an inhospitable culture is one of the most significant barriers to their advancement and a major factor in diminishing their satisfaction with work in large organisations (Phillips, Little & Goodine, 1997, p.571).

Some women choose not to apply for more senior positions because they believe that the balance between work and life that they have managed to achieve in their current position cannot be maintained in a higher level one (Hyman, 1996). In a number of Western countries, many women have left organisations and started their own organisations. Businesses headed by women are one of the fastest-growing groups. Women interviewed by McKenna (1997) maintained that by running their own organisations they could focus on the quality of what they did, and provide the means for their staff and themselves to maintain a balance between work and life.

2.3.1. Work-Life Balance among Female Staff

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 that drive women towards employment and entrepreneurship in the twenty-first century. Consistent with Rehman and Roomi's (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 is 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 fulfil 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. The families of working women often have at least one female who usually works extra hours or works in the evenings. Females in the workforce are 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 organisations 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 agendas and forefronts of public debate and research. This is because the lack of 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 blaring our understanding of the issue that is being 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 was 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.

2.4. Work-Life Balance and Career Progression

Amponsaa-Asenso (2018) did a study to investigate the barriers of women's career advancement 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. 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, the barriers to women's participation in the accounting profession in Indonesia, which were examined by Lindawati and Smark (2015), 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 career progression 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, who are at the risk for high work to family interference, differ from those who are at risk for high role overload. They added that women are more likely than men to report high role overload. Men, on the other hand, are more likely to report high levels of work to family conflict. This accounts for the reasons why many men placing family ahead of work continues to be deemed a 'career-limiting move'. Corroborating evidence 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 are 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.

3. Methodology

3.1. Design and Sample

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. The effect of work life balance on working female employees' personal and professional lives 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. The target population for this study consists of all administrative workers in Accra Technical University.

The target population is four hundred and twenty-six (426) female staff. 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. In all, a total number of one hundred and fifty (150) respondents were chosen 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.

3.2. Measurement Instrument

The researcher adopted a measuring instrument called the Work-Family Conflict Questionnaire by Kopelman Greenhaus and Connolly (1983). In the article by Irungu (2017), published in the highly respected journal, the author developed a scale for measuring the effect of work-life balance on personal lives and career development by utilizing the theory of work-family border theory. 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. The 5-point Likert-type scale ranging from the numerals 1 (strongly agree) to 5 (strongly disagree) was used because of its accuracy and reliability (Ling, Piew, and Chai, 2010).

3.3. Data Analysis

The data received from the respondents were analysed with the help of statistical software program Statistical Package for the Social Sciences (SPSS). Descriptive statistics (frequency count and percentages) were used to evaluate the demographics of the study respondents. The effect of work-life balance on the staff's career progression was addressed using Pearson product moment correlation analysis and regression analysis were used to examine the relationship between the constructs under study as well as determine if the independent variables (work-life balance) will explain the variance in career progression.

4. Results

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
Family Size		
Two	23	20.9
Three	29	26.4
Four	17	15.5
Five and Above	41	37.2

Table 1: Summary of Frequencies and Percentages of Demographics

		Mean	SD	SK	K	1	2	3	4	5
1	WLB	3.05	1.248	.097	-.850	(.932)				
2	LWB	1.79	.665	1.025	3.814	.717**	(.863)			
3	CGP	3.82	1.763	.391	-.129	-.387**	-.310**	(.884)		
4	PAD	4.34	.820	-1.072	.286	-.362**	-.293**	.450**	(.801)	
5	PS	3.99	.470	.226	-.795	-.375**	-.310**	.297**	.474**	(.824)

Table 2: Descriptive Statistics and Correlational Analysis among Study Variables

The Cronbach's alpha coefficient results, as presented, indicate that all the scales for measuring the variables in the study exceeded the conventional acceptable threshold of 0.7 (Pavot, Diener & Sandvik, 1991). From Table 2 above it can be seen that there is a negative significant relationship between work-life balance and career goal progression ($r = -.367$, $p < 0.01$). Correspondingly, the results of the study showed a significant negative relationship between life-work

balance and career goal progression ($r = -.310$, $p < 0.01$). The case is the same for the relationship between work-life balance and professional ability development. The results show a significant negative correlation between work-life balance and professional ability development, thus ($r = -.362$, $p < 0.01$). Similarly, the results show a significant negative relationship between life-work balance and professional ability development, thus ($r = -.293$, $p < 0.01$). Also, the results, as per the correlational analysis, prove that there is a negative significant relationship between work-life balance and promotion speed thus ($r = -.375$, $p < 0.01$). Likewise, the results show a negative significant relationship between life-work balance and promotion speed thus ($r = -.310$, $p < 0.01$).

	Career Goal Progression	Professional Ability Development	Promotion Speed	Remuneration Growth
Work-Life Balance	-.339**	-.314**	-.315*	-.315*
Life-Work Balance	-.067	-.068	-.084	-.084
R ²	.152	.134	.144	0.380
AR ²	.136	.117	.128	0.144
F	9.591***	8.251***	9.007***	9.007***

Table 3: Regression Analysis of Work-Life and Life-Work Balance on Career Progression
Dependent Variable: Career Progression

4.1. Test for Hypothesis

From Table 3, it can be seen that there exist significant negative relationships between work-life balance and all the dimensions of career progression such as, work-life balance and career goal progression ($\beta = -.339$, $p < 0.01$), work-life balance and professional ability development ($\beta = -.314$, $p < 0.01$), work-life balance and promotion speed ($\beta = -.315$, $p < 0.05$) and work-life balance and remuneration growth ($\beta = -.315$, $p < 0.05$) respectively. Hence, hypothesis one of the study was supported. Also, the results show that there exist negative relationships between life-work balance and all the dimensions of career progression, such as life-work balance and career goal progression ($\beta = -.067$, $p > 0.05$), life-work balance and professional ability development ($\beta = -.068$, $p > 0.05$), life-work balance and promotion speed ($\beta = -.084$, $p > 0.05$) and life-work balance and remuneration growth ($\beta = -.084$, $p > 0.05$) respectively. Hence, hypothesis two of the study was not supported.

5. Discussion and Conclusion

This study sought to assess work-family balance among female staff in the Accra Technical University; by examining the effect of work-life balance on career progression as well as analyzing the effects of life-work balance on the career progression of female staff.

The first objective of this study sought to examine the effect of work-life balance on the career progressions of female staff of Accra Technical University. The results of this study indicate that there exist significant negative relationships between work-life balance and each of the dimensions of career progression, indicating support for H1 of this study. 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 females reported to have caused a lot of work-life imbalance. The finding is further supported by Mellner, Aronsson, and Kecklund (2014) who asserted 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. Pahuja (2016) explained further that long hours spent by women 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, personal life can also be demanding if a woman has a child or aging parents. The families of working women often have at least one female who usually works extra hours or works in the evenings. Females in the workforce are now a significant and ongoing pressure group calling for flexibility at work.

The second objective was to analyze the effects of life-work balance on the career progression of female staff in the Accra Technical University. Overall, the study revealed that there exist negative relationships between life-work balance and each of the dimensions of career progression, indicating non-support for H2 of this study. This finding is consistent with Amponsaa-Asenso's (2018) assertion 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. The finding was also supported by Lim, Tam and Lee (2013) who argued that life-work balance is a predictor barrier to women's career advancement. The finding is further supported by Konrad and Mangel (2000) who argue that females, who are at the risk for high work to family interference, differ from those who are at the risk for high role overload. Eaton and Kortum (2001) also contend 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 are not as marked as the one observed concerning 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 family to work interference. This finding, however, contradicts Lindawati and Smark's (2015) study which examined that 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 and not necessarily work-life balance.

To conclude, the finding of this study has emphasized the importance of work-life balance in charting a career progression path for one's self, especially for females who work in a male dominated environment like the Accra Technical University. However, it was also evident from the findings of the study that life-work balance has very little relevance in an individual's quest to progress in her career in this modern work environment. These findings, therefore, serve as reference point for female officers 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.

5.1. Implications for Practice and Future Studies

The findings of the study imply that management of Accra Technical University should make a conscious effort to implement policies such as job sharing, compressed working hours and vacations for its employees, especially the females 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). The results of the study also imply that different officers may react differently to the hurdles they may encounter in their quest to ensure 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 work-life balance. This will go a long way to minimize cost since he or she needs to apportion resources on these training and work-life balance workshops and seminars.

The present study has a few limitations that need to be highlighted. The study was intentionally focused on one institution and data collection was only restricted to female staff in one public university noted for academic and professional standards. The study also failed to take into account contextual influences. For example, researchers have identified national culture as an important constraint in management practice. For example, it is possible that female lecturers are able to balance their work and family-life as a result of support from the extended family system. Care must be taken, therefore, not to over generalize the findings to other occupations in different national contexts.

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