ASHESI UNIVERSITY COLLEGE

ON SUCCESSFUL WORK-FAMILY BALANCE: A CASE OF EDUCATED

GHANAIAN WOMEN WITH WHITE COLLAR JOBS

By

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Declaration

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

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Candidate's Name: Akua Frempomaa Ampah

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

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Abstract

The purpose of this research is to explore and understand the factors that enable some career women successfully balance both career and family roles. This research adopted an exploratory research approach into finding the contributing factors through online surveys, questionnaires, and interviews.

The research revealed that career women in Ghana balance their work and family roles under four main themes; external help, proper planning, maintaining good relationships with supervisors and subordinates, as well as the flexible schedules of their jobs.

It is recommended that organizations should have a friendly environment and policies that encourage good communication between employees, employers. This healthy relationship is believed to enable career women talk about issues they face at home and work to their employees and colleges who give them assistance when needed. From the research findings, most women admitted the concrete support from their husbands was a major factor in balancing work and family roles. Therefore this research recommends a national awareness campaign to sensitize other husbands to equally contribute with the upkeep of the home.

Keywords: *successful work-family balance, educated Ghanaian woman, white collar job, work-family conflict, satisfaction, roles, career*

Table of Contents

1 INTRODUCTION

1.1 Background

Within 'traditional' Ghanaian society, a woman is generally expected to marry, and most women do so before their 30s (Sally Baden, Green, Otoo-Oyortey, 1994). The societal expectation of such married women was to stay at home to take care of the family, while the expectation for married men was in the labour market outside the home (Noer, n.d). In this same 'traditional setting, women are generally regarded as mothers or wives (Hari, n.d), and this was as a result of how women were believed to be nurturing beings and as such were expected to be the home makers and take care of the children.

In the nineteenth century during the colonial era, the educational system that existed was geared towards men only, which resulted in a huge gap between men and women in terms of job opportunities. The curriculum used in schools benefitted only the boys, thus, affected the women in getting employed. This unequal benefit resulted from the societal perception that women need not to be educated because their role was the household chores (Adu-Boahen, 2008, pg.91-93).

Women all over the ten regions of Ghana participated in a series of meetings from June, 2003 to July, 2004 in Accra to talk about some challenges that women in Ghana, and other African countries were facing. They identified and they brought to light some challenges such as how girls were misrepresented in all levels of schools, deprivation of women and the inability

of the health care system to take care of them. These women also identified some of the causes of this misrepresentation as poverty, early marriage, and teenage pregnancy. In explaining these factors, the report noted that in Ghana early marriage is deemed very important for a teenage girl, since that was her main role in society, therefore was not encouraged to pursue higher education by her parents or community. (The Womens' Manifesto for Ghana, 2004). Therefore a teenage girl was not encouraged to pursue higher education by her parents or community, because her education was seen as a waste of money. Also, poverty was mostly to the disadvantage of the girl as opposed to the boy in terms of who was to dropout from school to reduce the burden of paying school fees. Since girl-child education was not considered important in the traditional setting, the girls in the family who attend school were likely to be the ones who will quit school for their brothers to continue schooling.

This situation of gender disparity that existed between men and women clearly shows the gap between the expectation or role of the girl and boy in the Ghanaian traditional society. Here the girl was expected to perform the domestic chores at home, and the men were to be educated in order to be employed to provide for the family.

Over the years, these traditional expectations and stereotypes about womens' education has significantly changed. Women in this day and era do not see themselves as just mothers and wives, responsible for only domestic duties. We now have women working in areas such as the corporate

environment and even taking up top management roles as their male counterparts.

1.1.1 On women's formal education

In contemporary Ghana, there is a clear attitudinal change that equally favors educating females; parents are appreciating the need to educate a woman. A lot of empowerment programs for women all over the world to encourage women to be educated apart from just taking care of the household have led to a high pursuit of education by women. Some organizations empowering women to be educated are Forum for African Women Educationalists (FAWE) which supports women to acquire education for development, Association for Women in Science (AWIS) which is also dedicated to encourage full participation for women in science, mathematics, engineering and technology and Asia Foundation which helps women realize their potential in all aspect of their lives, among others.

In Ghana, past and present government has over the years implemented some initiatives that ensure Ghanaian women become educated. One early example is a policy issued in 1969, titled Ghana Population Policy, was aimed to boost the population resources in the country. In 1994 this policy was carefully critiqued by the PNDC government to make sure the policy was effectively implemented and the standards of living of its citizens were improved. The status of women in the country were also affected by this policy in that it ensured the proportion of women who entered and completed senior high schools increased through the collaboration with

traditional authorities and institutions. Here, the policy helped encourage women to go to school to be better women in the society (Ghana National Population Council, 1994).

Some (international) Non-Governmental Organizations' (NGOs) such as Campaign for Female Education (CAMFED), and Master Card Foundation launched a five-year partnership programme to support female education in the Bongo District of Ghana in the year 2011to increase girls' education (Jalula, 2011). Other groups have been involved in promoting awareness about the need to formally educate female children. For example, the Ghana Chapter of FAWE Ghana, an International NGO with support from UNICEF on the other hand, organized a one day workshop in Navrongo in the Upper East Region of Ghana to sensitize parents on the need to educate their girl child. The workshop was also used to recruit resource persons to draw a radio advocacy programme to sensitize the people of the area on the need to educate their girl child (Ghana News Agency, 2009). In addition, FAWE has formed clubs in junior high schools to encourage young girls to serve as role models in sensitizing their counterparts in their respective communities to pursue formal education (Mireku, 2012). At the tertiary level, to encourage women to be enrolled especially in the medical department, the School of Medical Sciences, University of Science and Technology, indicated that it reserved 20% of places for female students (Sutherland-Addy, 2002). Again, Sutherland-Addy, (2002) mentioned in her report that, the National Democratic Congress government in 1996 launched the Free Compulsory Universal Basic Education (FCUBE) programme which was geared to increase

girls enrolment in Basic Education, reduce the dropout rate of girls from 30 to 10 percent and finally to increase the transition rate of girls from basic education to the senior secondary school from 30 to 50 percent.

The importance of educating a woman in Ghana has been a controversial issue which has been criticized and at the same time seen as a necessity by a lot of people. We have had prominent people in the country encouraging the need to educate a woman. Dr. Kwegyir Aggrey (1875-1927), one of the leading figures in the history of education in Africa in his popular quote advised every nation to educate its girl-child. He believed that "if you educate a man, you educate an individual. But if you educate a woman, you educate a whole nation" (Jacobs, 1996, p. 47). Here he believed the education of a woman does not benefit only her, but anyone in her environment her including the country she finds herself in.

1.1.2 The importance of female education

Among Dr. Kwegyir Aggrey's awareness on educating the girl-child, further studies have been conducted to show the importance of the benefits of educating a girl to a community and a nation at large.

The World Bank Report on Girl's Education, (2011) makes clear the inter-linkages between gender inequalities, economic growth and poverty as the main reasons why girls' education is a smart investment for developing countries. The report further notes that to fully reap these benefits the human mind must be unleashed and educating all the people in a country, not just half of them. These benefits will make the most sense for future

economic growth. Womens' formal education has resulted in women taken up roles just like their male counterparts. Thus we now have educated women who are Chief Executive Officers (CEO), Chief Finance Officers (CFO), Chief Operating Officers (COO), and Manageresses in respected companies which used to be the dominated   by men only.

The benefits of female education in Ghana manifest in important roles that Ghanaian women have creditably performed as in being Chief Justice, Speaker of Parliament, Government Statistician as well as the increasing number   (about 25 percent)   in Cabinet positions (Ahwoi, 2011). These women in these top positions have contributed positively to national development of the country through the decisions they help make. Currently in Ghana, as manifested in December 2012 General Elections, there were three women who ran as vice-Presidents to male political leaders, all as a result of their high formal education.

All these arguments have been made to encourage girl-child education as a result of the actual benefits women contribute to the nation, community, family and individual life as a whole.

1.1.3 The career woman balancing the major two spheres of her life; work and family roles

The Ghanaian woman currently has more than one major responsibility, since she now has a job outside the house. The question now is how these career women in Ghana are combing both work and family roles, since they are demand her commitment. Unfortunately, "in Ghana, recruitment and

promotion policies sometimes make it almost impossible for women to take up certain jobs because of the difficulties of combining job specifications with being a wife and a mother" (Allah-Mensah, 2005).

The highly educated career woman juggles her career and also her role as a wife/mother. She struggles to find her balance in both spheres of life; making sure both her nuclear family and her career gets enough of her attention or time.

This issue of Work-Family Balance has caused some women to quit their high paying prestigious jobs to take care of the family because of the ineffective juggle of the two spheres of life. Also, some employers are not willing to give some top management positions to women because it is perceived that career women with family roles are unable to be effective at work. These are some of the problems highly educated career women face as a result of some being unable to successfully balance both work and home responsibilities.

1.1.4 Work-Family Balance Awareness in Ghana

There are a lot of organizations, proposed policies, and seminars that highlights the importance of men and women having a good work and family balance in order to have a sound health, conflict-free marriages and work, and at the same time raise children well in society.

In a 21st May, 2012 a Daily Graphic Editorial on the International Day of Families (celebrated on May 15), raised issues on how work responsibilities are now burdens on employees, especially women which affected their family lives was a topic of discussion at the celebration. The International Day of

Families is a yearly event observed to promote awareness on issues relating to families and to increase the knowledge of the social and demographic processes affecting families. The theme for the 2012's International Day of Families' celebration was dubbed, "Ensuring Work Family Balance". The International Federation for Home Economics in a statement at the event said that, "Heightened work-load and worries about job security can lead to stress and health problems with emotional "spill-over" into the home." The International Federation for Home Economics also suggested that adequate framework be put in place, such as flexible work schedule, work leave, and child care opportunities, etc. to help relief employees of work- family roles. Work Family Balance was seen by the organizers of this event as a very important issue that needed a lot of attention especially by both government and the private sector.

Also, at the opening of the fourth national women's conference of the Union in Sunyani which was under the theme "Working Women and Work-life Balance, the General Secretary of Ghana Mineworkers Union appealed to the government and employers to collaborate to help women balance work-family life. He noted how women struggle with these spheres of their lives and some of the female executives at the conference confirmed it was a major challenge to keep the balance (Ghana News Agency, 2011).

From the above, it is clearly that the balance between work and family, especially in women is a pressing issue which needs to be tackled critically as

a whole by individuals, institutions, as well as government, in order promote the well-being of women at home and at the workplace.

1.2   Operational Definition of Variables

1.2.1 Career Woman

A career woman for the purpose of this study refers to a woman with a high formal educational background such as bachelor's degree, Masters' degree, PHD, and as a result has attained a white collar job.

1.2.2 Work-Family Balance

Work-Family Balance in the context of women with white collar jobs refers those women who are satisfied with the manner they are able to balance both their workplace and home responsibilities involving her husband and her child or children.

1.2.3 Work-Family Conflict

Work-Family Conflict is considered as the problems/struggles that arise as a result of the inability of the career woman, to successfully juggle her roles at work and home. In this sense, one aspect of her life, that is work roles does not allow her enough time for her family roles/ Family-Work conflict on the other hand has the opposite effect.

1.3   Problem Statement

Women are struggling with balancing their work and family roles in contemporary times. Anne-Marie Slaughter, a former U.S. State Department official, in a recent article noted that women who think they can be

successful in both spheres of their lives (Slaughter, 2012). According to her, career women will have to choose between their career or take care of the family. Women struggle with these two spheres of their lives and such issue lead to divorces. Some women as a result of this struggle decide not to get married for the fear of not ever being able to combine the two.

According to Bedu-Addo (2010), work-family conflict is becoming one of the principal hazards to occupational health, family dissatisfaction, well-being and job dissatisfaction in the 21st century, especially among women professionals. These professional women sometimes quit their career because it mostly tends to be at the expense of their family responsibilities, or sometimes their family suffers for their inability to spend time with the family as a result of heavy career responsibilities.

1.4 Objective

The main objective of this research is:

To explore or understand the contributing factors that enable some career women successfully balance both career roles and family lives.

1.5 Purpose of the study

The purpose of this research is to address the problem of Work-Family Balance in the Ghanaian context, amongst career women. Most women are not able to balance these two spheres of their lives and as a result, their health, emotional, and social needs are often unmet. Some Ghanaian female white collar professionals face the same predicament. My goal is to understand this issue of work-family balance and propose some contributing

factors that enable career women find a balance at work and family roles, since little research has been done in the Ghanaian context.

1.6 Research relevance

The relevance of this study is to propose the findings from the research that will be very resourceful to policy makers, employers, and family members concerning decisions they take, which are likely to affect career women.

1.7 Research Question

The research question that guides this investigation is: What contributing factors enable successful career women to effectively balance their career and home responsibilities?

1.8 Organization of Study

This study will be organized as follows:

Chapter 1: Introduction – This section of the paper gives a general overview of the topic and its relevant issues such as the perceived role of a woman in the traditional society, challenges women are facing in balancing work and family roles, seminars organized to address this issue of role conflict. After the general overview, the problem statement, objective, purpose and the research question this study hopes to answer will follow.

Chapter 2: Literature Review – This chapter will critically analyze relevant literature scholars concerning the topic of work-life balance in women.

Chapter 3: Methodology – Here, we discuss the instruments which have been adopted to carry out the research for data collection and data analysis.

This section also justifies the reason for the selection of the method used in the study.

Chapter 4: Data Analysis – This section gives a detailed analysis of the data collected from the target sample size.

Chapter 5: Conclusion and recommendation – Based on the analysis from the previous chapter, this chapter will sum up all the findings from the research and make some references to literature reviewed. Recommendations will be proposed to employers, the family and policy makers upon the necessary actions that need to be done to enable work-family balance in career women in Ghana.

Chapter 6: Limitation – This chapter talks about the major challenge that was faced during the research as such, how it affected the research data.

2 LITERATURE REVIEW

This chapter reviews the current literature on work-family balance with the goal of highlighting the scope of knowledge in the field and also to enable me to draw on the pertinent theoretical perspective relevant to my work in Ghana. The literature framework has been divided into the following subheadings to facilitate easy comprehension of the review: definition of work-family balance, sources of conflict between work and family roles, consequences of work-family conflict, contributing factors of work-family balance.

2.1 Defining Work-Family Balance and Conflict

Work-Family balance is one of the most widely discussed topic globally, as it affects the lives of individuals, organizations, employers. This phenomenon of Work-Family Balance has been defined by a lot of researchers, with some commonalities to these definitions.

According to Clark, work–family balance is the "satisfaction and good functioning at work and at home with a minimum of role conflict" (Clark, 2000, pg. 751). He believes that an individual who has a balance at work and family roles will definitely have a conflict in balancing the two roles, but the extent to which he or she is able to manage or control the conflict will determine the balance he/she desires. Clark considers satisfaction and good health from the individual as factors that are likely to lead to a work- family balance, whereas, Greenhaus, et al. (2003, pg. 513), notes that three main components of equal balance should be present in the life of an individual in order to have a positive balance.

Greenhaus, et al. (2003, pg. 513) suggests that an equally time balance, involvement balance, and finally satisfaction balance at both spheres of an individual's life are the very means to achieve positive balance. In their work, Greenhaus, et al. believe work-family balance can be visualized as a continuum, where family roles are at one end and work roles at the other end. An individual who is able to maintain that perfect balance will give equal attention and commitment to both spheres without having to make one role suffer or be affected at the expense of the factor(s).

Greenhaus, et al (2003) perspective about Work-Family Balance varies from Clark (2000) who makes room for role conflict, but argues conflict in roles should be minimal. Greenhaus, et. al (2003) believe there should be an equal balance for a positive work-family balance to exist. Carlson, et al. (2009) came up with a definition for Work-Family Balance, after critiquing most of the definitions presented by other researchers, including the works of Clark (2000) and Greenhaus, et al. (2003). In their research, they argued that, "Work family balance does not mean that an individual is a 'superstar' in both the work and family domains. Rather, upholding mutually agreed upon responsibilities is, in essence, meeting basic or core requirements of the role; it does not necessitate high levels of effectiveness or performance" (Carlson, et al. 2009).

In the above, what is clear is that Carlson, et al. (2009) were of the view that an individual cannot attain a perfect balance in both spheres of his/her life. As a result of the impossibility of achieving this perfection, one needs to

ensure to do the best of what is expected in both at work and at home. He further sees work-family balance as controlling roles which does not strain an individual. This notion of an individual not straining him/herself with work and family roles is why he uses the "super man" metaphor to argue his point that individuals cannot achieve a perfect equilibrium in all facets of their lives, and therefore one has to try and do the best of what is humanly possible in all aspects of one's life.

2.2   Sources of conflict between Work and Family roles

In a study conducted in Lithuania to analyze how parents' were dealing with work-family conflict, in order to ensure the well-being of families, Zabarauskaite (2010) found that 16% of parents interviewed out of a total of 808 respondents had a strong conflict in work-family. The research also found out that women faced greater pressure than men in juggling work and family responsibilities. According to the research findings, family life suffers most from the juggling of work and life responsibilities and the women seem to have the highest percent of this pressure. In this study, Zabarauskaite (2010) found out that too much time spent at work by individuals and also heavy workloads in both their homes and also at work were major sources of work-life conflict that poses a threat to family responsibilities especially for women. In an article by Oredein and Alao (n.d) to answer what the perceived causes of work-family conflicts are, 8 out of 13 faculties were randomly selected at Olabisi Onabanjo University, Nigeria. Out of the 8 faculties selected, 30 lecturers were affiliated to each faculty which amounted to a total of 240 lectures as the sample size. From the questionnaires,

perceived causes listed on the administered questionnaires to the respondents were: stress from work, lack of good parental care, love of money, nature of job, poor remuneration, job insecurity, lack of understanding between couple and external family, extra marital affairs, family background and cultural belief.

From the analysis of the data, Oredein and Alao identified job insecurity as the highest perceived cause of work-family conflict from 10.96% total of the respondents (which constitutes approximately 26 of the respondents), followed by cultural belief and extra marital affairs with 10.44%, nature of job (10.32%) was next after cultural and extra marital affairs as another top three leading perceived cause of work-life conflict in that university. Also these researchers found out that poor remuneration and family background had the least cause of work-family conflict.

2.3 Consequences of Work-Family Conflict

According to Abercromby (2007) work-life balance programs have been demonstrated to have an impact on employees in terms of recruitment, retention/turnover, commitment and satisfaction, absenteeism, productivity and accident rates. She believes that when an organization provides its employees with policies that will help balance both their responsibilities at home and work, employees are likely to be more committed and satisfied in both spheres of life. Also the turnover rates of employees are likely to reduce over time since the organization creates room for employees to juggle and balance work and family responsibilities. Above all, Abercromby (2007)

suggested an effective organizational policy to help increase productivity and profitability for the firm. This means when there is work-life imbalance, employees, especially women, tend to be absent or not punctual at work, or even quit their jobs because of the roles expected of them at home. This negative attitude to work leads to a reduction in profits, increase cost in recruiting and retaining, and generally a reduction in productivity.

European Agency for Safety and Health at Work, (2011) in an article titled Family Issues and Work-Life Balance identified some health implications of work-life conflict and their negative consequences on individuals. In this research, they observed that this problem of work-life conflict is likely to bring about poorer mental and physical health, less life satisfaction, high levels of stress, higher likelihood to engage in problem drinking, increased depression levels, anxiety, and fatigue. These health implications of work-family conflict can go a long way to negatively affect employees' performance both at work and home.

The article highlighted a survey which was conducted by Frone et al., (1996) to examine the relationship of work to family conflict, and family to work conflict on health outcomes. The results indicated that both of these factors are associated with depression, poor physical health and heavy alcohol use (European Agency for Safety and Health at Work, 2011). Frone et al., (1996 as cited in European Agency for Safety and Health at Work, 2011) also found out from the survey that women had the strongest relationship of work to

family conflict on health outcomes and also had a high chance of being dissatisfied with their job.

2.4   Contributing factors of Work-Family Balance

Tremblay (2004) study was to understand the experiences both men and women face in the workplace and identify some factors that will help them be able to balance both work and family responsibilities. Before she started with her research, she did an extensive review of some literatures which spoke about this issue of work-life balance by considering the factors that have an impact on work-life balance in both women and men. From literature, Tremblay (2004) found out partners concrete support, length of workweek, age of children, supervisors' support, educational level, size of firm, employee characteristics, among others were contributing factors that affected work-balance.

Another reason why this research by Tremblay (2004) was conducted was to find out other pressing sources that contribute to work-life balance problems and compare with what other studies had done. From their findings using survey posting questionnaires, they found out that most women are challenged with work-life balance than men (55.2% and 42.6% respectively) and this was because they did not have sufficient time. Although according to Tremblay (2004), this statistic is not a true representation of professional women since most of the women who responded to the questionnaire were not professional women.

Tremblay (2004) also found this study of finding factors to successful work-family balance very important is because of prior studies which confirmed that parents of young children feel they do not have sufficient time for their children and also because of high proportions of parents stressed as a result of them unable to balance work and family obligations. Tremblay stated convincingly that when one participates more in an aspect of responsibility, he or she is likely to end up participating less in the other.

In Tremblay's research, she structured her questionnaire in such a way that it will create room to find out variables that had the greatest impact on the work-family balance through a regression analysis she performed from participants' responses. From the analysis, she found out that the greatest contributing factors of this balance are partners concrete support, length of workweek, age of children, supervisors' support, and educational level which were similar to what others had concluded in their studies prior to this study. Based on these factors, the study outlined three contributing factors that lead to work-family balance; partners concrete support, length of workweek and supervisors' support as the pressing factors that something could be done about in order to help keep a positive balance between work and family obligations. Tremblay (2004) believed nothing could be done about the other factors; age of children and educational level, since they are inevitable.

In conclusion, Tremblay (2004) suggested that organizations can help its workers balance work and family responsibilities through support from supervisors and also making the work schedules flexible in order to create

room for its employees to have enough time for their families. Finally, since the support from partners was another pressing factor which needed to be tackled to reduce work-balance problems, the study suggested equitable participation by partners in family obligations. She also brought to light how today's organizations are not so much concerned about family responsibilities, but see it as just a domain and a woman's issue. Despite the public discussion of work-family balance, Tremblay (2004) believes employers do not care too much about this issue, but rather much concerned about is how their organization makes profits.

Tremblay (2004) went further to state categorically that the problem of work-family balance struggle will continue to be a pressing issue especially in women, since women are now taking up full-time jobs.

Shriner and Shriner (2007) in their article highlighted on new options working women could possibly find a balance at both their family and work responsibilities. The purpose of this enlightenment was because of how women had a lot of roles to play; at work and home. Shriner and Shriner (2007) discussed in their article the works of different scholars on how technology can play a major role in finding a balance at work and home for women especially.

The use of modern technology such as telecommuting, teleworking, were some new options Shriner and Shriner (2007) re-emphasized will help women find a balance at both work and family roles. Therefore women can do work anywhere, anytime, anyplace without necessarily being in the

traditional setting of the work environment. Although Shriner and Shriner (2007) outlined the limitation of face-to-face interaction with co-workers and supervisors, as challenges that come with teleworking, they believed these new options of the use of technology was a better way for women to spend time with their family especially women with their younger children.

They concluded in their article that, working women no matter their work schedule are struggling and want to find ways of finding a balance at their workplace and family responsibilities. Therefore Shriner and Shriner (2007) believed when agile working; working from home or anywhere, not necessarily the traditional office setting can help solve the Work Family issues in working women.

Similar to what Shriner and Shriner, (2007) discussed in their article about the use of modern technology, Long, (n.d) also believed that the use of technology will help minimize the work-life balance conflict. Long, (n.d) was looking at the use of modern technology in a different light as compared to (Shriner & Shriner, 2007). She delved more into how employees can take advantage of the use of smart phones and at the same time not being an interruption to the family. Today's increase in smart phones has literally brought the world at our door step, therefore we can be at anywhere or place to receive mails and schedule appointment. All the same (Long, n.d) believes the smart phones can still be a destruction through the constant mails and even calls that come through even when employees are home spending time with the family.

She suggested people in this situation should try and have a time where they either turn off their phones or even reply mails all at once instead of replying to every mail that comes through in different times. In her article, she mentioned how the use of smart phones which makes working easier can also mean working every day in the week via phone. This is why she concluded in her article that in our world of nonstop information flow, we have a fantastic opportunity to use the technology to increase our flexibility and mobility, so that we can balance work and personal life the best way possible. However, we are also at risk for experiencing even greater work-life conflict due to the constant intrusions that come along with it (Long, n.d).

2.5 Theoretical Framework

The theoretical framework that underpins this work is work-family balance; individuals being able to perform satisfactorily in both their work and family responsibilities. The theoretical framework gives this research paper a direction in carefully identifying and defining what a work-family balance is or what it entails.

The theoretical framework adopted in this study on work-family balance in Career women in Ghana is by Clark (2000). Where Clark (2000) believed Work-Family Balance is the satisfaction an individual gets and at the same functions effectively both at work and home with a minimal interference from work and home roles.

Clark (2000) definition of Work-Family Balance was adopted or seen attractive to this study because of how he makes room for conflicts which are

likely to come in the way of work and family roles. Most of the scholarly definitions of Work-Family Balance that were reviewed did not factor in the possibility of little conflicts, therefore saw Work-Family Balance as strictly a perfect balance at both spheres of life; work and family.

Clark (2000) emphasized that this conflict that is likely to arise should be minimal in order to have a balance at work and at home, therefore since I agree with the concept of no perfect Work-Family Balance, Clark (2000) perspective of Work-Family Balance was seen by me as the best fit for this research. Also, the satisfaction factor also was deemed very important in Work-Family Balance, as an individual should feel satisfied in both her work and family roles, and above all should function effectively in both spheres of her life.

3 METHODOLOGY

3.1 Introduction

To understand the contributing factors associated with successful work-family balance of white collar professional women, there is a need for a study with an appropriate targeted population. The previous chapter examined literature that pertains to people from diverse countries and times, but this chapter will pay particular attention to the Ghanaian context. This chapter details the research design adopted for this study, sources of data, sampling procedure of respondents and the techniques of data collections and analysis.

3.2 Research Design

For the purpose of this study and also its objectives, qualitative research will be used to gain an in-depth understanding of this topic on work-family balance within the Ghanaian context.

Qualitative research is considered important to achieve the purpose of this study because the study seeks to explore and understand Work-Family Balance. This research approach will aid in my research goal of exploring and understanding the phenomenon of Work-Family Balance in Ghanaian Career Women (QSR International, 2012).

3.3 Sampling of Respondents

In this research, approximately 78 Ghanaian women with different white collar jobs were targeted. The careers of these women span from Human Resource (HR) Manageress, Administrators, Engineers, Health Workers, University Lectures, Lawyers, Accountants, Social workers, Doctors, and

Bankers. The reason for the above selected areas of profession is because these white collar jobs come with heavy responsibilities; therefore it was interesting to explore how women in these professions successfully find a balance with such work and family roles.

Approximately fifteen (15) respondents from the selected jobs stated above were interviewed, and each respondent was given some questionnaires to give to other women who fit the criteria for the research. Initially, the plan was to give each respondent who was interviewed three questionnaires. Unfortunately, most of these women were too busy to help distribute the questionnaires to other women who fit the criteria for this research. Therefore, the number of questionnaires that were given to the interviewed respondents depended on how many questionnaires the interviewed women were willing to help distribute.

Others also preferred to share the link of the online questionnaire to some groups they belonged to, where they believed they could get career women who fit the criteria for this research. A total of 15 interviews were conducted, 39 questionnaires were filled (out of 45 questionnaires that were sent out), and 24 responses from the online surveys, which make up the 78 respondents for this research.

3.3.1 Respondents

The targeted participants for this study were women who are currently married, and were between the ages of 25-60 years. These women had

either children or not, and could be spoken to on how they were balancing work and family roles successfully.

3.4 Research Technique

One technique used to recruit more participants for this research was through the snowball technique. "Snowball sampling is a technique for gathering research subjects through the identification of an initial subject who is used to provide the names of other actors. These actors may themselves open possibilities for an expanding web of contact and inquiry" (Atkinson & Flint, 2012). The use of this technique helped to identify respondents who were likely to have 'rich information' for this research. Also because women in this category are difficult to identify, as a result of the sensitivity of the phenomenon work-family balance, recommendations by people who have personal relationship with such women was one effective way of identifying such women, hence, the use of the snow ball technique.

3.5 Sources of Data

In gathering data for this study, primary and secondary data were used. As explained earlier, the objectives of this research gives a direction to where data should be collected.

3.5.1 Primary Data

To understand the successful contributing factors that help career women find a balance at work and family responsibilities, qualitative interviews guided by semi-structured questionnaires was adopted to get a better understanding from the respondents. An individual in-depth interview helped

respondents freely express themselves and this approach gave deeper and detailed understanding of the study, thus fulfilling the objective of the study. Coupled with the face to face interview, questionnaires were given to women who fit the mentioned criteria in this study recommended by the women who were interviewed earlier and through personal contacts.

Also, the online survey link was posted on social networks such as Facebook and LinkedIn. This link was also sent to some selected individual statuses/e-mail addresses, professional groups, and old students' association groups. Information on how the respondents find a balance at their work and family roles from the questionnaires, interviews and online survey were analyzed. This was done by comparing the different ages of the children (women with older and younger children), also those who had children and compared with those who did not. These approaches were used to find different dimensions that potentially affect how the participants of project balance their work and family roles.

3.5.2 Secondary Data

This study employed secondary data sources like journals, articles and reports to supplement the information to be generated from the interviews and questionnaires from the selected respondents. The secondary data reviewed literature by different researchers on work-family related issues.

4   DATA ANALYSIS

This chapter analyses and interprets the results gotten from the data collected through the administered questionnaires and conducted interviews conducted, and finally the responses from the online survey. This chapter will discuss respondents' responses to the questions in the questionnaires, online and interviews. These responses help to elucidate how the selected Ghanaian Career Women achieve successful balance between their work and family roles.

4.1   Data Analysis Approach

Thematic Analysis was used in analyzing the data collected from the respondents. This was done by identifying, analyzing and reporting patterns (themes) within data (Braun & Clarke, 2006, p.79). The recorded interviews (with the aid of a voice recorder) were repeatedly played and listened to carefully find the trends and patterns in the responses from the respondents. Each respondent's details based on their age, profession, educational background, the ages of children if respondents had children, departure and return time of respondents from work to home and home to work, duties at work and home, and contributing factors of work-family balance of each respondent were typed in Microsoft excel sheet to start with. The selected factors; different ages of children and whether the respondents had children or not were necessary for this study in order to find out how these factors corresponded to the contributing factors that help attain a balance at work and family roles. Also, the typical roles of these women at work and their

homes were used to tease out how both spheres of their lives were demanding and needed attention.

After all the information gathered was transcribed, the contributing factors of work-family balance gathered from the data collection were put into different themes.

4.1.1 Demographics

The information below gives the demographics of the research respondents in terms of their age range, their jobs, their educational background, the age range of their children, and finally the percentage of women who have children or not. The data was from all three channels used in my data collection. Below are the demographics of the respondents of this research.

4.1.1.1 Age range

Age Range of Career Women

Age ranges	Number of Career Women in a particular age range
47-60	36
36-46	19
25-35	23
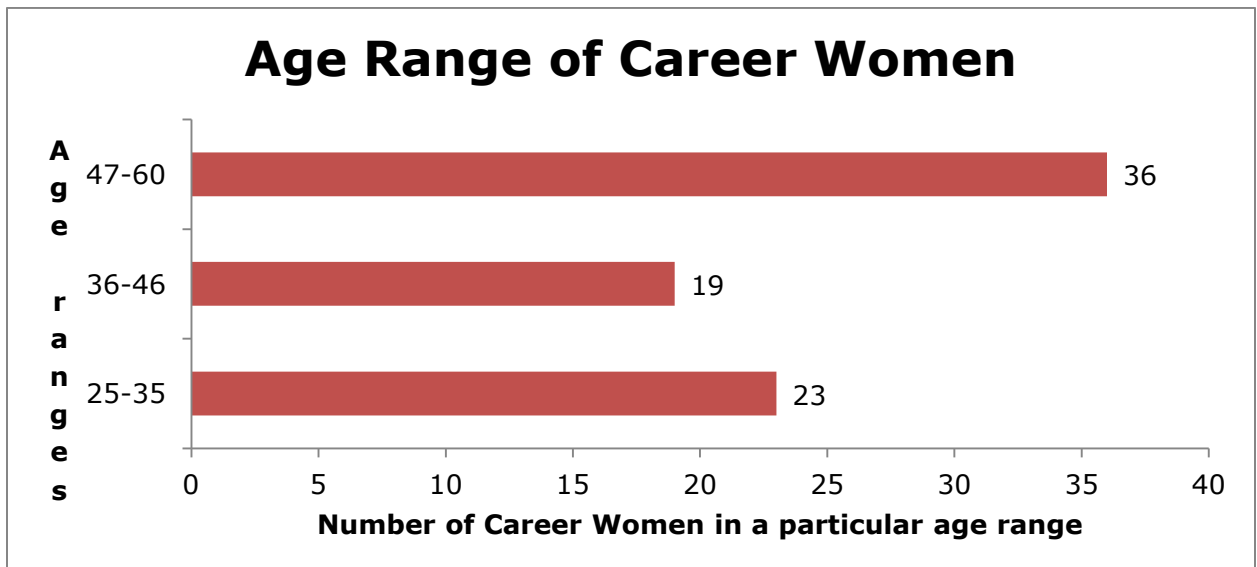
 36 career women, which represented 46% of the total respondents were between the ages of 47-60 years. 29% of these respondents were between the ages of 25-35years, whiles the last age bracket between 36-46 years

represented 24% of the respondents. As clearly illustrated in from graph above, majority of the respondents were in the older age bracket (Between the ages of 47-60 years old).

Career Women and their respective Occupations
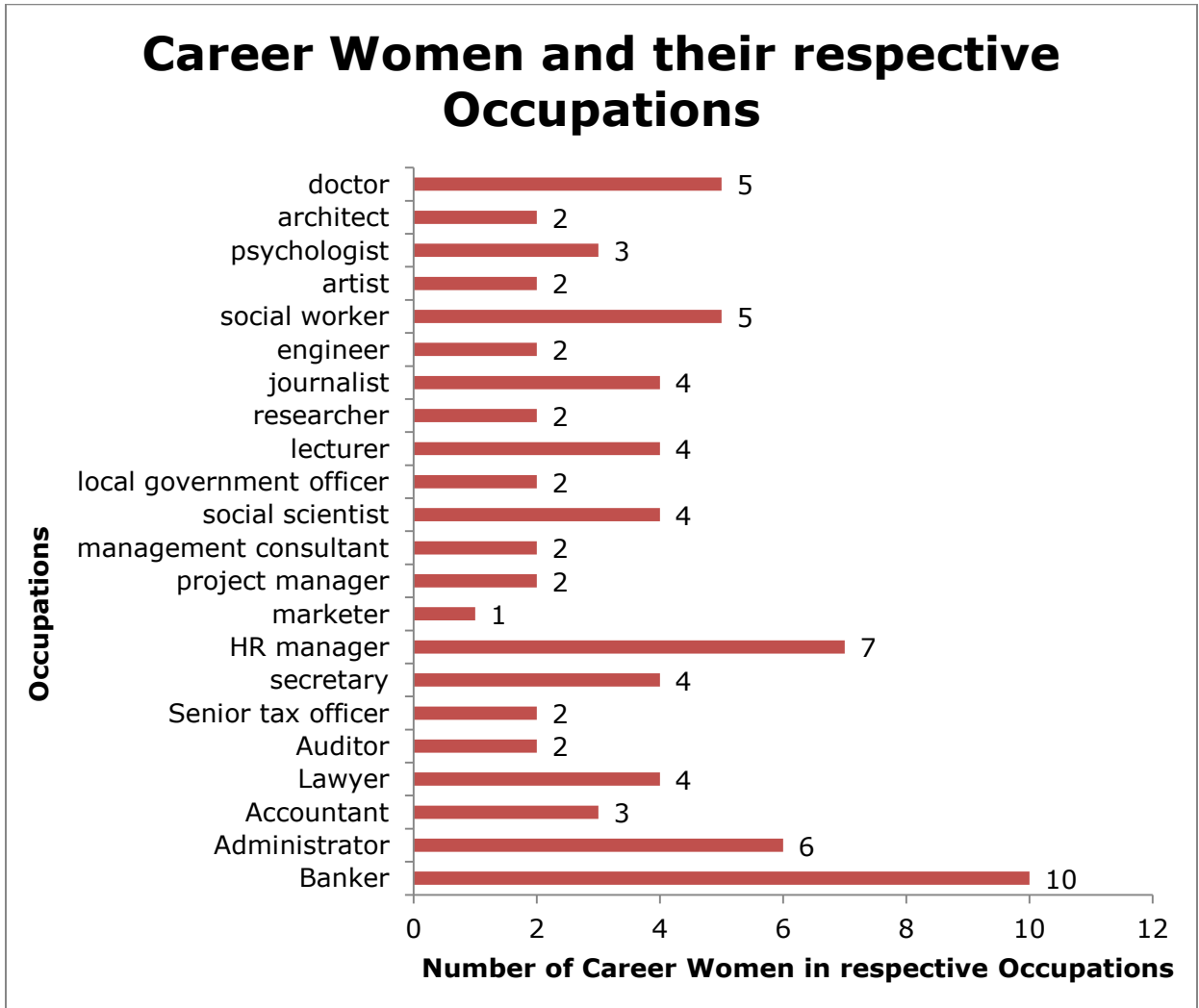
From the above graph, the respondents of this research had different white collar jobs, 13% of the respondents were bankers, followed by Human Resource manageress, all of which represented 9% of the respondents, 8% of the respondents were administrators and social workers and medical doctors represented 6% of the different jobs above.

4.1.1.3 Current Educational Background

Current Educational Background

3%

9%

37%

51%

- Bachelors Degree
- Masters Degree
- PHD
- Professional Qualification
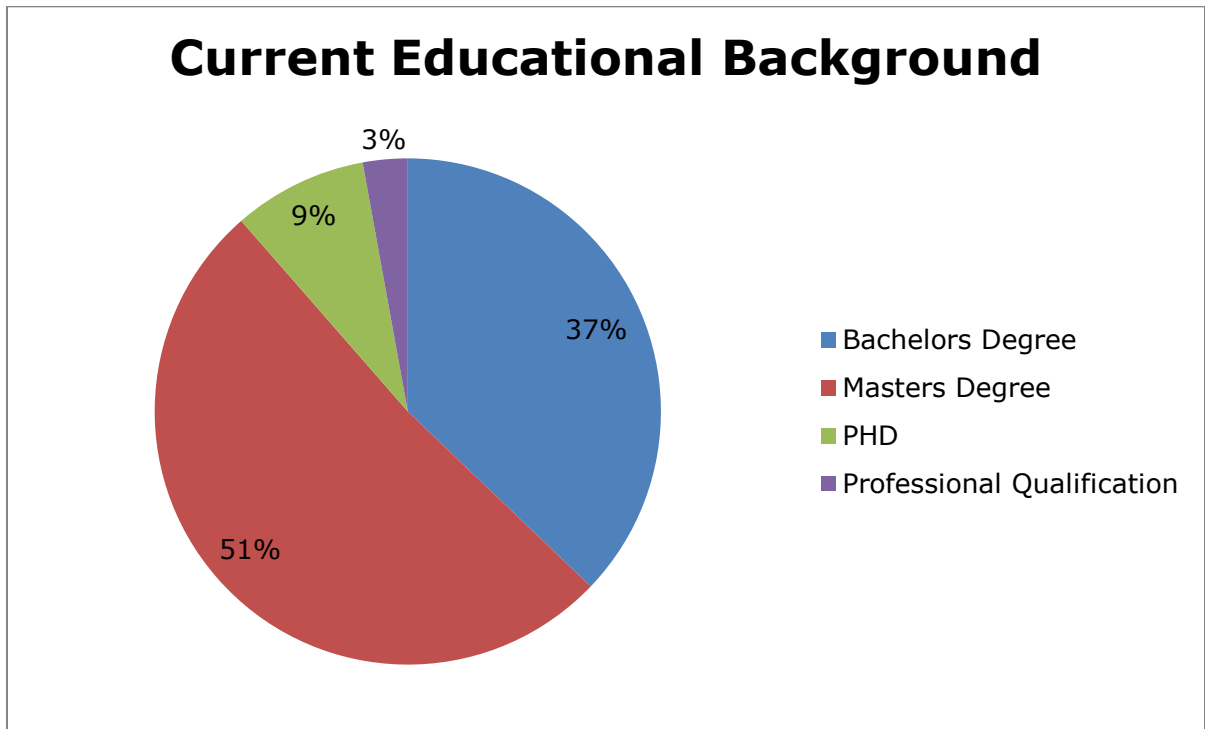
A considerable percentage of 51% of the respondents currently had attained their masters' degree, followed by 37% who had bachelors' degree. Most of the career women interviewed had attained bachelors' degrees and had plans furthering their education, at least masters' degree. Most of the respondents between 25-35 years age range who currently had a bachelors' degree considered taking another higher degree or a professional degree.

Percentage of Career Women who have or do not have children

25%

75%

- yes
- no
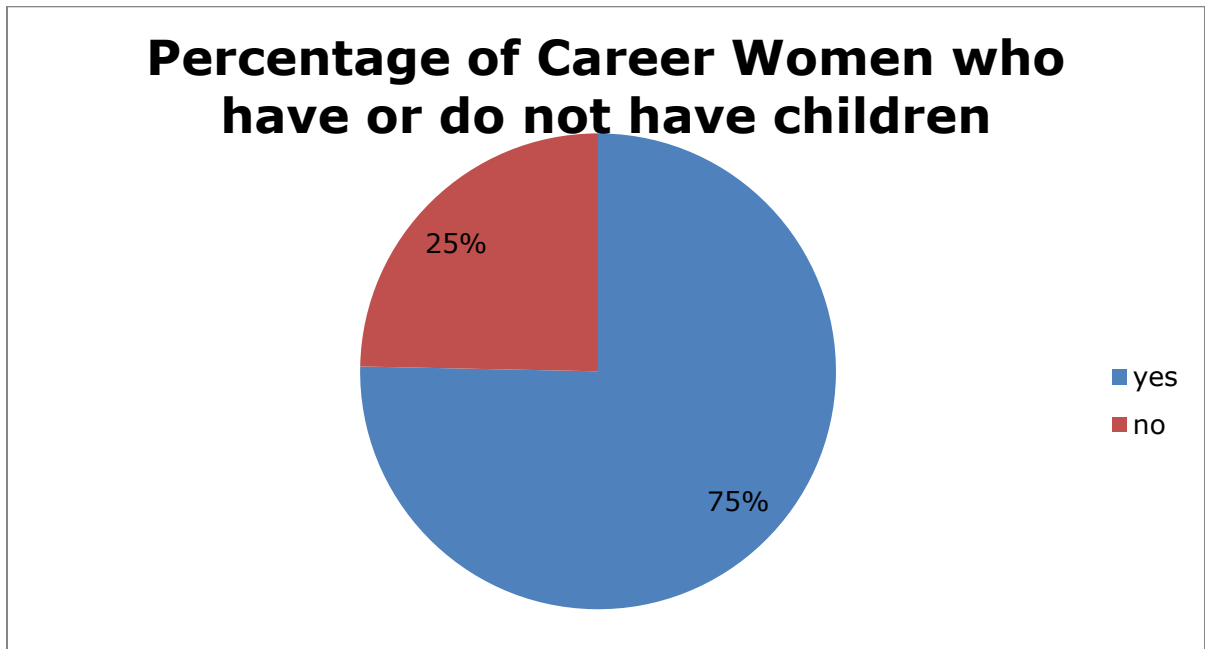
From the interviews conducted, some of the career women between the ages of 25-35 years who did not have children were considering some factors such as obtaining a higher degree, climb higher in the career ladder before having children. Some also knew they will never give birth and such women were ready to adopt a child or children in few years to come. One respondent said,

"I do not think I am ready to have babies now. I think it is too early in my career, and besides I want to concentrate on getting a masters' degree. Children upbringing is another career my dear!! Not ready to combine the two for now."

Some of the married career women did not want children at their current stage of their lives because they knew they would struggle with balancing work roles and child upbringing at the same time. They were ready for these

challenging roles when they were career sound and were at positions they could have time for their children, without a major conflict.

4.1.1.5 Age range of children

Age Ranges of Chlidren
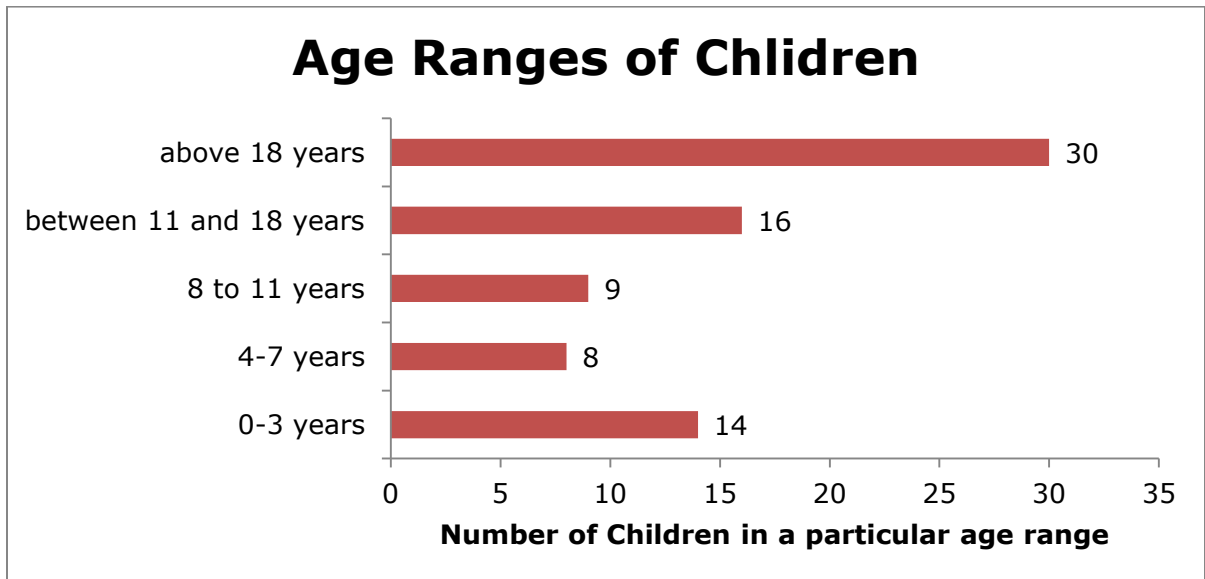
Respondents who had children had one or more children, and as a result of this some had all their children above 18 years, or in the different age ranges. Basically, 30 respondents had children who were above 18 years, followed by 14 respondents who had children between the ages of 0-3 years. 16 career women had children between the ages of 11 and 18 years. Basically, these career women had older children as compared to those who had children between the ages of 0-7 years. This older age range of children of the respondents can perhaps be attributed to the fact that most of these respondents are old (47-60 years old).

4.1.2 Research Questions

Clark's definition of Work-Family Balance as our theoretical framework was adopted in finding out how career women in Ghana balance work and family

roles. Based on the responses obtained from some questions in the research tools used; questionnaires and interviews, the success of Work-Family Balance was achieved for this research. Below are the data collected from interviews, online, and questionnaires which are put into graphs, charts, to aid in understanding the phenomenon of finding balance between their family roles and work responsibilities.

4.1.2.1 Departure and Return time from home to work and work to home
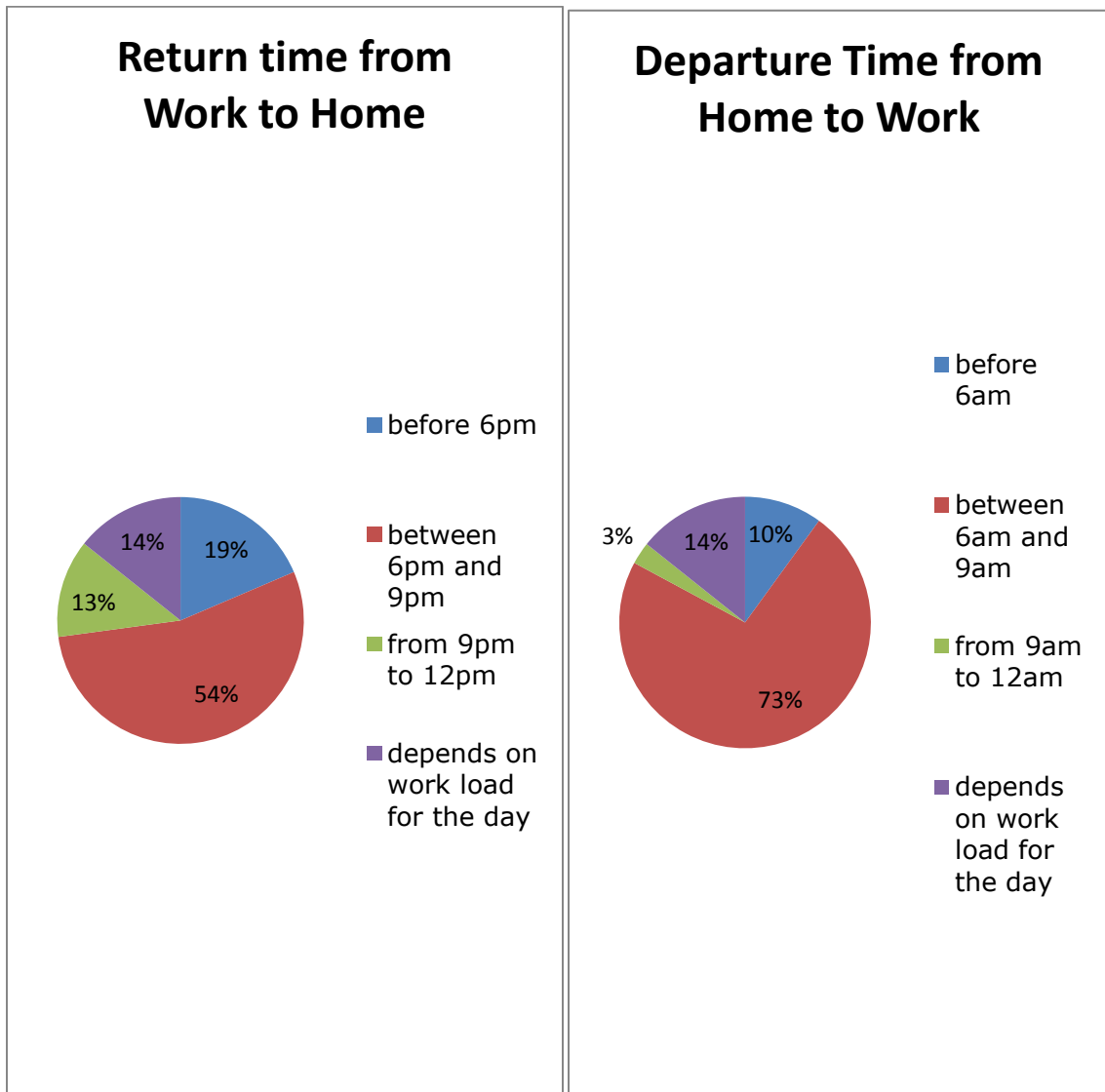
Majority of the respondents leave their houses to work and return back to their houses at approximately between 6am - 9am and 6pm- 9pm respectively. 14% of the respondents did not have a fixed time to leave or return home from work. Most of the women interviewed had flexible time schedules and they stayed longer at work when the need arose, and could also report late or early depending on the work load at work. The managerial position of most of these respondents allowed this flexibility of not having a fixed time to report or leave the office.

Career women with younger children left the house before 6am in order to take their children to school before going to work. Traffic in the mornings also was another factor that made these women leave home to work before 6am.

4.1.2.2 Typical roles at home

From the data collected, almost all the women performed some domestic house chores such as cooking, washing, cleaning, and going to the market to buy foodstuff for the family. On the other hand, most of them also had house helps who assisted in such chores. Some house chore such as cooking was entirely performed by the women and sweeping was mostly done by the househelps.

One respondent said that,

"I wash my clothes and that of my husband, and also cook for the family, although I have a house help. I do not solely rely on my house help for the management of my home. I have the house help because I mostly need

someone at home who will make sure everything is going on well at home and get things done before I get home. I need her to also perform some roles such as cleaning and washing the kids' clothes. Yes! I must admit, she is important in also maintaining the house. I may not do the house chores every day, but I do it most of the time because it is my responsibility and she helps when I cannot do them or I am too busy. She also takes care of other things like sweeping the compound, because for my age I cannot bend down for too long."

Some women who had younger children also assisted their children with their homework, made sure their children and husbands were well fed before they go to school and work. Basically, the traditional role of a woman as perceived in the traditional Ghanaian society still exist and this feature is evident in how although these career women have their career, they still owe it to their family to perform their family roles.

4.1.2.3 Typical roles at work

Typically, most of the respondents were in management positions, and their ability to have such positions were attributed to the fact that most of them had their masters' degrees, thus their career success. As a result of such positions at work, they make decisions such as strategy implementation, organizational policies, recruitment and employee appraisals, for the company and departments they work in.

Also most respondents assign and supervise the work of their subordinates for effective management. Some of the career women also hold meetings to

make sure the company or the respective departments have no issues, and the employees in the company are managed well. Basically, the respondents as a result of their management position make sure the company they work for are effectively managed well and all the stakeholders they serve are well-satisfied.

4.1.2.4 How work-family conflicts are resolved

From all the responses received, 10% of the women admitted that their work roles hardly conflicted with their family roles. These women were those who had older children, therefore were not over burdened with leaving work early to attend to their older children who were independent. On the other hand, the absence of Work-Family conflicts in some of these women was because they had found better ways to balance these two domains over the years.

FIG. 4.1.2.4 Work-Family Conflict Resolution

Work-Family Conflict Resolution

Legend
■ Conflict hardly exist
■ external help
■ Take time off at work to spend time with the family
■ Effective management of time at work
■ Communicate with family and superiors about pressing issues
■ Compensate family

Pie chart values: 10%, 17%, 17%, 18%, 19%, 12%, 7%
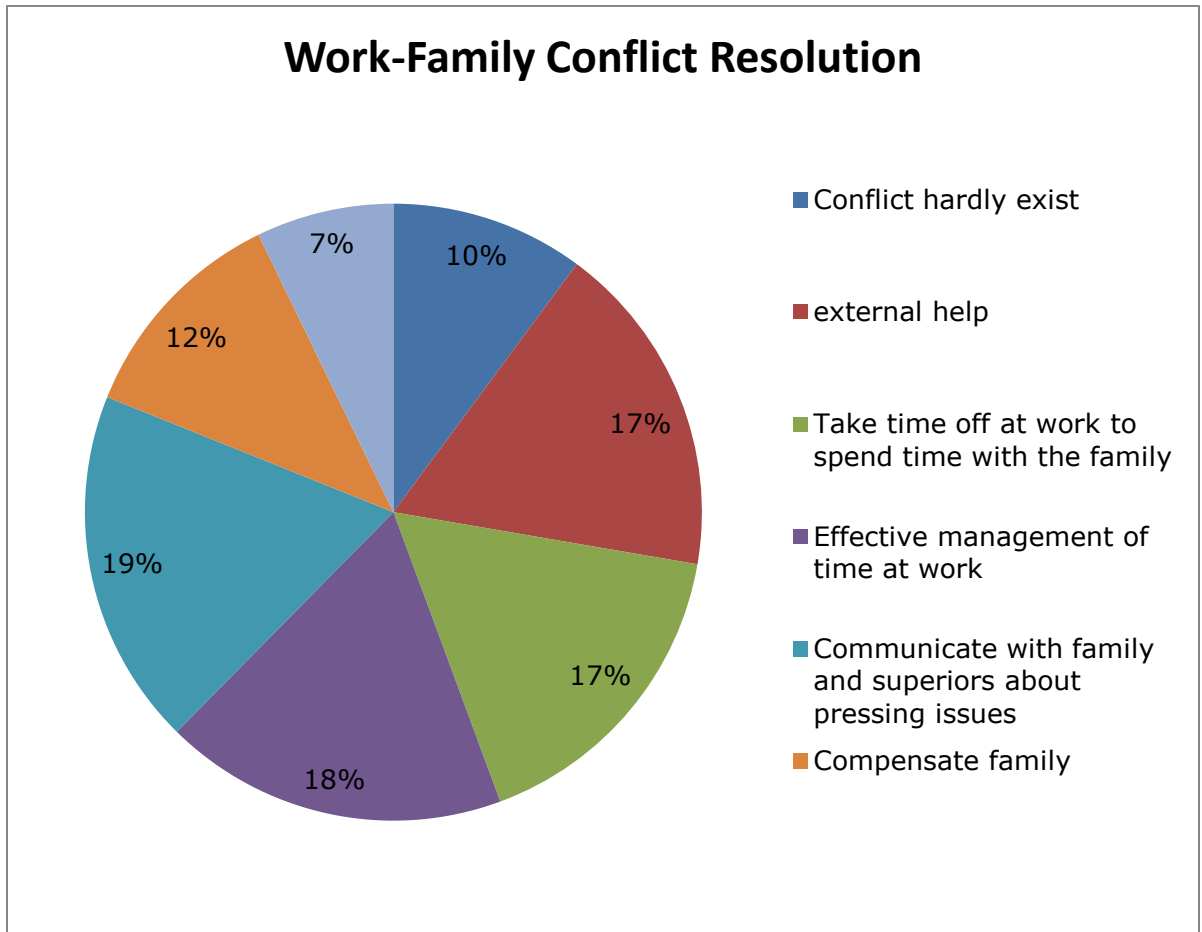
From the research, work-family conflict is resolved in career women by effective communication with the family and superiors at work. Here, the women talk to their family (husband and children) about the pressing demands from work and family, and as result they are excused for their inability to perform certain roles, especially at homes. 19% of the respondents mentioned how communication was a strong tool in resolving their work-family conflict. In doing this, these career women discuss with their husbands and children about some of their heavy duties at work which make them unable to effectively perform their roles at home. As seen from

the responses, most of these women get their family understanding the challenges they face in juggling work and family roles, making it easier for them to perform effectively at work. Also, external help from house helps and extended family members are other ways these career way women resolve their work family conflict. These external help allows these women to ease the burden of juggling between roles. Some other factors such as effective time management at home and days taken off work days to attend to family issues were ways the respondents resolved their work-family conflicts.

Another factor that was seen in about 18% of the responses were how these career women effectively managed their time at work well, in order to finish their duties at work on time to spend time with their family at home. One respondent who did not want to her children to get too attached to her mother , since she spent most of her time in looking after her children noted that,

"I want them to know me as the mother who makes time for them. I make sure when I get to work, I manage my time very well so that I am able to finish all I have to do before 5:30 pm. This helps me get home on time and spend time with the family."

This shows how career women are making a conscious effort to be emotionally and physically connected to their children, despite their demanding work roles. Therefore they do all they can to   give their family

the needed attention, without any one taking their place as the mother and wife.

About 17% of the career women also take some few days off at work to attend to family issues. One woman in one of the interviews said that,

"*In extreme cases I declare emergency situations and I take a day off. Sometimes I seek permission for late arrival at the office in order to have more time at home.*"

Alternatively, 12% of the respondents felt the need to compensate their family with surprises such as baking a cake, buying something special for the family, especially when they feel their work has taken a lot of their attention from their family roles as a mother and a wife.

Above everything, since most of the career women occupy management positions, there was a pattern in their responses that was the fact that about 7% of the career women delegate some roles to their subordinates. These career women get the chance to attend to family roles and the same take some burden off their shoulders.

4.1.2.5 How family-work conflict is resolved

As mentioned earlier with regards to how the respondents resolved work-family conflicts, 10% of them have over the years found ways in balancing these two spheres of their lives and as a result they did not struggle with the conflict. This was the same for family-work conflict, where the same 10% of respondents did not see family roles conflicting with their work roles.

The major conflict with family-work roles that runs through most of the respondents who have younger children is that fact they have to spend a lot of time with the growing children. About 84% respondents for very serious conditions have had to talk to their spouses to help them with some of the family roles, such as spending time with the children, sending and picking them from school. This was to allow them work on some office work, and about 72% of the career women also depend on external helps such as extended family members and house helps.

"At times when I am not able to fully perform my work roles because of the responsibilities I need to take care at home, I talk to my husband about the issue, and we compromise on some of the family responsibilities. So he takes on most of the family roles when work needs me the most. I will say this has helped me resolve the conflict of family-work conflict. I love my husband for this; he understands my job and ready to support me."

From the above response, family-work conflict cannot be resolved fully in career women without the help of their husbands and househelps. Basically, there are similar factors that help women resolve conflicts at work-family roles and family-work roles.

4.1.2.6 Satisfied with Work-Family Balance?

Percentage of Women who are Satisfied with the Work-Family Balance
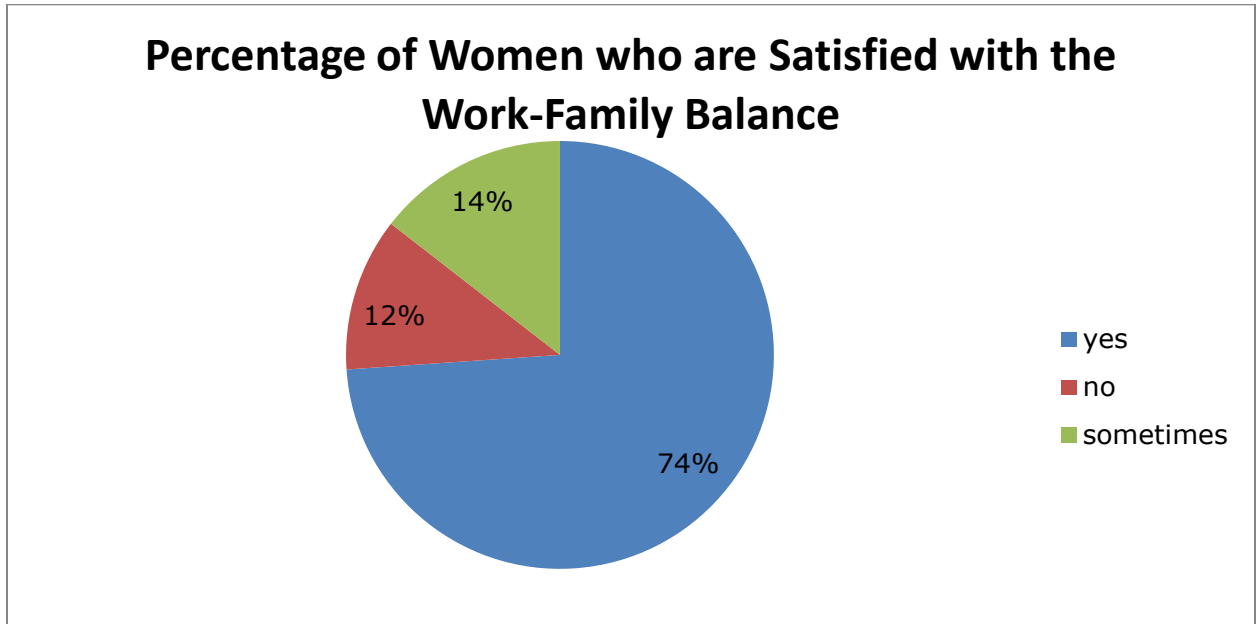
In terms of the respondents' satisfaction with their level of balance at work and family roles, 74% of the women answered 'yes', 12% answered 'no' and finally 14% answered 'sometimes'(meaning these women were sometimes satisfied and other times not, depending on the pressure each sphere demands from her at a given time). The respondents who answered yes to being satisfied with their current balance at work and family roles believed that successful work-family balance was a process which needs adjustments at every point in time when necessary. Therefore for those who were not satisfied with their work-family roles, they believed they could find factors such as changing their jobs to a more flexible one, get external help from family members and house help in order to have time and attend to their work and family responsibilities.

All the women who were not satisfied with their current work-family balance also outlined some factors that are currently helping them juggle between work and family roles. They identified contributing factors that are helping them maintain a balance, although they were not satisfied with how they balance their current work-family roles. The 14% respondents who were sometimes satisfied with their work-family balance attributed it to the fact that their work and family roles varies a lot, and as a result one sphere of life suffers more than the other.

4.1.2.7 Contributing factors that help career women balance work and family roles

From the data collected from respondents about the contributing factors that help career women balance work and family roles, four main themes were extracted; external help, proper planning, good relationship with supervisors and employees, and finally the flexibility of their respective jobs. Under each theme, there were certain factors that helped them to achieve a balance in both spheres of their lives.

FIG. 4.1.2.7 External help as a source of Work-Family Balance in Career Women

EXTERNAL HELP

- House helps
- God
- husband
- children
- Extended family
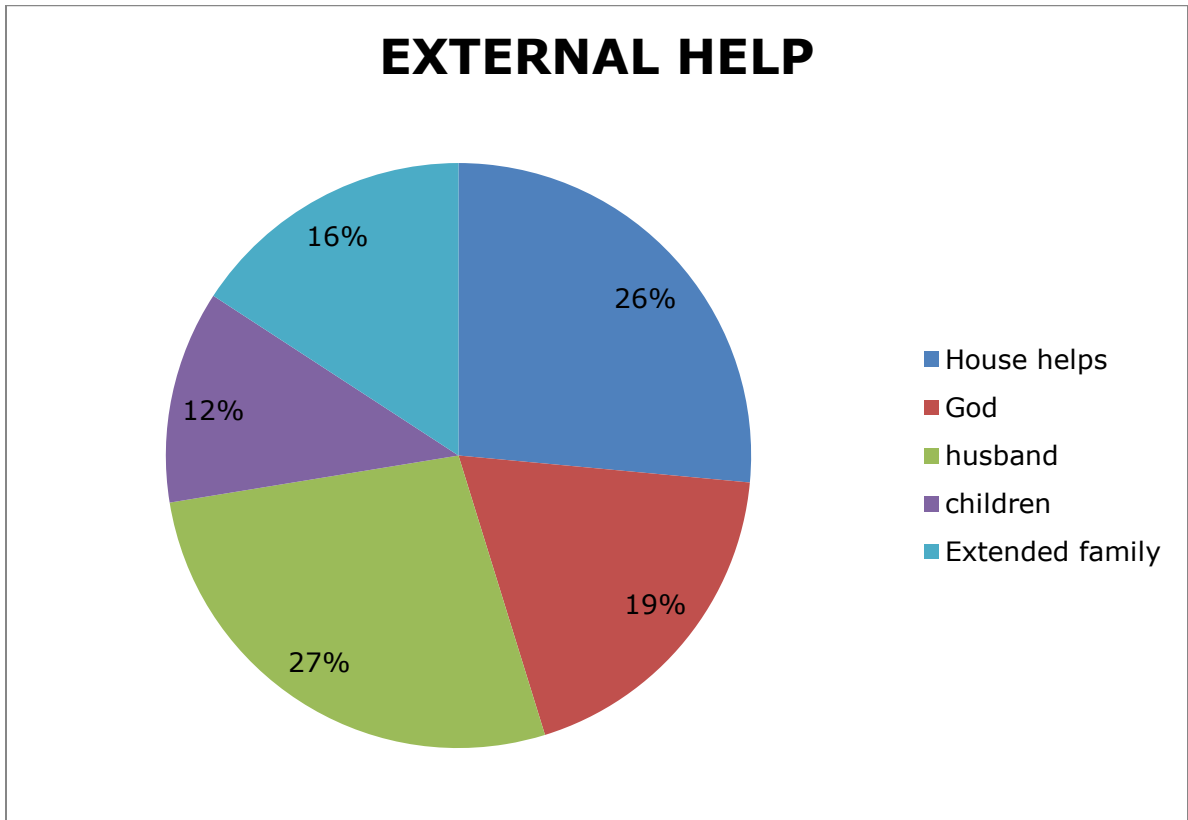
26% of the respondents attributed their husbands' support as a major contributing factor that helps them juggle between their work and family roles. About 26% of these career women relied on house helps which allowed them to have time for their work roles. Although these women also performed the domestic house chores such as cooking, cleaning, washing, they admitted the presence of a house help has reduced the burden off their shoulders and made the juggle between work and family roles less stressful as compared to when they did not have house helps.

The extended family was another factor which helped career women in this study find a balance between their two major spheres of their lives. 16% of the respondents preferred having an external family relation to help out with some of the family roles than having a house help.

From the data on the age ranges of the children of the respondents, most of them had children who were above 18 years and this reflected in how the ages of the children also positively affected how these mothers juggle work roles and family roles. 16% acknowledged their children as helping with some of the house chores at home which reduced the burden of always being around to cater for the children since they are old enough to take care of themselves till both parents come home from work.

Finally, these career women believe in the supernatural being. God played a major role in the lives of 19% of the respondents. According to these respondents, they believed their reliance on God has psychologically helped them achieve a successful balance at their work and family roles.

Good relationship with superiors and subordinates

47%

53%

- Subordinates
- superiors
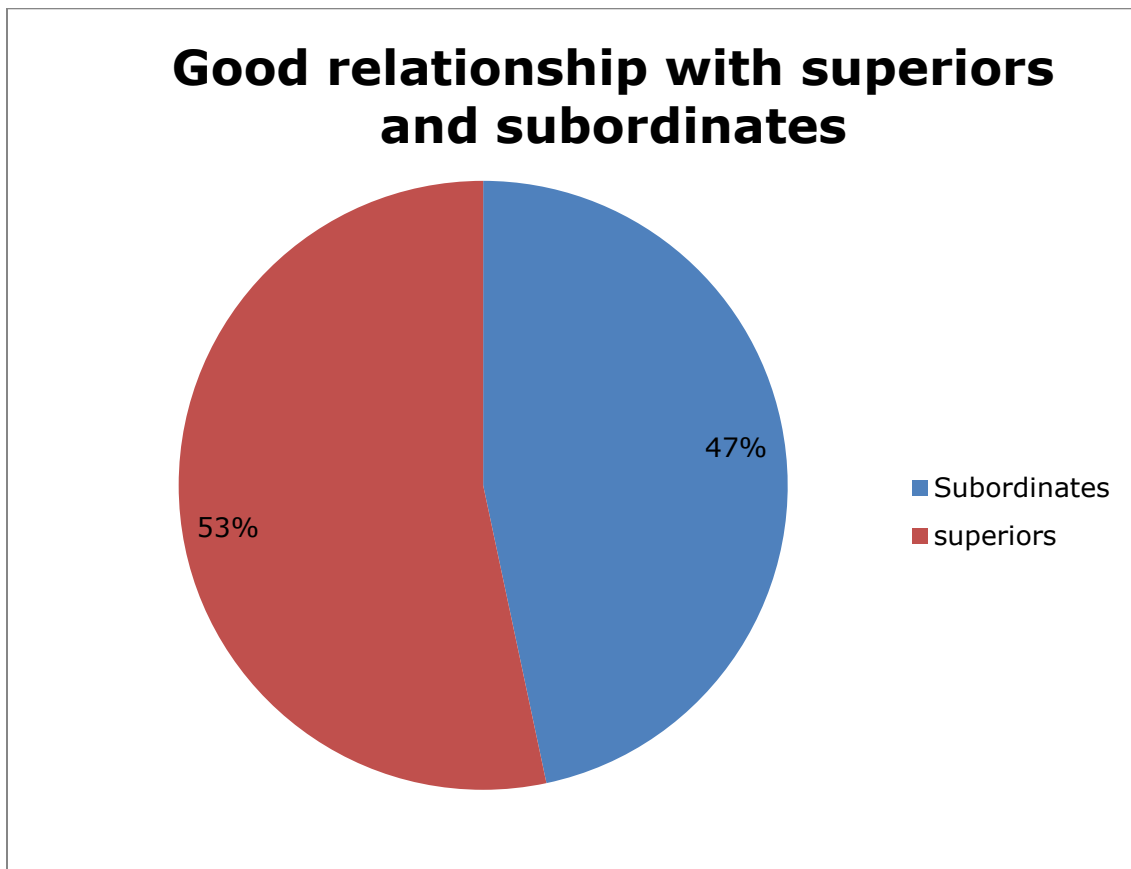
The respondents in this research also attributed their success in balancing work and family roles to their subordinates and superiors. 53% of the career women resolved both work family and family-conflict by delegating some of their duties to their subordinates to help them take care of family issues. These women went further to list their subordinates' help as a valuable contributing factor that helps them juggle both spheres of their lives.

On the other hand, 47% of the respondents in this research admitted that their ability to successfully balance work and family roles resulted from their good relationship with their supervisors. As a result of positive relationship, when the family urgently needed their attention, it is easy for these women

to communicate the situation to their supervisors for permission for some days off work.

4.1.2.9 Proper Planning

Proper Planning

16% 20%

19%

25% 20%

- Time management
- Proper organizational skills
- Set priorities
- Go home right after work
- Do not take work home
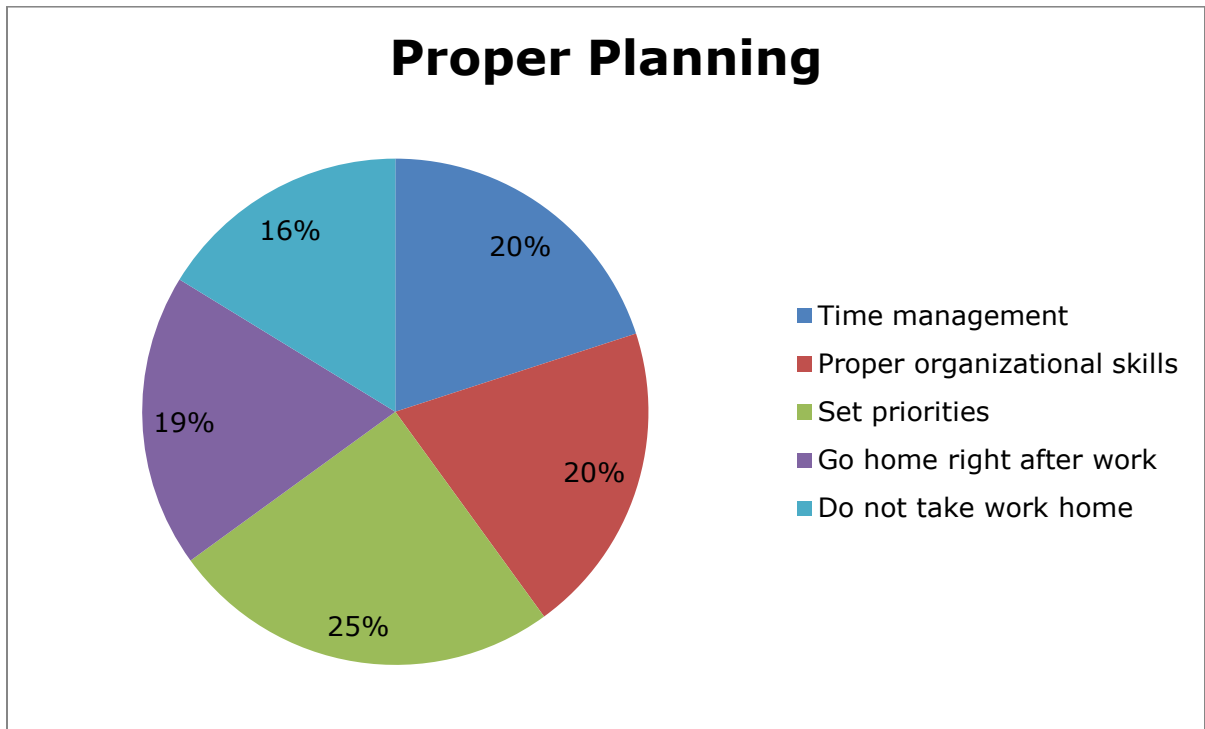
About 25% of the career women basically noted how they set right priorities that help them know the things to do at a particular time. Therefore such an approach helped them keep a plan which allows them to be proactive in all their endeavors.

Twenty percent of the respondents noted that proper organizational and time management skills helped them to achieve work and family balance. These women believed their success in these spheres was as a result of their organizational and time management skills that they learnt to execute over the years. Therefore, they planned well at both at work and at home to make

sure both domains of their lives were not struggling too much for their attention. Although some of the respondents who were interviewed admitted the organizational and time management skills did not fully help with the balance, they saw these skills as a major incentive in balancing work and family roles.

The flexibility of jobs of some of these career women helped them find a balance at work and family roles. 83% have flexible working hours that helped them, and also since most of these women are in management positions, they do not necessarily have to report to work early and leave work at a specific time.

4.1.2.10 Comparing the findings of Career women with older children to those with younger children

The factors that help career women balance work and family roles were further put into two main dimensions. I compared women who had older children to those with younger children, and women who had children to those who did not have children. The analyses above were the trends that were found in all the respondents. Below are the first five common factors that were seen in all the responses of these special groups from the questionnaires, interviews and online survey.

FIG. 4.1.2.10 How women with older children balance work and family roles

Career women with children between 0-18 years

- 25% Extended family members
- 20% Househelps
- 15% Good relationship with supervisors and subordinates
- 18% Proper Planning
- 22% Flexibility of work
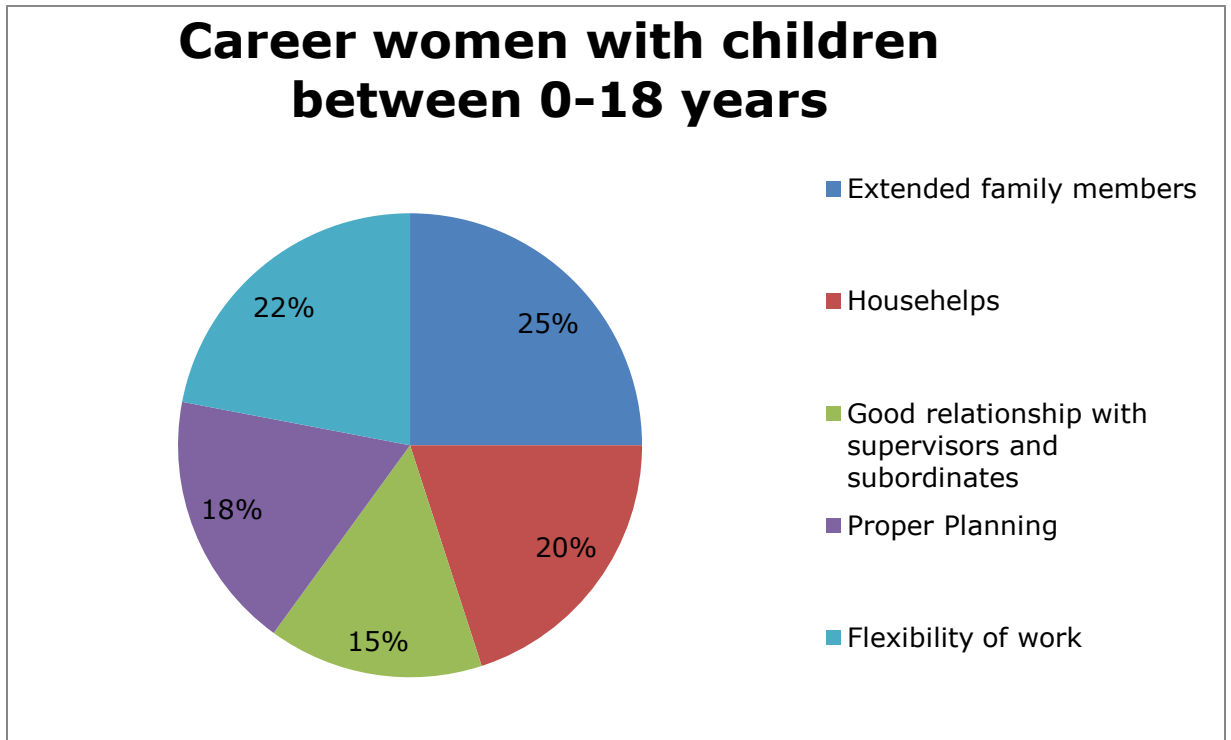
From the graph above, career women who have children between the ages of 0 and 18 years depended a lot on external help such as their extended family members and house helps. As a result, career women with children who are younger needed extra hand in helping them find the balance between work and family roles. 25% of these respondents mentioned in the interview or listed extended members as their first source of help in balancing both work and family roles. About 22% of the respondents also attributed their success to work-family balance to the flexibility of their jobs, where their working hours could allow them to leave work early to attend to family responsibilities.

 20% of respondents listed house helps as their second source in finding a balance at work-family, followed by proper planning which consist of time

and organizational skills and finally their good relationship with supervisors and subordinates. In an interview with one career woman, she mentioned that,

"I prefer my mother or younger sister helping out at home and taking care of my toddler and 9 years old son than hiring a nanny or house help. No, no!! I cannot trust these house helps. What will they be teaching my kids when I am away?"

This response goes on to re-emphasize how career women prefer a family member like a mother to take care of their younger children than a househelp who cannot be trust with imparting good morals to the growing kids. Although career women were busy with work roles, they were very particular about the kind of people who take care of their children, especially those women with younger children.

FIG. 4.1.2.10   How women with older children balance work and family roles

Factors that help Career women with children above 18 years balance work and family roles
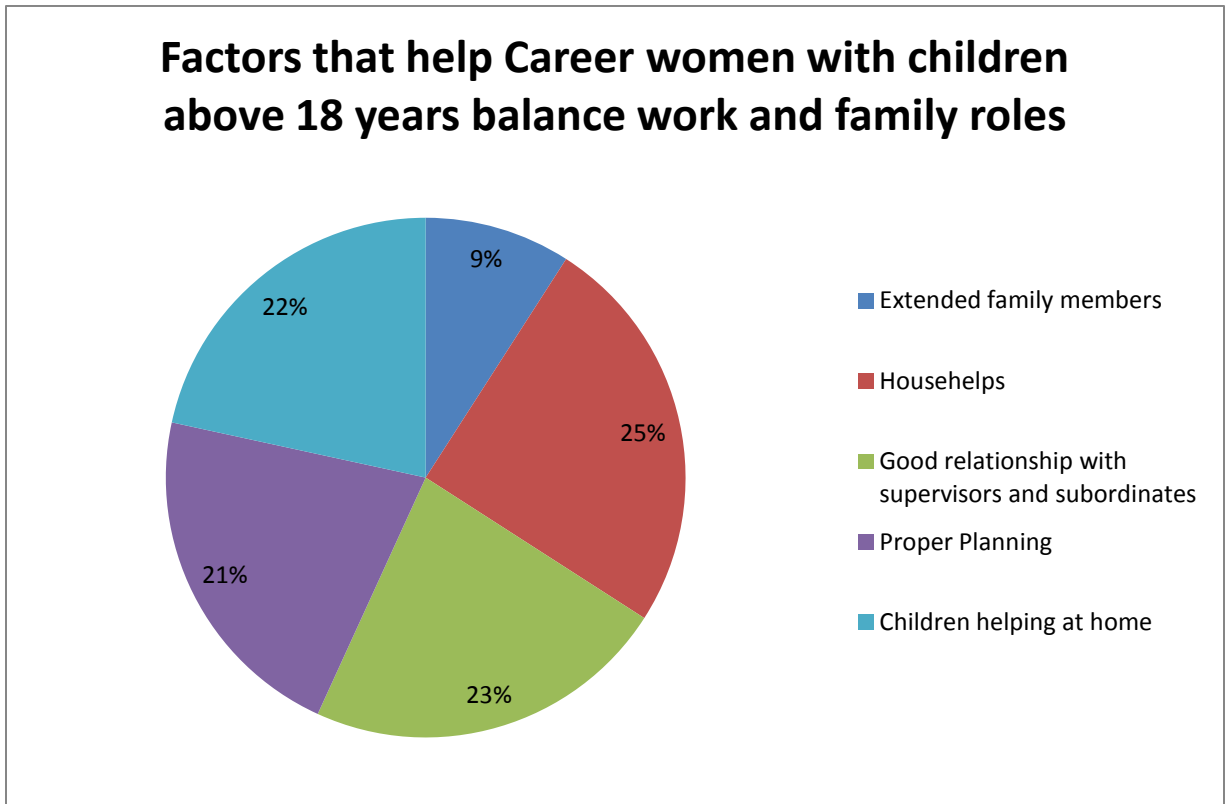
Comparing the percentage of women with children between the ages of 0 and 18 years who rely on extended family members in balancing work and family roles to those who have children above 18 years, 25% of the women with older children resorted to house helps. 23% and 22% of the women's good relationship with their supervisors and subordinates, and their children's help at home respectively, help successfully juggle both work and family roles.

Percentage of Career Women who have or do not have children
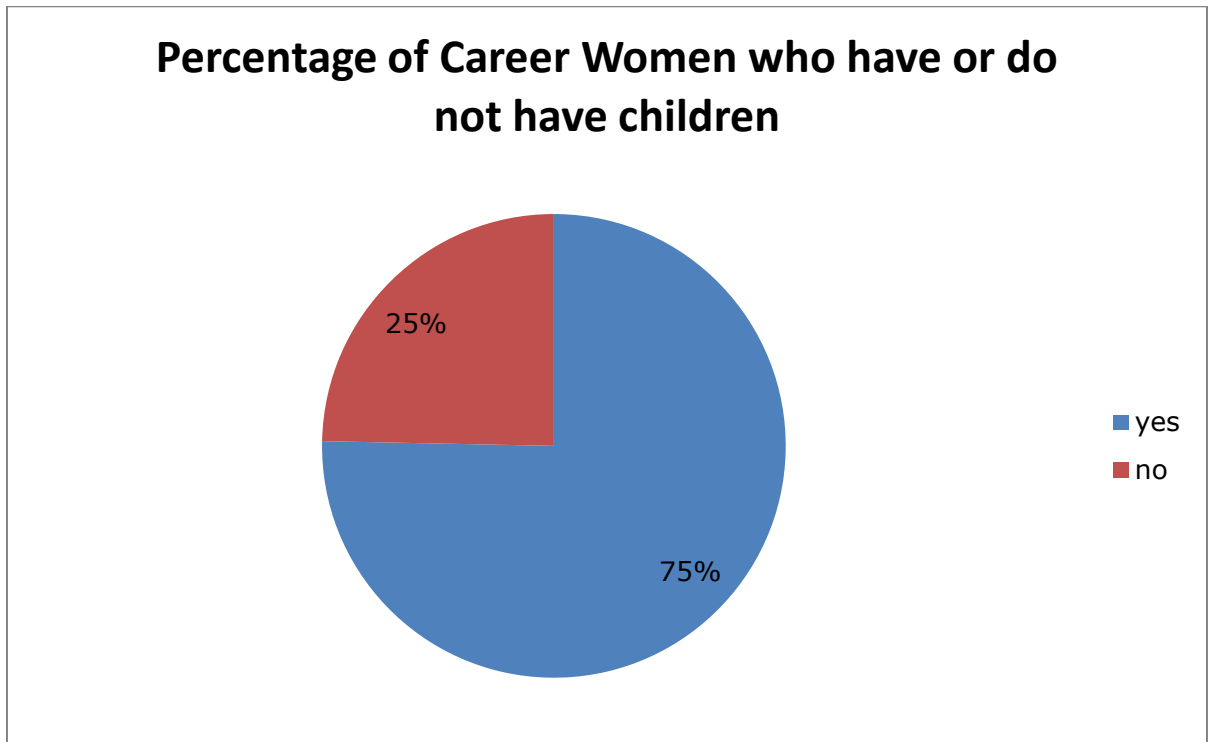
5 Conclusion

The main objective of this research is to find the contributing factors that help career women in Ghana find balance in their work and family roles. This research has successfully been able to achieve this objective. The study went further to put the respondents into two groups after finding the general contributing factors that help career women in Ghana balance work and family roles. The study looked at women with children who are 18 years and above and also those with children below 18 years. Women with children were also compared with those without children to find out if there were any similarities or differences in how these career women balance their work and family roles.

This section will also make some recommendations to employers, policy makers and the society as a whole family and finally to potential researchers who want to know more about this phenomenon of work-family balance. This research will suggest areas they can look at or investigate in future. Finally, the major limitation to this research will be discussed into details, and how it affected my research data.

5.1 Conclusion

From the findings of the research, it is clear career women who took part in this research generally balance work and family roles under four main broad factors; through external help from an extended member of the family, spouses, and house helps. Other themes were proper planning, maintaining good relationships with their supervisors and subordinates, and finally the

flexible schedules of their jobs. The women who responded to this research admitted finding a balance between work and family roles was not an easy task and at the same time they saw it as a process that needed adjustments at every point in the career of a woman. As Carlson, et. al (2009) admitted in their research that Work-Family Balance does not mean one is a 'superstar', therefore one should try and do what he or she can do in finding the balance and this is clearly what these women are doing.

As a result of this difficult task, all the career women depended on one or more of these forms of external help such as house helps, family members, supervisors and subordinates at their workplaces. Furthermore, proper organizational and time management skills, setting the right priorities, and the flexibility of their jobs by telecommuting, were other factors that helped these career women maintain a balance between their work and family roles.

From the research, it was clear that, women who have younger children depend a lot on external help such as an extended family member or a househelp. On the other hand, women who had older kids did not really need the services of a househelp or an extended family member, although the househelp was sometimes needed. Therefore, regardless of the ages of the children of career women, the services of househelps play an important role in helping achieve Work-Family Balance.

Again, although the services of a househelp are needed in a career woman's home as seen from this research, career women who did not have children, even though they were just 25% of the respondents did not heavily need

such 'external' help. The smaller family sizes allowed enough time to do a lot of work roles, thus made it easier for such women to concentrate fully at work, as compared to the women with younger children.

5.2 Recommendations

This study, as suggested by Tremblay (2004), concludes that for a successful achievement of perfectly balancing work and family roles by career women, supervisors' at work should support through effective communication with its employees to talk about work-family challenges. By this, supervisors can create a friendly working environment and conditions such as an open door policy, flexible work schedules, longer leave days, not working weekends. All these opportunities allow these women to eventually spend quality time with their family. On the other hand, since this research identified the husband as playing an important role in the success of this phenomenon of Work-Family Balance, there should be an awareness created by policy makers to educate men on how they can take up some house roles to ease down the burden on women. A national awareness campaign to sensitize husbands to equally contribute with the upkeep of the home and this can be achieved by using respected male celebrities on TV and Radio adverts to embark on the awareness. Through this awareness, the stereotype or the perception people have about women being the only ones responsible for the upkeep of the home will be diminished.

Also since most of the respondents had jobs that allowed them to work from home, telecommuting as suggested by Shriner & Shriner (2007) is another

contributing factor that allows women to manage their work and family roles. From this study, some of the respondents successfully balance Work and Family roles because they can work anywhere, without necessarily being office; they can work anywhere like their homes. Agile working is one new area employers could consider for its workers, especially their women who have to heavy work and family responsibilities.

5.3 Further Research

As stated earlier, about 27% (highest percentage) of the women who depended on external factors such as house helps, God, husband, children and extended family members mentioned their husbands as heavy contributors to their success of work family balance. As a result of this new finding, this research recommends that a research should be conducted on the contributing factors that help men find a balance at work and family roles. This research will help men find ways in balancing their new family roles and work roles, without having to face challenging issues as women are.

 Since this research looked at different careers of women in Ghana without focusing on a particular industry, I recommend a study on how women in a particular industry find a balance at work and family role, which can be compared to another different industry. This proposed study is likely to shed more insights on the differences and similarities regarding the contributing factors that help career women in those industries balance work and family roles. Finally, a study can be done looking at other dimensions such as the

salary level, position of career women and how these factors can affect how career women balance work and family roles.

5.4 Limitation

My target respondents were busy women both at their work and also at home trying to spend quality time with their family. As a result of this, it was very difficult to schedule an interview with these women. Even when there was an opportunity to schedule an interview date, most respondents postponed the time because they claimed they had other commitments they had to attend to. Some respondents did not get the time for the interview, and they were key career women whose responses could have helped in this research, since some were recognized by the media for their successful work-family balance.

The initial responses targeted from questionnaires were 45 (by giving 3 questionnaires to the 15 women interviewed). Due to the busy nature of these women some were not able to give the questions out and some were not willing to take any questionnaires. This attitude however reduced the number of respondents who got access to the questionnaire.

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Questionnaire for Respondents

Dear respondent, my name is Akua Frempomaa Ampah, a final year student of Ashesi University College, Ghana. As part of my final year thesis, I am investigating how Ghanaian women with white collar jobs find balance between their work roles and family responsibilities. All the responses gathered from this questionnaire are confidential. Thank you.

WORK-FAMILY BALANCE for the purpose of this research is ''satisfaction and good functioning at work and at home with a minimum of role conflict '' Clark, (2000, pg. 751).

(The target population for my work is women who are currently married, and have a white collar job i.e. accountant, banker, manageress, lecturer, consultant, etc.)

Please proceed in filling out this questionnaire if you satisfy the stated criteria.

Section A: Demographics

Please tick or state where applicable for this section

1. Your age

   o 25-35 years

   o 36-46 years

   o 47-60 years

   o Above 60 years

2. Your nationality…………………………………………………………….

3. Your profession…………………………………………………………

4. Your educational background:

   ………………………………………………………………………

5. Marital Status:

   o Married

   o Single

   o Divorced

6. How many children do you have (if any)?

………………………………………………………

7. Please tick or state the age (s) of your children:

- o 0-3 years

- o 4-7 years

- o 8-11 years

- o Between 11 and 18 years

- o Above 18 years

Section B: Research Questions

Please feel free to add comments when answering the questions below:

8. What is your departure time from home to your work?

- o Before 6 am

- o Between 6am and 9am

- o 9am – 12pm

Other, please specify

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………………………………………………………………….………………………………………

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9. What is your return time from work to home?

- • Before 6pm

- Between 6pm – 9pm

- 9pm- 12Pm

Other please specify

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10. How many days in a week do you work?

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11. Please outline some of your typical roles at home

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12. Please outline some of your work duties

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13. Is your work flexible enough to allow you to work at home?

- ○ Yes

- ○ No

- ○ Sometimes

14. How do you utilize your leave days?

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15. How do you spend time with your family (that is, your spouse and children(if any)

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16. How does your work-demands conflict with your family role?

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17. In what way(s) does this conflict affect your productivity at work?

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18. How do you resolve such conflict(s)?

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19. How does your family-demands conflict with your work roles?

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20. In what way(s) does this conflict affect your relationship with your family (spouse and children (if any)?

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21.How do you resolve such conflict?

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22.Kindly list the factors that help you find a balance at your work and family

roles?

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23.On a whole, are you satisfied with how you balance your work and family

roles?

- o Yes

- o No

24.If no, what do you think will help you achieve the satisfaction in

maintaining a balance between your work and family roles?

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THANK YOU VERY MUCH FOR YOUR TIME

Work-Family Balance in Career Women

Dear respondent, my name is Akua Frempomaa Ampah, a final year student of Ashesi University College, Ghana. As part of my final year thesis, I am investigating how Ghanaian women with white collar jobs find balance between their work roles and family responsibilities. All the responses gathered from this questionnaire are confidential. Thank you.

WORK-FAMILY BALANCE for the purpose of this research is "satifaction and good functioning at work and at home with a minimum of role conflict" Clark, (2000, pg.751).

(The target population for my work is women who are currently married, and have a white collar job i.e. accountant, banker, manageress, lecturer, consultant, etc.)

Please proceed in filling out this questionnaire if you satisfy the states criteria.

Section A: Demographics

Please tick or state where applicable for this section

Your nationality

1. **Your age**

☐ 25 - 35 years
☐ 36 - 46 years
☐ 47 - 60 years
☐ Above 60 years

3. **Your profession**

4. **Your educational background**

16. How does your work-demands conflict with your family role?

17. In what way(s) does this conflict affect your productivity at work?

18. How do you resolve such conflict(s)?

19. How does your family-demands conflict with your work roles?

20. In what way(s) does this conflict affect your relationship with your family (spouse and children) if any?

11. Please outline some of your typical roles at home

12. Please outline some of your work duties

13. Is your work flexible enough to allow you to work at home?

○ Yes
○ No
○ Sometimes

14. How do you utilize your leave days?

15. How do you spend time with your family (that is your spouse and children, if any)?

5. Marital Status

○ Married

○ Single

○ Divorce

6. How many children do you have (if any)?

[   ]

7. Please tick the age(s) of your children

☐ 0 - 3 years

☐ 4 - 7 years

☐ 8 - 11 years

☐ Between 11 and 18 years

☐ Above 18 years

Section B: Research Questions

Please feel free to add comments when answering questions below

8. What is your departure time from home to your work?

○ Before 6am

○ Between 6am and 9am

○ 9am - 12pm

○ Other: [   ]

9. What is your return time from work to home?

○ Before 6pm

○ Between 6pm - 9pm

○ 9pm - 12pm

○ Other: [   ]

10. How many days in a week do you work?

[   ]