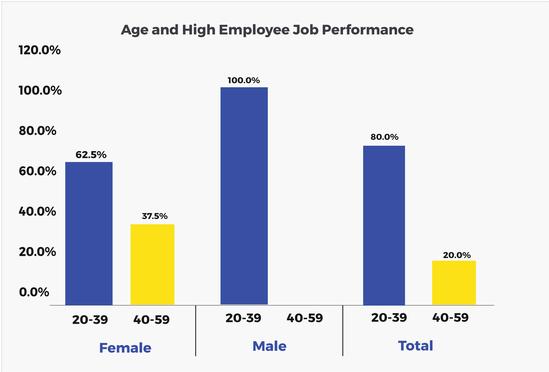
FACTSHEET ON BACKGROUND, FLEXIBLE WORKING HOURS AND EMPLOYEE'S JOB PERFORMANCE IN GHANA, 2024

EMERGING PUBLIC LEADERS GHANA

This factsheet assesses the impact of flexible working hours on employee job performance in Ghana

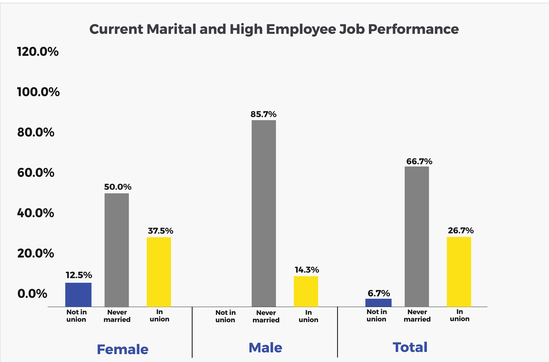
Introduction

Flexible working hours refer to a scheduling arrangement that allows employees to choose their work hours within certain limits. Flexible working hours have emerged as a pivotal aspect of modern work culture, profoundly impacting employee job performance.



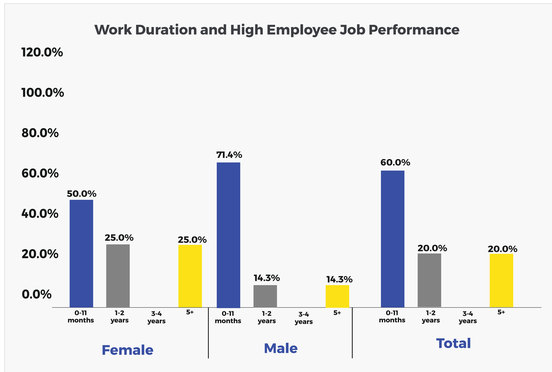
There are disparities in employee job performance based on sex and age. Overall, job performance is declining from the younger **(80.0%)** to the older **(20.0%)** age group. Among females aged 20-39, **(62.5%)** performed well compared to **(100%)** of males. In the older age group 40-59, females' performance decreases to **(37.5%)**.

These findings suggest the potential sex of employees and age-related influences on job performance, emphasising the need to address disparities and enhance organizational performance.



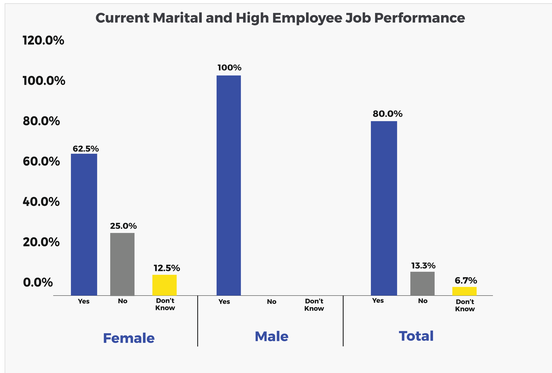
Job performance by marital status shows disparities. For both sexes, **(50.0%)** percent of employees who have never married had high-performing. Also, few of the employees **(6.7%)** not in a union (separated, divorced, and widowed) demonstrated high performance. Among the never-married employees exhibit the **(66.7%)** percent had highest performance, followed by employees in union at **(26.7%)**. Female employees, particularly those never married, outperform males in similar marital statuses. However, males exhibit a substantial performance gap between those in union (married and living together) and never-married statuses, with **(14.3%)** and **(85.7%)**, respectively.

These findings suggest potential influences of marital status on job performance, which can impact work-life balance and job satisfaction to optimise workplace



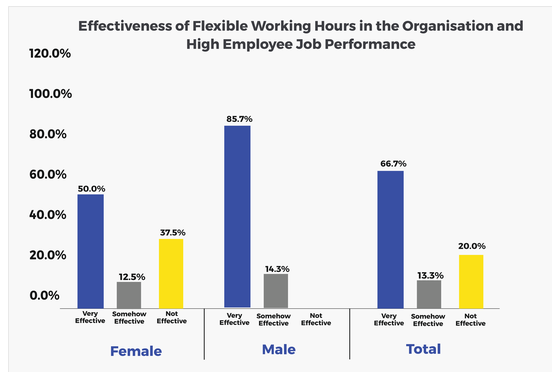
Employee job performance by tenure reveals patterns. Generally, performance declines as tenure progresses, with the highest performance **(80.0%)** seen in the initial months. In their initial 0-11 months, majority of female employee **(50%)** demonstrated high performance rate, while males exhibited a higher rate of **71.4 percent**. However, as tenure increases, performance levels drop uniformly for both sexes, with 1-2 years, 3-4 years and 5+ years showing consistent rates of **25.0 percent**, **14.3 percent**, **and 14.3 percent**, respectively, for both sexes.

This finding indicates potential challenges in maintaining employee engagement and satisfaction over time.



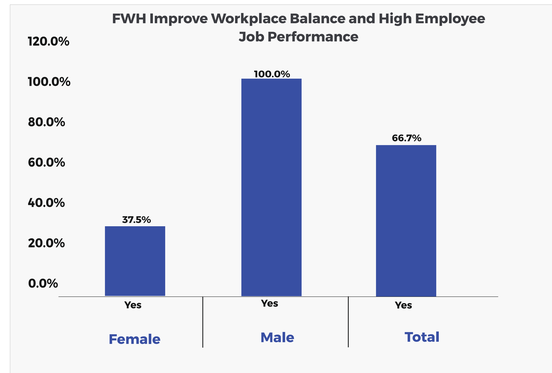
Flexible working hours (FWH) policy availability and job performance indicate a significant correlation. In observing the results, **80 percent** of employees in organisations with FWH policies demostrated better job performance, while **6.7%** of them were unsure of such policies. A little over **62.5 percent** of female employees as compared all male employees who reported having access to FWH policies had the highest job performance, while **25 percent** and **13.3 percent** of females and male employees who reported high performance were unaware or lacking access to such policies.

These findings underscore the importance of FWH policies in enhancing employee performance, particularly among females. Implementing and promoting such policies can foster a supportive work environment conducive to productivity and job satisfaction.



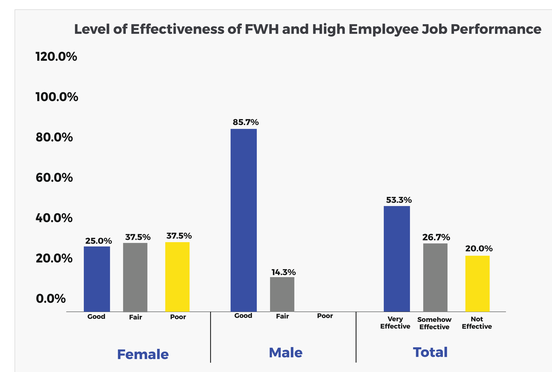
Flexible working hours (FWH) effectiveness and job performance depicted a clear relationship. Majority of the employees who indicated that FWH is very effective in organisations had significantly better job performance (males **85%** and females **50%**). However, **37.5 percent** of female employees who reported the ineffectiveness of FWH demonstrated high performance.

These findings underscore the pivotal role of FWH in enhancing employee performance, irrespective of sex. Implementing and optimising FWH policies can foster a work environment conducive to productivity and job satisfaction, benefiting both employees and organisations.



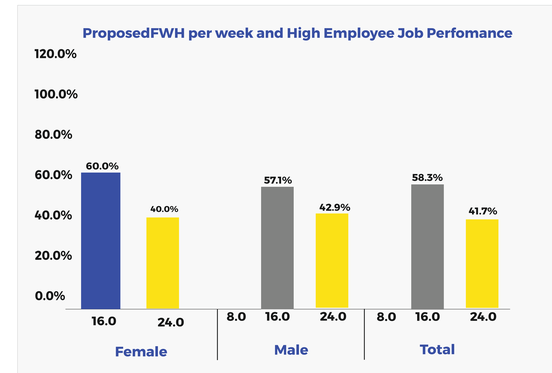
Improving work-life balance through flexible working hours (FWH) and job performance suggests a strong correlation. All males employees who percieved that FWH improve workplace balance had high job performance, compared **37.5 percent** of female employees. Generally a majority **(66.7%)** of employees believe FWH improves workplace balance.

These findings highlight the importance of FWH in fostering a balanced lifestyle, particularly for male employees, and its positive impact on job performance. Implementing effective FWH policies can contribute to a healthier work environment and increased productivity across both sexes.



The level of effectiveness of flexible working hours (FWH) on productivity and job performance reveals notable disparities of sex among employees. The majority of employees **(85.7%)** perceiving FWH as effective exhibited high job performance, compared to **20 per cent** of employees who indicated it had been poorly implemented. A proportion of **85.7 percent** of male employees and **25 percent** of females who reported that FWH is "good" demonstrated good job performance respectively.

These findings suggest a positive correlation between the perceived effectiveness of FWH and job performance, with males benefiting more significantly from FWH policies.



Proposed flexible working hours per week and job performance reveal patterns. Generally, most employees **(58.3%)** proposing 16 hours per week for flexible working demonstrate a higher job performance compared to **41.7%** of employees who preferred 24 hours. Among females, **60 percent** and **57.1 percent** of male employees, who proposed 16 hours per week, had high job performance.

These findings suggest a potential association between proposing fewer hours for flexible working and higher job performance, indicating the importance of tailoring flexible working arrangements to employee needs and preferences.

How do flexible working hours positively impact your work?

- Ability to attend to personal matters appropriately, avoiding stress-inducing activities that hinder productivity
- Flexible working arrangements facilitate effective work delivery and increase work efficiency, particularly in a remote setting
- Improved work spread and accuracy,leading to increased Productivity and efficiency
- Enhanced work-life balance and mental well-being due to reduced stress and greater flexibility in working hours and location
- Financial stress is reduced through savings on transportation costs, fostering a results-oriented approach rather than mere office presence

How has flexible working improved your work-life balance?

- A workplace schedule that prioritises personal life, including family, faith, friends, and academics, helping to prevent burnout and fatigue
- Time managementmand reducedcommting stress, leading to increased adaptbility and the ability to attend to famild needs
- Enhanced mental, physical, and spiritual well-being, with opportunities for early rest and meal preparation and reduced stress and costs associated with transportation and food
- Flexibility in planning work and personal activities, offering the freedom to work from home or anywhere else, fostering personal development and better engagement with family and friends
- Improved work-life balance, allowing for quality time with family, exercise, and extracurricular activities while reducing stress and improving overall health and productivity

What support (resources) do you need to work effectively from home?

- Room space with a dedicated workspace, including a table and chair, to establish a fundtional home office setup
- Essential equipment such as a stable internet connection, printer, and a well-planned work schedule to ensure productivity and efficiency
- Focus on staying connected, setting boundaries, and creating a serene environment to minimise distractions and maintain productivity
- Considering income, time management, and necessary gadgets like a desktop computer to support work tasks effectively
- Importance of a proper workstation and a conductive environment for optiml work performance and concentration

Recommendations

- Age Influence
- Marital Status
- Effectiveness of flexible working hours
- Tenure of Employee in Organisation
- Ensure equitable access to flexible working arrangements
- Support for work-life balance
- Establish home office support systems

Conclusion

Flexible working hours positively impact work by allowing employees to prioritise personal matters, improve efficiency, and enhance work-life balance. They reduce stress, increase productivity, and foster a results-oriented approach. Adequate resources for effective remote work include a dedicated workspace, essential equipment, and strategies for connectivity and focus.

Acknowledgement

EPL Ghana would like to thank esteemed partners and stakeholders across the public and private sectors, non-governmental organisations, and civil society organisations for their unwavering support in facilitating the Workplace Dynamics and Employee Job Performance survey in Ghana. Collaborative efforts have been instrumental in ensuring the success and credibility of this initiative. EPL Ghana gathered invaluable insights through expertise and networks that will inform policies, interventions, and best practices to enhance work environments and optimise employee performance.

EPL Ghana reaffirms its commitment to fostering sustainable growth, empowerment, and prosperity for individuals and organisations across Ghana.

Acronyms:

EPL Ghana - Emerging Public Leaders of Ghana

FWH: Flexible working hours

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