Work-life balance practices and employee job satisfaction: A case study of Ghana's security industry in Greater Accra

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Abstract
Purpose: The main goal of this study is to determine how work-life balance factors influence employees' job satisfaction in the security sector.

Research Methodology: To sample 115 employees, a quantitative methodology and correlational descriptive design, as well as a census technique, were used. The data were collected using structured questionnaires. The hypotheses were tested using multiple linear regression, and the data were input, processed, and analyzed using SPSS version 20.

Results: The findings showed that employees benefit from the organization's work-life balance strategies developed to guarantee that work life is easy for all employees. It also highlighted that several work-life balance elements have a substantial influence on employees' job satisfaction.

Limitations: A drawback is that, especially in Ghana's security industry, work-life balance practice has received less attention in the management literature. The study was limited in scope and concentrated on two districts in an urban environment.

Contribution: This theory supports the notion that elements of work-life balance influence job satisfaction. Whatever occurred or Any effort made to support employees' work life would produce definite results when these factors or practices are ingrained into the security service and other organizations' general policies and programs. This amply demonstrates the importance of work-life balance as a pivot point for employees' ability to meet organizational goals. It is good that the human resource management of every organization pays critical attention to these factors because they will increase job satisfaction and enhance performance.

Keywords: *Work-Life Balance, Employees, Job Satisfaction*

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1. Introduction

Even though other resources are crucial, the most treasured one is human resources, which require special care. Employees are the most well-known assets of any organization's administration. It is important not to undervalue the atmosphere, location, financial situation, and other factors that make work flexible for a person, so that they can perform as expected. Employers in the commercial and public sectors must prioritize improved work-life balance as the workplace becomes more dynamic daily to maintain employee happiness with their jobs. According to Zahedy, Jafari, and Ramezan (2021), the philosophy of quality of work life refers to a set of general principles that make employees the most important source of the organization and trustworthy, responsible, and worthy of valuable assistance, and employees who should be treated with dignity and respect. Employees who do not get psychological accomplishment from their work will never feel that fulfilment, and they will eventually behave poorly

at work, which may lead to frustration. Employees who are happy in their jobs will work hard, enthusiastically, and productively and will outperform dissatisfied workers (Khoerunnisa & Rahayuningsih, 2019). According to Arrowsmith and McGoldrick (1996), being rigid and putting in long hours causes ill health, a poor quality of life for one's family, and decreased employee productivity.

Thus, both private and public organizations need to treat their employees well by ensuring that their welfare is considered to improve their performance and satisfaction. Borah (2012) states that job satisfaction is a positive psychological or enjoyable sensation obtained from a positive work-life balance. Ansari, Chimani, Baloch, and Bukhari (2015) argue that there is a new understanding of the historical work on work-life balance and offer specific recommendations for organizations willing to change their culture to support the implementation of work-life practices that will advance employee career progression, performance, and satisfaction at work. In Africa, the idea of work-life balance is still relatively new, but it has grown in popularity and acceptability in the European world. Due to these practices and their consistent positive effects on workers' performance, some organizations have already included them in their organizational culture and structure, while others are being urged to adopt these practices for the good of their organization and employees, especially in Africa, where they are lacking.

The African security sector could not be excluded. Employees in the security sector work on extremely hard days and nights to protect people and property, and this industry has one of the highest workloads. According to Seran et al. (2022), workload is the quantity of work that a position or organizational unit must carry, and is a function of both the job and the time available. In particular, the security industry has implemented several measures to ensure that its employees enjoy some degree of work-life balance, including the introduction of shift systems, employee housing at the location of their choice, supervisor and co-worker support, and early payment of medical bills. According to Rahman and Shanjabin (2022), numerous activities and programs offered by police agencies can help maintain high job satisfaction and motivation. To reduce employee stress and improve employee performance and satisfaction, some sectors have implemented work-life balance programmes (Kasau, Kibe, Bundi, Maingi, & Vunyiwa, 2017; Mendis & Weerakkody, 2014). These demands are influenced by several factors, including demographic and workplace changes, technological advancements, and globalization.

Work-life balance must now be considered a vital component of human resources and organization management. Although work-life balance has received a lot of attention from academics and practitioners, there are still gaps in the literature because the effects of work-life balance, the associated policies and practices, and their impact on job satisfaction in the security industry have not yet been fully identified. Regarding work-life balance, which has become more important in developing nations, organizational management, and employee relations, the disagreement over the topic of job satisfaction has been a point of contention for years (Malik, Nawab, Naeem, & Danish, 2010). According to Onyekwelu, Monyei, and Muogbo (2022), existing research on flexible working arrangements focuses mostly on advanced countries and multinationals, with little or no emphasis dedicated to developing-country firms. As a result, utilizing spillover theory, this study proposes to evaluate the correlation between work-life balance dimensions and employee job satisfaction.

The primary goals of this study were to:
1. Ascertain the extent to which work-life balance practices are beneficial to employees in the security sector.
2. Determine the extent to which work-life balance practices influence employees' job satisfaction in the security sector.

The research question was objective.
1. To what extent do employees benefit from work-life balance practices in the security sector?

2. Literature Review

2.1. Spillover Theory

The choice of theory also affects how researchers describe the reality. For readers to understand the researcher's assumptions and evaluate a study, it is essential to account for one's hypotheses. The study is based on spillover theory, which explains the connection between work-life balance practices and productivity, satisfaction, and various employee behaviors. Many reasons have been proposed to explain the development of this phenomenon over the history of work–life balance. One of the most well-known theories, the spillover theory, is utilized by academics and researchers to demonstrate the causes of individual employee actions, attitudes, and behaviors at work and home. Additionally, it suggests that performance and satisfaction are the most important elements in defining work-life balance above other life factors. One action in one area is likely to have an impact on another in terms of behavior change, job satisfaction, and quality of work. This theory was proposed by Wilensky in 1960. It was founded on the premise that there is an 'extension' of experiences from the realm of work to non-work in such a way that an individual's perception of interpersonal interactions between the spheres of work and non-work is fundamentally boundaryless (Parker & Parker, 1971). It was later refined by Sieber and A. C.. Crouter in their work "Towards a Theory of Role Accumulation; Participative Work as an influence on Human Development," respectively (Crouter, 1984; Sieber, 1974).

The primary tenet of the spillover theory is that one position's spillover influences how another job is seen by comparing the two roles (Bello & Tanko, 2020). Spillover theory explains what is necessary between personal and work life. An employee's personal life may suffer if they are not satisfied with their work effort or are mentally upset while working. This is similar to how strain at home, like any family issue, can have a detrimental impact on professional life. Furthermore, according to the spillover theory, a person needs to be content, joyful, and stable in all aspects of their life, such as their private, professional, and social realms, to have a balanced life. Therefore, happiness and success in one area lead to another and vice versa (Xu, 2009). According to Khateeb (2021), the spillover theory describes a condition in which one's functions in the family and at work are mutually exclusive. It is the extent of links between work and family, whether such links are either horizontal or vertical (Sirgy & Lee, 2018), beneficial or detrimental (Morris & Madsen, 2007), positive or negative (Staines, 1980). This indicates that spillovers may be either advantageous or detrimental.

Spillovers can also be classified as vertical or horizontal. Horizontal overflow is a term used to describe how one area of life affects the adjacent area, such as how career satisfaction may affect personal life. Vertical spillover has been characterized by a domain structure, which is the hierarchical organization of life areas such as work, family, and recreation. The contentment or discontent of a subordinate domain may affect the superordinate realm. The most subordinate of these areas, overall quality of life, is ultimately the one that suffers the most (Sirgy & Lee, 2018). Positive spillover, according to Kumar and Janakiram (2017), illustrates how gratifying experiences in one area leads to success in another. Negative spillover, also known as contrast, mutual benefit, antagonism, and regeneration, expresses the inverse and hostile link between job and nonwork spheres (Staines, 1980). Some academics, such as Guest (2002), criticized the spillover theory for being vague, having little or no value, and requiring a detailed analysis of causes, reasons, and effects. Khalid (2023), using the spillover theory, observed that the majority of people from the chosen organizations experience a work-life balance issue. Employees experienced worry, anxiety, physical exhaustion, and, for some, a negative sense of self-worth because they believed that no matter how hard they worked, they could never do enough work. It is determined that due to work overload and employment demands, many experience work and family imbalances, even in fulfilling careers with distinct work goals and positive workplace relationships.

2.2. Concept of work-life balance

There has not been a single notion that rigidly and clearly articulates work-life balance, although numerous authors have defined it. Work-life balance factors affect employees' presence, thoughts, lives, and living situations. Bello and Tanko (2020) claim that the phrase "work-life balance" rose in popularity between 1986 and 1990. This phrase is frequently used to ensure employee welfare in organizations and human resource management, as well as in research. The concept of "work-life

balance" has numerous definitions and gained much discussion in recent years. The work–life balance was described by Greenhans and Tammy (2011) as an individual's capacity to carry out their role commitments and how these are related to their responsibilities outside of the workplace. Work-life balance, according to Duxbury (2004), is the outcome of a combination of duty overload and family-to-work conflict. Greenhaus, Allen, and Foley (2006) defined work-life balance as the extent to which an individual's pleasure and efficacy in their work and family duties are perfectly matched with the person's life priorities.

According to Swami (2007), work-life balance gives employees the freedom to balance work with obligations and interests outside the workplace. Work-life balance may contribute to good performance from an organizational standpoint, and programmes that support it may help employees decide whether to join or stay with a particular company (Mayerhofer, Schmidt, Hartmann, & Bendl, 2011). Mordi and Ojo (2011) mentioned that the importance of work-life balance varies with an individual's age, curiosity, value system, and personality. Organizations undertake a variety of programs to help workers balance their personal and professional obligations, increase their overall well-being, and achieve satisfaction. Flexible work schedules, job sharing, part-time employment, shorter office days, parental leave, telecommuting, and on-site childcare facilities are just a few of the policies that exist (Trau & Härtel, 2007). According to the literature, common repercussions of poor work-life balance include depression and distress, which leads to decreased productivity, poorer job quality, more absenteeism, and employee turnover (Hill, 2005; Seligman & Flourish, 2011).

2.3. Supervisor support

This is a form of support that employees enjoy from their immediate supervisors, who are assigned to see work completion, welfare, and different activities put up in a task. According to Eisenberger, Stinglhamber, Vandenberghe, Sucharski, and Rhoades (2002), supervisory support is the way in which managers assist their staff in using the abilities, information, and attitudes they have learned in a training program. According to Rabey (2007), a supervisor can function as an employee's trainer by aiding employees in accomplishing their jobs and training them on operational processes, especially when a new operational approach is involved. As defined by Sarason, Levine, Basham, and Sarason (1983), supervisor support is the presence or accessibility of people who express their love, respect, and concern for another person. The types of support provided by supervisors can be divided into three groups: emotional, tangible, and informational. Emotional support is an aura of mind, warmth, and care that gives a person a sense of worth, reverence, acceptance, or affection. Tangible support is the supply of material services such as money that provide practical assistance to another person. Informational support is the provision of guidance, counselling, or recommendations that help a person solve problems.

Immediate supervisors work as advocates for employees, acquiring and allocating the resources required for them to execute a successful job, and provide reassuring feedback for a well-done job. Supervisors' interpersonal role is crucial as a working environment aspect to promote good relationships, boost employee confidence, and ultimately improve performance and satisfaction (Blau, 1964). House (1981) asserts that supervisory support is frequently understood as the willingness of supervisors to offer their staff at least four major forms of support: emotional support (esteem, trust, affect, concern, and listening), appraisal support (affirmation, feedback, social comparison), informational support (advice, suggestions, directives, information), and physical support (aid in kind, money, labor, time, and environmental modification). According to a workplace assistance program, having co-workers and supervisors who are prepared to support you in your work can lessen the impact work-related issues have on your personal life and improve your ability to prevent family conflicts (Fu & Shaffer, 2001).

2.4. Location (nearness to the workplace)

Location refers to the area in which an employee resides and commutes to and from work each day. If an employee can juggle work and family responsibilities, this depends heavily on where they work. This is the location where a person who is now working is relocated to perform their job. Employees who live far from their place of employment must consequently forego time-consuming domestic tasks to get to work. The likelihood of an employee experiencing conflict between work and home obligations

increases if the individual works from a remote location. According to Medina-Garrido, Biedma-Ferrer, and Ramos-Rodríguez (2017), an employee's ability to work from a flexible location while maintaining a healthy work life is related to good employee performance.

2.5. Health and psychological well-being

According to Abbott et al. (2006), psychological well-being entails pursuing excellence and realizing one's full potential. It is a dimension of personal well-being that considers everybody's views of long-term happiness, as well as the harmony of positive and negative emotions. A happy, high-quality life is strongly reliant on happiness (Diener 2000). Well-being includes vigor, enthusiasm, passion, and fulfilment (M. E. Seligman, 2002). According to Ryan and Deci (2000), there are two types of well-being: subjective well-being, which emphasizes good outcomes, and psychological well-being, which emphasizes helping people achieve their full potential. Human well-being is defined as both positive and negative assessments of one's life, including "reflective cognitive assessments, such as happiness with one's life and job fulfilment, engagement and interest, and emotional responses to occurrences (Diener, 2000).

A person's psychological health is defined as a state of health in which he or she recognizes the ability to cope with daily pressure and operate efficiently and successfully (Herrman et al., 2005). Fitness is defined as a complete state of mental and physical health, rather than just a lack of disease or incapacity (Mir, 2018). This means that employees who are physically and mentally well can fulfil all their family obligations as well as their official tasks at work. Human resource managers and personnel must develop health walks, among other practices, to meet these goals and guarantee that employees are fit and productive (Rani and Mariappan (2011). Burke (2000) stated that organizations could gain a competitive edge by promoting good staff health. Positive work engagement and involvement may be the focus of this study (Luthans & Youssef, 2004).

According to Grady, Kerrane, Darcy, and McCarthy (2008), companies need to understand how important employee happiness and well-being are since they have a direct impact on staff engagement, dedication, retention and performance of a company as a whole. Therefore, there is a compelling business argument for spending money on employees' health and happiness. According to various case studies, particularly those involving significant UK businesses, a good investment in health and well-being can save a company more in lost productivity than the initial investment. "Health and psychological well-being" is a dynamic concept that includes both healthy-related activity and private, social, and psychological components. According to Dzuka and Dalbert (2000), this is a subjective evaluation of a person's psychological situation, indicating whether they are healthy, content, or prosperous. They broadly interpret it to reflect the quality of life and emotional states. Additionally, it involves general happiness and fulfilment.

2.6. Monetary capacity (financial wellness)

Monetary capacity is a financial wellness program promoted by employers because they want to be good corporate citizens. Large and small organizations are beginning to think of financial capacity programs because it makes business sense to do so in an economy where many employees complain of a lack of money. It assesses and supports employees financially. Financial programs focus on financial planning, which includes retirement, savings, and other rewards. It examines how personal finances influence work and how organizations attempt to address these difficulties. These concerns could stem from an unexpected incident, perceived disparity between income and expenses, or both. Employers' interest in employees' financial difficulties has grown as a result of a desire to boost productivity and minimize other costs (Williams, Haldeman, & Cramer, 1996). Financial or monetary capability is defined as the understanding of one's financial status. It is a psychological trait based on subjective or objective assessments of financial satisfaction and views of one's current state of being (Bailey, Woodiel, Turner, & Young, 1998). Financial programs examine how all aspects of a person's financial life connect. Employers should pay attention to their financial concerns because they have a direct impact on the workplace. Human resources can cause business problems if mismanaged (Cascio, 1995). A recent study indicates a link between personal financial capacity and worker productivity (Kratzer et al., 1998; Joo & Garman, 1998; Williams et al., 1996).

2.7. Personal and career growth

Employers provide employees the opportunity to advance their knowledge, skills, attitudes, and abilities. This approach takes several forms through education, training, and skill development. People who have experienced significant personal growth view themselves as evolving positively, progressing towards their potential, maturing, expanding their self-knowledge, and picking up new abilities. There is a feeling of progression, growing and changing, being receptive to new things, and realizing your potential. People with low personal growth frequently experience boredom and a lack of interest in life, feel little change or development, and lack a sense of betterment over time. People frequently experience a sense of personal stagnation, a lack of progress or expansion through time, boredom and uninterest in life, and a sense of inability to change their attitudes or habits. According to Wilensky (1960), personal development is the result of a person moving through a series of linked tasks in a hierarchy of prestige in an organized (more or less predictable) order. Hall (1986) described this stage as an initial exploratory and trial activity in early adulthood, during which one gathers knowledge about careers, tests personal hypotheses, and develops professional goals and decisions that will result in a personally fulfilling work life.

2.8. Employees' job satisfaction

Employees' emotional reactions to their work, whether positive or negative, determine job satisfaction (Handoko 2001). According to Kreitner (2005), workplace satisfaction is an emotional reaction to many aspects of the workplace. According to Janssen (2001), job satisfaction refers to how employees of a company feel about their work. More positive feelings indicate a higher level of job satisfaction for individuals. These sensations may be either positive or negative. In other words, job satisfaction is defined as an employee's pleasant feelings towards their place of employment. Satisfaction with work, need, and desire fulfillment were measured by employee satisfaction. Employee engagement in a company can be increased by employee satisfaction (Deshpande 2012).

According to Lumley, Coetzee, Tladinyane, and Ferreira (2011), nine factors contribute to job satisfaction: compensation, advancement opportunities, benefits, contingent rewards, working conditions, management style, co-workers, and the nature of the work. The way employees feel about their occupation is called job satisfaction. The perceived relationship between what employees expect from their employment and what they obtain from them, as well as the significance or worth that they assign to their work, determines job satisfaction. According to F. Luthans (1998), there are three dimensions of job satisfaction; a worker's emotional reaction to a situation at work affects job satisfaction, the degree to which performance meets expectations can be used to gauge job happiness and several employment-related attitudes can be used to assess job satisfaction.

2.9. Empirical Review

Nespoli (2017) examined the effect of supervisor support on job satisfaction among higher-education fundraising personnel. Using a qualitative research approach, it was discovered that job satisfaction was significantly affected by supervisor support. Mohamed and Ali (2016) discuss the effects of supervisor assistance on employees' affective commitment at Malaysian private telecom firms. The results showed a strong correlation between job satisfaction, affective commitment, and supervisor support. Babin and Boles (1996) examined how perceived co-worker involvement and supervisor support affect stress, performance, and job satisfaction in service provider roles. According to these findings, stress can be decreased and job satisfaction can be increased when employees perceive their co-workers' involvement and supervisors' support.

In their 2019 study on the connection between employees' job satisfaction and self-esteem, Sam, Khan, and Babu used data from Indian BPOs as support. The study's findings in both rural and urban locations demonstrated that employment location (rural/urban) had a significant impact on job satisfaction and self-esteem, even though all respondents' job demands and resource support conditions were similar. Isgör and Haspolat (2016) investigated the relationship between job satisfaction and psychological well-being levels of different occupational employees (education, security, health, justice, workers, engineers, and religious officials) carrying on their duties in different institutions and organizations in a mid-scale
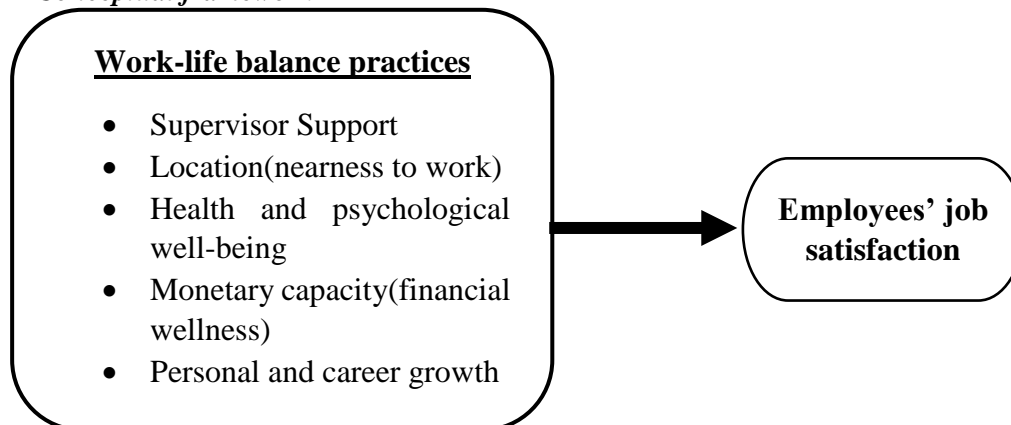
provincial center of the Eastern Anatolian region in Turkey. The results suggest that there is evidence of a positive mid-level link between employees' psychological well-being and job satisfaction.

Isabirye (2022) examined the link between psychological health, worker happiness in their jobs, and job performance. The study used a sample of 126 respondents, self-administered questionnaires for data collection, and SPSS (Statistical Package for Social Science) version 20.0 for analysis. The results demonstrated a relationship between psychological health and job satisfaction (P=0.03, r= 0.281). Using a quantitative approach and correlational design, Watkins and Fusch (2022) investigated the relationship between employee monetary compensation and employee job satisfaction. They discovered a statistically significant positive correlation between monetary compensation and overall, extrinsic, and intrinsic job satisfaction.

In a Nigerian workplace, Etuk and Alobo (2014) examined the factors that influence dissatisfaction in formal organizations, with a focus on Fredrick Herzberg's motivation-hygiene theory. According to the data analysis, job satisfaction among employees is significantly correlated with both monetary compensation and job security. In particular, participants said that financial compensation and work security serve to reduce unhappiness, whereas their absence increases it. The strongest correlation was observed between work dissatisfaction and remuneration. Katharina and Dewi (2020) used a total sample size of 61 employees, census sampling, a questionnaire, path analysis, and multiple tests to investigate the impact of career development on employee performance through the lens of work satisfaction as a mediating variable. At the Inna Sindhu Beach Hotel and Resort, career development affects job satisfaction, and career development significantly affects employee performance. It hypothesized that:

H1: Work-life balance practices influence employees' job satisfaction in the security sector.

2.10. Conceptual framework

Work-life balance practices

- Supervisor Support
- Location(nearness to work)
- Health and psychological well-being
- Monetary capacity(financial wellness)
- Personal and career growth

→ **Employees' job satisfaction**

According to the spillover hypothesis, which serves as the conceptual framework, the practice of work-life balance has an impact on employees' satisfaction with their jobs. The successful implementation of such regulations on other variables will allow organizations to project their goals without hindrance. Spillover theory holds that one's professional, private, and social roles are inversely related to their roles. Positive roles positively influence other parts of one's life and vice versa.

3. Methodology
3.1. Research design
This study used a quantitative research approach. A quantitative research strategy enables the testing of objective theories by examining the relationships between variables. This allows for the statistical analysis of numerical data and the use of instruments to measure the variables. According to Creswell (2008), the final written report has a predetermined structure that contains an introduction, literature and theory, methods, findings, and commentary. The study design was quantitative descriptive correlational. According to Curtis, Comiskey, and Dempsey (2016), correlational research is helpful when attempting to determine the correlations between two or more uncorrelated variables found in the

same demographic or between the same variables in two distinct populations. The study was conducted in two security districts within the Greater Accra Region. To reduce error and generalize the results, the study used the entire population of 115 district employees. Creating a sample plan or assessing another person's findings. Nie and Erbring (2000) extrapolated their conclusions to the full population.

The entire population was sampled using census sampling to obtain sufficient and accurate information from the respondents. An attempt to count everyone in the population using a census sampling method ensures that data about every tiny segment of the population are gathered and is simpler, less costly, and at least as accurate as possible. Fewer highly skilled statistical workers with in-depth knowledge of sampling techniques are required to produce valid census findings for the smallest units and on exceptional occasions. This is significant because it requires little technical know-how, aggregates data from a full enumeration, does not require statistical calculations, and offers a trustworthy framework for routine sample surveys. Thus, the quality of holdings is less demanding.

3.2. Data collection and analysis

The researcher employed a structured interview schedule according to the sampling and unit associated with data collection to enable accurate and trustworthy data gathering. A structured interview schedule makes it easier to conduct interviews and improves the chances of gathering reliable data. According to Lindlof and Taylor (2002), interview schedules can improve the validity and credibility of the information gathered. Since they can follow up on or clarify their responses to the questions they have prepared, it enables interviewers and researchers to acquire additional information that is more pertinent and helpful. It is adaptable and customizable, and can be used in various types of interviews. The interview schedule included questions about job satisfaction, work-life balance practices, and demographics.

Descriptive and inferential statistics were used to analyze the field data for this study. The collected data were initially organized. The researcher employed Three research assistants collected the data. Following the coding of the data, the researcher was able to assign codes to the possible answers to each questionnaire item. However, 115 surveys were returned and examined, representing a response rate of 95 %. Data entry, processing, and analysis were performed using the Statistical Package for Social Sciences (SPSS) version 20.0. The instrument's internal consistency dependability was examined using the Cronbach's alpha reliability index. The outcome of 0.87 indicated that the instrument was adequately trustworthy to provide true and reliable data.

4. Results and discussions

4.1. Descriptive Analysis

Table 1. Demographic Respondents (N=115)

Items		Frequency	Percent
Gender	Male	65	57
	Female	50	43
Level of Education	JHS	5	4
	SHS	108	94
	Tertiary	2	2
Age	21-30 years	38	33
	31-40 years	50	43
	41-50	22	19
	51 and Above	5	4
Tenure of service	1-5 years	50	43
	6-10 years	35	30
	11-15 years	12	10
	16-20 years	10	9
	21-25 years	5	5

	26 years and above	3	3

The demographic factors are shown in Table 1 in terms of frequency and percentage. The table shows that 50 female interviewees (43% of the total) and 65 male interviewees (57% of the total) answered the questions. The educational levels of the facilities were junior high school level 5 (4 %), senior high level (108) (94 %), and tertiary level 2 (2 %). Employee ages were recorded as 38 between 20 and 30 years old (33 %), 50 between 31 and 40 years old (43 %), 22 between 41 and 50 years old (19 %), and 5 between 51 and above (4 %). The table also shows the number of years that employees have worked in the organization: 50 between 1 and 5, 43%; 35 between 6 and 10, 30%; 12 between 11 and 15, 10%; 10 between 16 and 20, 9%; 5 between 21 and 25, 4%; and 3 between 26 and above, or 3%.

A descriptive study was also carried out to ascertain the degree to which work-life balance benefits the organization's personnel.

How much do work-life balance strategies benefit employees?

Table 2. The extent to which work-life balance practices benefit employees'

Variables	N	Mean	Std. Dev.
Supervisor support	115	4.06	.848
Location (nearness to the workplace)	115	3.59	.846
Health and psychological well-being	115	4.35	.840
Monetary capacity	115	4.34	.852
Personal and career growth	115	4.27	.835

The benefits of the organization's work-life balance policies are shown in Table 2, including the support of their supervisors (*M=4.06, SD=.848*), location (nearness to the workplace) (*M=3.59, SD=.846*), health and psychological well-being (*M=4.35, SD=.840*), monetary capacity (*M=4.34, SD=.852*), and personal and professional growth (*M=4.27, SD=.835*), which indicates that employees benefit from the work-life balance practices or policies of the organization.

4.2. Hypotheses Testing
4.2.1. Analysis of multiple linear regression
To determine the statistical significance between the dependent job satisfaction and the independent work-life balance elements (supervisor support, location (near the workplace), health and psychological well-being, financial capacity, and personal and professional growth), a regression analysis was performed on objective 2.

H1: Work-life balance practices influence employees' job satisfaction in the security sector.

Table 3. Work-life balance variables and job satisfaction

Predictors	Unstd Std. Coefficients Error	Std Coefficients Beta(β)	T-Stat	Sig–value
(Constant)	647		.001	.999
Supervisor support	.120	.097	.957	.341
Location (nearness to the workplace)	.114	.202	2.200	.030

Health and psychological well-being	.145	.269	2.214	.029
Monetary capacity	.139	.205	1.942	.055
Personal and career growth	.109	.112	1.063	.291

R Square = .423, Adjusted R Square =.368, Sig-value < 0.05

Table 3 displays the regression results of the relationship between work-life balance practices and job satisfaction. It indicates that monetary capacity (β=.205, sig-value=.055), health and psychological well-being (β=.269, sig-value=.029), location (nearness to workplace) (β=202, sig-value=.030), supervisor support (β=.097, sig-value=.341) and personal and career progress (β=.112, sig-value=.291), among other factors, are important. Location (nearness to the workplace), health and psychological well-being, and monetary capacity had a significant impact on job satisfaction, because their sig-values were less than the alpha (α) value of 0.05. This supports Hypothesis 1 (H1), which states that work-life balance practices (i.e., location (nearness to the workplace), health and psychosocial well-being, and monetary capacity) influence employees' job satisfaction in the security sector. The result again indicates that supervisors' support and personal and career growth are not associated with employees' job satisfaction.

4.3. Discussion
The purpose of this research is to determine the association between work and life balance parameters and job satisfaction in the security industry. Security is crucial to any nation's economy, but it is not just a truth. As a result of the risk and stress involved in carrying out their duties, personnel in this sector need to receive what is owed to them. Work-life balance practices are elements that are implemented at the organizational level to assist personnel in work and leave life without a great deal of risk to health and psychological fitness, including monetary resources, support from immediate supervisors, and the provision of accommodations to enable access to work freely, among other practices. These practices cannot be underestimated because they have a great deal of influence on employee performance, satisfaction, and general behavior. Based on the objective one, which states the extent to which employees benefit from work-life balance practices. It was indicated that employees largely benefit from the organization's work-life practices. According to Hypothesis 1(H1), which was based on Goal 2, employees' job satisfaction is significantly correlated with their financial capability, physical and mental health, and location (proximity to their place of employment).

These results are consistent with earlier studies by Watkins and Fusch (2022), Etuk and Alobo (2014), Isgör and Haspolat (2016), Isabirye (2022), Sam, Khan, and Babu (2020), which found that factors such as location, employees' physical and mental health, and their access to resources such as money can affect their jand ob satisfaction. Hypothesis 1(H1), which is based on Goal 2, states that employees' job satisfaction is significantly correlated with their financial capacity, physical and mental health, and location (proximity to their place of employment). These results are consistent with earlier studies by Watkins and Fusch (2022), Etuk and Alobo (2014), Isgör and Haspolat (2016), Isabirye (2022), Sam et al. (2020), which found that factors such as location, employees' physical and mental health, and their access to resources such as money can affect their job satisfaction. However, this contradicts findings from Katharina and Dewi (2020), Nespoli (2017), Babin and Boles (1996), Sam et al. (2020), that there is an association between job satisfaction and supervisor support and personal and career growth.

5. Conclusion
This study concludes that employees benefit from the implementation of work-life balance practices instituted by the organization. It was again concluded that some work-life balance factors, such as monetary capacity, health and psychological well-being, and location (nearness to the workplace), affect employees' job satisfaction. Meanwhile, supervisor support and personal and career growth have no relationship with employees' job satisfaction.

5.1. Suggestion

According to numerous studies in favor of work-life balancing practices, an excellent work-life balance results in exceptionally high employee job satisfaction. To bring out the best in employees, increase service performance, and ultimately lead to job satisfaction, the security service must guarantee that work-life balance practices are ingrained in the organizational culture. In actuality, several primary sources or factors can destabilize and affect employees, leading to poor satisfaction or dissatisfaction. These include financial problems, health and psychological problems, relationships between supervisors and employees, and personal and career progress. To meet the requirements and goals of employees, it is advised that security services use various work-life balance practices, especially those that operate in highly regulated environments. Security organizations should also ensure that all employees have access to alternate work-life initiatives so that the effects of work-life practices on job satisfaction are diverse. The results highlighted the importance of creating a culture of work-life balance across all spheres.

5.2. Limitation

A drawback is that, especially in Ghana's security industry, work-life balance practice has received less attention in the management literature. The study was limited in scope and concentrated on a region in an urban environment. More research should be conducted in a sizable study region because the problem of work-life balance is still present and has a significant influence on employees' attitudes and behavior.

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