Career Progression of Women: Does Work Life Balance Matter?

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Abstract

Purpose-The study empirically examined the influence of work-life balance practices on Career Progression of Women at Ministry of Gender, Children and Social Protection (MoGCSP). Design, methodology/approach-Given the reliance on explanatory research design, the study utilized structured questionnaire for gathering the primary data quantitatively from 209 randomly selected participants. A second-order model was configured in SMART PLS for testing of the directional hypotheses formulated. Findings-Work-life balance practices have a moderate significant positive predictor on both career goal progress and promotion speed. However, it significantly predicts a weak positive variance in professional development ability of career progression. Research limitations- The study was limited to only female MoGCSP employees, and this may restrict the degree of generalizability to other ministries of the government of Ghana. Practical implication- The Ministry of Gender, Children and Social Protection through its agency, must continually provide a favourable work life balance practices for its female staff as this would in order to make female workers happy,

satisfied and progressed in the various careers. Originality/value-Empirically, the study enriches the theoretical understanding of how work-life balance if properly managed would affect female workers in progression in their career even in a masculine context as established by the role theory in Sub-Saharan country-context.

Keyrwords: Work Life Balance Practices, Career Progression, Ministry of Gender, Children and Social Protection (MoGCSP), Ghana

1.   Introduction

A career is the culmination of all of a person's paid and unpaid jobs, educational pursuits, and life activities (Patton & McMahon, 2001). Historically, the term "career" referred to a particular profession and was associated with paying jobs, but in today's business climate, it refers to a process of ongoing learning and development. Over the course of an employee's working life, researchers studying career progression have tended to concentrate on both objective and subjective measures of professional achievement (Ng & Feldman, 2010; Kraimer, Seibert, Wayne, Liden, & Bravo, 2011). Weng and McElroy (2012) moved the emphasis on organizational career development. This is a critical distinction because whereas career growth by is more unexpected and unrelated to individual organizational performance over the course of their whole working careers, career growth by the organisation is more routine and closely associated to individual attitudes and behaviors (Weng & Xi, 2010).

Women have the same chances as men to climb the corporate ladder, according to research in the field of career development, especially if they start out in the same fields and have goals and skills that are similar to those of males (Prithi & Vasumathi, 2018). Women are viewed as having successful careers because they emulate males by sharing parental responsibilities and household chores with their spouses (Burke, 2007). Historically, obstacles to women's career progression have given rise to a range of unique viewpoints that ought to be highlighted. First off, it is widely known that females in managerial positions experience social discrimination, which is thought to lead to stress and demotivation. At the highest levels of management, stress affects both men and women equally, however, women assert that, due to their gender, they experience more stress-related issues (Faizan & Haque, 2019). In addition, despite the fact that discrimination at work violates all written laws, it is known as a career advancement conflict (Gatrell, et al., 2013). Through social establishment, national cultural norms, values, and beliefs are imposed on organisations, which may obstruct women's advancement (Fitzsimmons & Stamper, 2014; Hofstede et al., 2010). Understanding the culture of people from various geographical

environments, according to Klimas (2016), has the potential to develop remedies to contemporary business difficulties.

Role theory suggests that social systems, including societies, cultures, organizations, groups, and families, are organized and run through roles (Gupta et al., 2020). As a result, roles play a dynamic role in structuring participant interaction in order to preserve, defend, alter, innovate, or advance the goal of social systems. Roles become the fundamental link between the social system and the individual in this respect, and they are designed to express the greater concern's expectations to the specific actor (Badura et al., 2018). Roles can thus be seen as necessary mechanisms that embody the social system's values. In terms of social roles, role expectations fluctuate among cultures and evolve with time, according to the role theory. Therefore, in the Ghanaian context, where masculinity is predominant, expectations from women at the workplace are below comparing with their male counterparts.

Role theory again indicates that organizational structure and personal roles often conflict, and that women in particular struggle to rise to the top of the corporate ladder. Furthermore, approximately 70% of all women in partnerships with two earners say they are more responsible for child care than their male counterpart (Craig & Churchill, 2021). A woman's daily life does not fit the paradigm of the perfect worker since she is unable to devote the full hours a day to work (Bilimoria & Liang, 2012). The perception that women are less work-oriented than men with children is a major source of stress for those who are highly motivated by their careers. Unlike the typical male model, which is primarily focused on a linear career growth, a woman's career flows differently depending on the relationships she chooses. When women decide to have children, their direction is slightly different from men since childbearing prohibits many of them from transitioning to a linear progression (Durodolu & Mamudu, 2020). Because she is more likely to dip in and out of the organizational function, it takes a woman more to get to the same organizational rank as her male coworkers.

About 91% of economically active females in Ghana are employed in the private sector (including formal and informal), compared to 4.4% in the public sector (Tsikata, 2009). Once more, the formal economy of Ghana shows that women often work in the lower and middle strata, accounting for more than two thirds of employees in the lower stratum of the public sector and fewer than a tenth of employees in the top stratum (Sackey & Sanda, 2017), and they are not taken into account during decision-making stages (Tsikata, 2016). One of the reasons why working women are struggling to advance in their careers is the growing degree of work-life imbalances that they experience (Anwar, Hasnu & Janjua, 2013; Smith, 2017). When a person is required to fulfill a number of jobs that demand time, effort, and

attention, work-life imbalance occurs. Working women still face several hardships and restraints, according to Sherwani (1984). There are roughly five elements that affect a woman's career: career planning (expectations, socialization, and education); opportunities in society; the role of marriage; pregnancy and child care; timing; and age. Although juggling all of these factors is incredibly challenging, women often shoulder the burden of both family and work (Shaikh, Shah, Katpar & Shah, 2019; Swathi, 2017). As a result, many women view successfully juggling these simultaneous rather than sequential demands as a noteworthy accomplishment (Akram, Haq & Victor, 2018; Stephens, 2017). Work-life imbalance results in a number of problems that motivate organizations to adopt work-life balance policies, including issues with work-family conflict, challenges experienced by dual-earner families, and the requirement to care for children, dependents, and the elderly (Cegarra-Leiva et al., 2012). These actions enable female employees to concentrate on moving up the corporate ladder.

Progress up the corporate ladder is one of the most fundamental indicators of career success, according to Powell and Butterfield (2003). As previously said, women typically work at lower levels of administration and hold positions with less authority than men. From anecdotal talks, it appears that more men hold various key jobs at the Ministry of Gender, Children, and Social Protection (MoGCSP) in Ghana, leaving their female counterparts to fill the lower ones. In addition, numerous studies have been conducted, although with little success, to try and find a way to reduce the gap between men and women in high-ranking positions in the economic world (European Commission, 2018; Hancock, Grappendorf, Wells & Burton, 2017; Gatrell, Cooper & Kossek, 2017). Workers who appear to balance their personal and professional lives are criticized as being unreliable, unfit for the job, or sluggish (O'Connell & McKinnon, 2021). To the detriment of those who continue to make an effort to balance the two throughout their career, employees who place less value on their personal affairs than their professional affairs frequently have the potential to advance (Sullivan, 2019). It is widely believed that work-life balance promotes professional growth and job happiness, even though it does not aim to achieve a perfect balance (Kavitha, 2017). However, some dispute this argument because it essentially hinders career progression (Amalba, Abantanga, Scherpbier & Van Mook, 2018).

No research has not conducted research on work-life balance and female career progression in terms of career goal progress, professional ability development, promotion speed, and pay growth, at MoGCSP despite studies being conducted both locally and internationally. Agyekum, Kissi, Danku, Ampratwum, and Amegatsey (2020) examined characteristics in Ghana that influence the advancement of construction project managers'

careers. Also in 2019, Akpebu and Van der Walt conducted study on the advancement of female librarians working in Ghana's public university libraries. In their 2016 study, Toffoletti and Starr examined gendered work and care discourses in relation to women academics and work-life balance in the West. Role theory can only be applied to a limited extent in an environment where masculinity predominates and employment expectations for women are lower than those for their male colleagues. Using the advice from these researches could be misleading due to differences in organisation structure, culture, family engagement, and working environments. In order to bridge these gaps, our study looks at how women's career progression in Ghana's Ministry of Gender, Children, and Social Protection (MoGCSP) is impacted by work-life balance. In addition to providing gender activists and the general public with insights that can be used to secure the advancement of women in the workplace, the study aims to provide women with a better understanding of the efforts they make to balance their careers with their families and, as a result, advance their careers. The MoGCSP can design policies addressing how to successfully balance work and family life in Ghana's socioeconomic development with the aid of insights from the study's findings.

The remaining sub-sections of the study are devoted to literature review which focuses on theoretical framework and hypotheses development and methods section which details how the empirical study was carried out in accordance with scientific guidelines and ethics. Others sections include the results and discussion section, which provide information on the findings of the study as well as extensive discussion based on previous empirical postulations, conclusions which focus on the current state of affairs regarding the empirical stance of the nature of association existing among the constructs in the context of the study, implications for policy, practice and theory, limitations of the study and suggestions for further studies.

2.   Theoretical Framework and Hypothesis
Work life balance and career progression

The phrase "work-life balance" is used by stakeholders in a number of ways and with various connotations. The subject of work-life balance has drawn a lot of interest over the past 20 years from businesses, employees, politicians, academia, and the media. For a number of reasons, worries about finding a work-life balance have become more important (Oyewobi, Oke, Adeneye, Jimoh & Windapo, 2022; Andrade, Westover & Kupka, 2019). According to Kim-Appel, Appel, Newman, and Parr (2007), working mothers will increasingly become the norm rather than the exception as more women join the workforce as a result of demographic and socioeconomic shifts. Technology advancements like cell phones, email, and fax have made

it easier for business commitments to intrude into personal and family life. Jenkins, Bhanugopan, and Lockhart (2016) claim that the transition to global competition has increased the need for organizations and individuals to be more flexible and change-sensitive. It is now necessary for businesses to implement work-life balance initiatives in order to recruit and retain talent, not just from conventional sources but also from untapped and diverse social classes (Beltrán-Martn, Roca-Puig, Escrig-Tena & Bou-Llusar, 2008). This is because there is a current talent shortage and the possibility that the workforce will age.

The socioeconomic classes whose lifestyles necessitate greater attention to the balance between work and life include working women and various types of minorities (Ulshafer, Potgeisser & Lima, 2005). Because of this, it is essential that we investigate the female employees of MoGCSP. In order to ensure potential commercial viability, organizations should, according to Godbey, Crawford, and Shen (2010), ensure that a practical and effective work-life balance policy is not only legislated but would also support and meet the needs of both the company and its employees. Policies promoting work-life balance, which are occasionally made reference to as "flexible working" in practice, cover a variety of employment options, including part-time work, job sharing, flexibility, term-time work, shift work, compressed hours, teleporting or e-working, homework, career vacations, research leave, zero hours, contracts, and voluntary reduced worktime (Javed, Khan, Yasir, Aamir & Ahmed, 2014). According to Adame, Caplliure, and Miquel (2016), the main objective of such work-time rules is to achieve a balance between work and domestic responsibilities that is fair and beneficial to both employers and employees. These initiatives that were introduced via an employer-employee dialogue process are the most successful ones (Cabanac, & Hartley, 2013).

Career progression, on the other hand, is the process of moving up the ladder throughout your professional life (Parker, Hewitt, Witheriff & Cooper, 2018). There are a wide number of elements and factors that can result in better and fruitful career progression (Kim, O'Brien & Kim, 2016). Initially, four categories were employed to measure organizational career progression: progression of career goals, development of professional skills, pace of promotions, and growth in remuneration (Weng, McElroy, Morrow, & Liu, 2010). According to this multi-dimensional operationalization, employees' efforts and an organization's willingness and ability to recognize such efforts are both necessary for career advancement (Spagnoli & Weng, 2019). Due to the high association between promotion speed and pay increase, particularly for workers in management roles, these four aspects have been condensed to three by Weng and McElroy (2012).

Different strategies to advance in careers had been looked at in previous studies. Among these strategies are: being able to work to exceed the expectations of senior managers (Agyekum, Kissi, Danku, Ampratwum & Amegatsey, 2020), accepting complicated assignments (Beeson & Valerio, 2012), being able to work in cross functional areas and having an influential mentor (Burke, 2002) and existence of organization support systems (Culpane & Wright, 2002; Mattis, 2002). Burke (2002) postulated that further education, training and development can help to progress in careers. It is evident that there have not been much studies showing the nexus between work life balance and career progression. However, studies on work life balance have shown to predict positive variances in dependent variables and siding with Akram, Haq and Victor (2018), Stephens (2017) and Sánchez-Vidal, Cegarra-Leiva and Cegarra-Navarro (2012), balancing work roles and life roles would allow female workers to concentrate on their career progression. Thus, we hypothesize the following:

H_1: Work Life Balance will have a positive effect on Career Goal Progress of female employees.

H_2: Work Life Balance Will Have a Positive Effect on Professional Ability Development of Female Employees

H_3: Work Life Balance Will Have a Positive Effect on Promotion speed

3.   Method
Population and Sample of the study
All female employees of the Ministry of Gender, Children and Social Protection (MoGCSP) were included in the population for this study. In this study, by random sampling, all the participants were chosen. One hundred and forty-four (144) participants were included and for this study, the sample size determination was based on the categorical data formula as provided by Bartlett, Kotrlik, and Higgins (2001). A minimum sample size of 132 was reached by using the Z-value of 1.96 for the 95 percent confidence level.

Data Collection
The researchers personally collected the data and permission was received from the Ministry of Gender, Children and Social Protection (MoGCSP) authorities, after which the participants were given paper questionnaires by the researchers. In order to meet the sample size threshold, we administered 140 questionnaires. Three weeks were allocated for the data collection period and averagely, it took 40-45 minutes for the questionnaires to be completed. Some of the respondents needed more time to complete the questionnaires. The respondents' cooperation was laudable and there were no conflicts of interest between the researchers and the respondents. Out of the

140 questionnaires administered, 132 were retrieved thereby achieving 94.3% response rate.

Measures

Work life balance was operationalized as the position of balance where the requirements of one's career and the requirements of one's personal life are equally prioritized by an individual (Shobha, 2015; Kossek & Lautsch, 2012). Work-life balance is the notion that you do need time for both work and other facets of life whether family-related or personal interests. Work-life balance was therefore measured in terms of flexible work schedules, telecommuting, childcare benefits or services, taking time off as needed to care for family members, organizational awareness of my family issues, organizational support in general, and the availability and use of work-life balance policies and programs. The scores for each item ranged from 1 (least agree) to 5 (strongly agree) on a 5-point scale. Respondents reported the degree to which their organizations gave them the aforementioned items. Career progression was also operationalized as employees climbing the organizational ladder during their working life (Parker, Hewitt, Witheriff & Cooper, 2018). It was measured using the three constructs developed by Weng and McElroy (2012). The first measure was career goal progress and included 4 items. All of the items were measured on a 5-point scale ranging from 1 (*least agreement*) to 5 (*strongest agreement*). Participants reported the extent to which their present job helps them in progressing on their career goals.

The second measured professional ability development using 4 items developed by Weng and McElroy (2012). Again, all of the items were measured on a 5-point scale ranging from 1 (*least agreement*) to 5 (*strongest agreement*). Respondents indicated the extent to which their present job help them to develop themselves professionally. The third measured promotion speed using 4 items. Likewise, all of the items were measured on a 5-point scale ranging from 1 (*least agreement*) to 5 (*strongest agreement*). Participants specified the extent to which they are promoted in their organization.

Data Analysis

In order to recognize errors, all the answered questionnaires were inspected. Also, SmartPLS3 was used in the data analysis. SEM will not only make the outcomes of associations between constructs impartial by measuring error, but also equal relations between perfect reliability variables. (Werner & Schermelleh-Engel, 2009). Again, using SEM would enable us to explore complicated relationship trends, like that of the focus of this research. In addition, SEM would enable us to concurrently use multiple

constructs, which leads to more meaningful conclusion about the level of the construct (Werner & Schermelleh-Engel, 2009). In this study, the motive for employing SEM is that it provides for simultaneous addressing of a wide range of analysis on work life balance and career progression of female employees.

4.   Results and discussion
Measurement model assessment

The analysis of the data was done with a view to deciding if the criteria for the specifications of the measurement model were met in order to ascertain for appropriateness for further study. Indicator loadings were analysed at first as a measure of the model. Measured items that failed fulfill the least permissible load of 0.50 were discarded (Ahmad, Zulkurnain & Khairushalimi, 2016). Meeting the least permissible loading requirement means that at least 50 percent of the variance of the indicators is explained by the construct, thereby providing acceptable item reliability. The final model of analysis for the study was collected. A pictorial view of latent variables used for the present study is given in Figure 1
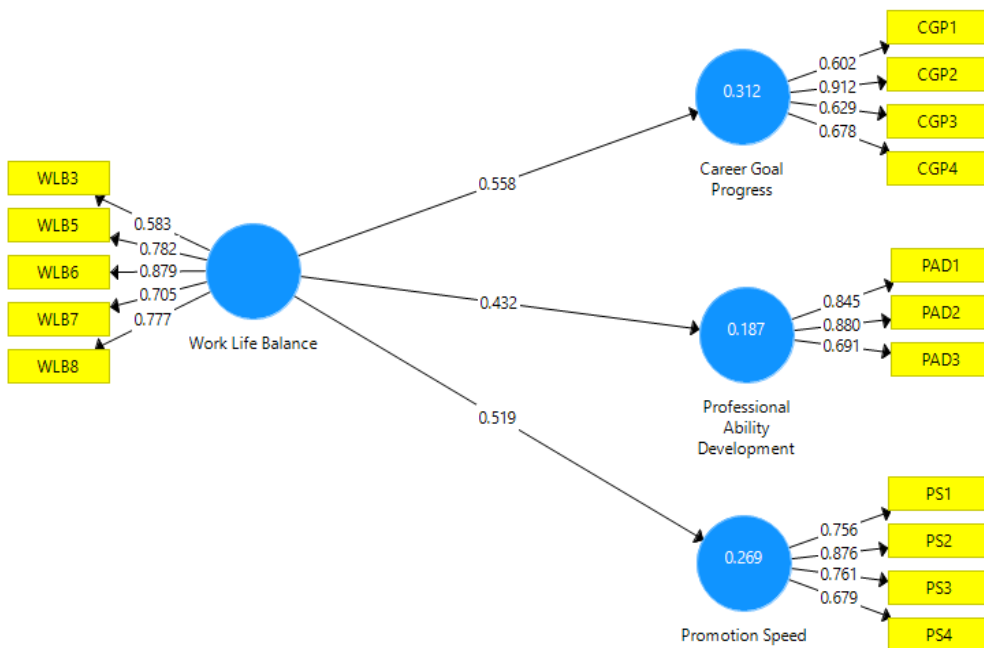

Figure 1. PLS Path Model Estimation

The Cronbach alpha (CA) and Composite Reliability (CR) statistics were the techniques used to assure internal consistent reliability. According to empirical evidence, a reputable and dependable instrument should have Cronbach's alpha coefficients and composite reliability over 0.7. (Ogawa, Kimoto, Nakashima, Furuse, Ono, Furokawa & Kawai, 2017). According to Table 1, the findings demonstrated that all items' Cronbach alpha coefficients and composite reliability were higher than the recommended level of 0.70, demonstrating that the respondents' opinions were consistent. As a result, it can be claimed that each item has appropriate internal consistency (Ogawa, Kimoto, Nakashima, Furuse, Ono, Furokawa & Kawai, 2017). The Average Variance Explained (AVE) was used to test the constructs' convergence validity.Once more, the convergent validity was employed to gauge how much the constructs converge (Hair, Risher, Sarstedt, & Ringle, 2019). Table 1 reveals that all AVE values are in compliance with the acceptable criterion of 0.5, confirming the convergent validity (Cheah, Sarstedt, Ringle, Ramayah & Ting, 2018).

Table 1. Validity and Reliability Analysis of the Measures

	Constructs/Measures	Loadings	t-values
	Work life balance (CA=.801; Þ=.812; CR=.864; AVE=.565)		
WLB3	Health and wellness programmes	.583	3.972
WLB5	Taking leave as required to meet family needs	.782	17.105
WLB6	Organizational understanding of my family issues	.879	31.231
WLB7	Organizational general support of my family issues	.705	8.921
WLB8	Available and usage of WLB policies/programmes	.777	16.354
	Career goal progress (CA=.701; Þ=.962; CR=.803; AVE= .512)		
CGP1	I'm getting closer to my career goals with my current employment.	.602	4.324
CGP2	My present job supports my professional development and career aspirations.	.912	38.367
CGP3	My present job lays the groundwork for achieving my career objectives.	.629	4.152
CGP4	I have excellent prospects at my current job to achieve my career goals.	.678	4.324
	Professional ability development (CA=.734; Þ=.761; CR=.849; AVE=.655)		
PAD1	My current position inspires me to constantly learn new skills relating to my line of work.	.845	33.732
PAD2	My current position inspires me to constantly learn new skills relating to my line of work.	.880	35.875
PAD3	My current position motivates me to gain more varied work experience.	.691	5.234
	Promotion speed (CA=.782; Þ=.842; CR=.853; AVE=.595)		
PS1	My rate of promotion within the current company is rapid.	.756	8.342
PS2	In my current company, the likelihood of promotion is high.	.876	34.231

PS3	My position in the current firm is great in comparison to prior ones and reachable jobs.	.761	7.421
PS4	In comparison to my coworkers, I am getting promoted more quickly.	.679	5.013

Notes: CA = Cronbach's Alpha; Þ= rho_A; CR = Composite Reliability; AVE = Average Variance Extracted; all loadings were significance at 1%

Cross-loading, HeterotraitMonotrait Ratio, and Fornell and Larcker's criterion are the three factors used to assess the validity of discriminants (HTMT). The square root of the AVE for each construct should be higher than its maximum correlation with any other construct, according to the Fornell-Larcker criterion (Fornell & Larcker, 1981). The Fornell-Larcker criterion and cross-loading approaches, according to Henseler, Ringle, and Sarstedt (2015), do not consistently identify the lack of discriminant validity in research studies. The Heterotrait-Monotrait Ratio of Correlations, a different method based on the multitrait-multimethod matrix, was proposed by the authors (HTMT). The robustness test for discriminant validity in the study used HTMT. The HTMT examines correlations with correlations between the variables in latent variables. Using the HTMT approach, Hamid, Sami, and Sidek (2017) claim that the cutoff value must be less than 0.855 in order to achieve discriminant validity. All of the values in Table 2 are below the suggested cutoff of 0.855.

Table 2. Values for HTMT

Constructs	HTMT Values
Career Goal Progress -> work life Balance	.599
Professional ability Development-> work life Balance	.552
Promotion Speed-> work life Balance	.609

With reference to Velilla (2018), the existence of a clear association of the variables reflecting the similar underlying concept/construct is referred to as collinearity. An attempt was made to ascertain whether there was the issue of collinearity or not. This was done with help of Variance Inflation Factor (VIF). The presence of a collinearity problem is shown by values of VIF higher than 5 (Garson, 2016). Reading from Table 3 and meeting the required range, the highest outer VIF value was 2.376.

Table 3. Collinearity Statistics on Outer Variance Inflation Factor (VIF) Values

Measures	VIF
WLB3	1.184
WLB5	2.108
WLB6	2.175
WLB7	1.583

WLB8	2.279
CGP1	1.226
CGP2	1.500
CGP3	1.433
CGP4	1.376
PAD1	1.651
PAD2	1.946
PAD3	1.315
PS1	1.548
PS2	1.872
PS3	2.376
PS4	2.071

Appropriate fit indices are indicated by the findings as shown in Table 4. The results mentioned are from the projected model, on the basis of an overall impact scheme and the structure of the model was taken into consideration. Since all the fit statistics were moderately good as can be seen, all items in each construct were well fitted. For instance, the value of 0.064 Standard Root Mean Square Residual (SRMR) means that the correlation observed is well-fitted and the correlation matrix implied by the model is also well fitted. When it generates a value smaller than 0.10, SRMR indicates acceptable fit (Hu & Bentler, 1999). For the Normed Fit Index (NFI) value, the same assumptions could be made. Conventionally, it is said to fit well when the value is nearer to 1. NFI values fall between 0 and 1. From Table 4, NFI value of 0.681 is an indication that in this analysis there is good fit of the model and also construct validity has been acquired as such. Hence, it is assumed that validity of each item is assured.

Table 4. Goodness of Fit Indices for the Structural Model

Fit Indices	Estimated Model
SRMR	0.064
Chi-Square	584.555
NFI	0.681

The bootstrapping approach was used to determine the statistical significance of the path coefficients. In testing the proposed hypotheses, the relationships between the constructs helped.

Each of our null hypotheses was evaluated using the path coefficient and its matching t-value.

The findings are shown in Table 5 and Figure 2 for the structure model. The findings showed that the latent variables were statistically significant.

Table 5. Path coefficients

Relationship	Path Coefficients	Sample Mean	Standard Deviation	T Statistics (Bootstrap)	P-Value	Decision
Work Life Balance Career Goal Progress	.558	.575	.063	8.839	.000	**Accepted**
Work Life Balance Professional Ability Development	.432	.450	.087	4.970	.000	**Accepted**
Work Life Balance Promotion speed	.519	.531	.064	8.133	.000	**Accepted**

R-square = (0.312), (0.187) and (0.262)

*** p < 0.01.

Observation of the predictive capacity of the model (Table 5) shows that WLB account for 55.8% positive significant change in career goal progress when all other factors affecting employee career goal progress are controlled for. Thus, this positive change in career goal progression was not by chance but by the scientific interaction among the factors considered in the model. The other factors could explain 44.2% change in female employees' career goal progress MoGCSP. Thus, work life balance practices cause a moderate positive significant improvement in career goal progress at MoGCSP. When workers are permitted to take time off as needed to care for family obligations, there is a likely explanation for this finding as well as the organization understanding and providing support, would help them realise, grow and move closer to their career goals (Kavitha, 2017). Once more, MoGCSP should see to it that a realistic and practical work-life balance strategy is required to assist and satisfy the demands of both the business and its employees (Godbey, Crawford & Shen 2010). The principles of work-life balance would be fair and beneficial to both businesses and employees (Adame, Caplliure, & Miquel in 2016).
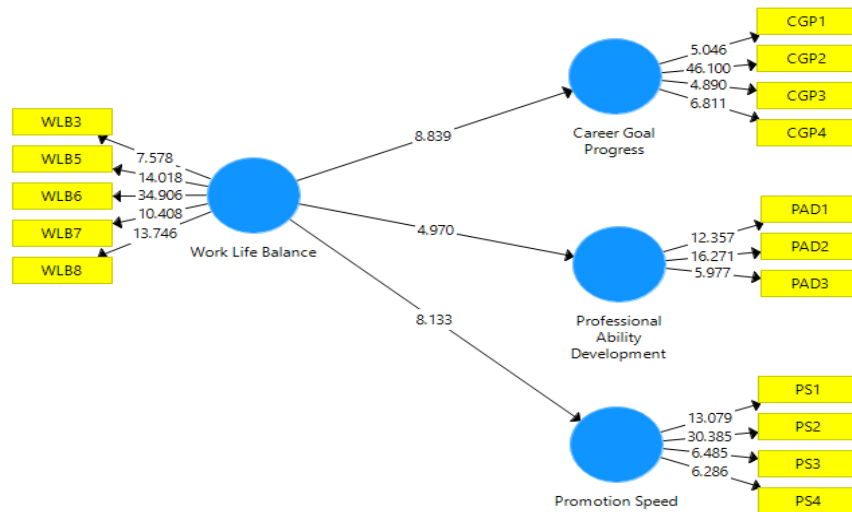
Figure 2. Structural Model of the Study.

The latent variable work life balance is a positive determining factor of professional ability development and this was statistically significant at 1% ($\beta = 0.432$, $p < 0.01$). Thus, the predictive capacity of the model (Table 5) shows that WLB account for 43.2% positive significant change in professional ability development when all other factors affecting employee professional ability development are controlled for. Thus, this positive change in professional ability development was not by chance but by the scientific interaction among the factors considered in the model. The Other factors could explain 56.8% change in female employees' professional ability development at MoGCSP. Thus, work life balance practices cause a weak positive significant improvement in professional ability development at MoGCSP. This finding substantiates the hypothesis that work life balance has a positive effect on professional ability development of female employees. The inference of the positive effect of work life balance on professional ability development is that availability and usage of work life balance programmes would have positive change in female workers ability to develop professionally in the form of continuously gaining new job-related skills, knowledge and experience (Neumann, Mau, Virani, Denzen, Boyle, Boyle & Majhail, 2018). Aacording to Malik, Haider and Hussain (2019) the results of the present study showed that as work life balance among female workers at MGCSP increases, it in turn increases their professional development. Similar findings were reported by another study which

highlighted higher satisfaction that balancing work and life roles is linked to the realization of professionals' needs and requirements (Haider, 2015).

Again, significant and positive relationship between work life balance and promotion speed according to the result (β = .519, p < 0.01). Thus, the predictive capacity of the model (Table 5) shows that WLB account for 51.9% positive significant change in promotion speed when all other factors affecting employee promotion speed are controlled for. Thus, this positive change in promotion speed was not by chance but by the scientific interaction among the factors considered in the model. The Other factors could explain 48.1% change in female employees' promotion speed at MoGCSP. The MoGCSP Protection experiences a weakly positive substantial improvement in promotion speed as a result of work life balance initiatives. The findings show that appropriate work-life policies would increase the efficacy and efficiency of female employees, enabling them to advance more quickly in their careers. Because of this, many women would prefer simultaneous to sequential balancing of these multiple duties (Akram, Haq & Victor, 2018; Stephens, 2017). Studies on work life balance have shown to predict positive variances and according to Akram, Haq and Victor (2018), Stephens (2017) and Sánchez-Vidal, Cegarra-Leiva and Cegarra-Navarro (2012), balancing work roles and life roles would allow female workers to concentrate on their career progression at large.

Calculating the coefficient of determination (R^2) is an important step in assessing the model's structural strength. R^2 values of 0.67, 0.33, and 0.19 are regarded substantial, moderate, and small, respectively, as illustrated by Chin (2010). The R^2 of the endogenous latent variables in this study is rated as weak for both professional ability development and promotion speed and moderate for career goal progression. The latent variable may be able to explain 31.2%, 18.7%, and 26.9% of the variance of the endogenous constructs, career goal progress, professional ability development, and promotion speed, respectively, according to the R^2 values from Table 5 (0.312), (0.187), and (0.262), which are similarly displayed in Figure 1.

The study measured the R^2 value and the effect size as well (f^2). Changes in the R^2 variable are used by F^2 to assess the impact of a single exogenous latent variable on the latent endogenous variable (Chin, 1998). Cohen (1988) defined small, medium, and large impact sizes, respectively, as f^2 values of 0.02, 0.15, and 0.35. Table 6 displays the effect magnitude of each latent variable. For career goal progression and promotion speed, respectively, work life balance had a significant effect size in the model with f^2 values of 0.435 and 0.368, whereas professional ability development had a medium effect size with f2 values of 0.230.

Table 6. Effect Size on Exogenous Constructs

Work life Balance		
	f^2	Effect Size
Career Goal Progress	0.453	Large
Professional ability Development	0.230	Medium
Promotion speed	0.368	Large

Conclusion, Implications Limitations and Suggestion for Future Research

The purpose of this research was to determine how work-life balance affected the career progression of female employees at MoGCSP, Ghana. Structural equation modeling was used to identify and describe the relationship between work-life balance and career progression determinants. Work-life balance significantly influences each of the three determinants of career progression in the studied area. Work life balance had a significant on career goal progress, followed by promotion speed and lastly professional ability development at MoGCSP. Thus, it was found that the advancement of female employees' career goals is positively impacted by work-life balance, the development of their professional abilities, and the rate at which they are promoted at MoGCSP. This indicates that the female employees believed that elements like the availability of health and wellness programs, telecommuting, taking time off as needed to care for family members, organizational awareness and support of family issues, and use of WLB policies and programs had an impact on their career advancement. The results have further confirmed Akram, Haq and Victor (2018), Stephens (2017) and Sánchez-Vidal, Cegarra-Leiva and Cegarra-Navarro (2012) that balancing work roles and life roles would allow female workers to concentrate on their career progression as it is the case for female workers at MoGCSP. In conclusion, work-life balance matters in the progression of women's career at MoGCSP.

The study results have several implications for practice, theory and future research. For practice, if management of MoGCSP offers a good work-life balance, female employees will be satisfied and advance in their careers by ensuring that health programs are in place for the workers and allowing them to take time off as needed to care for their families. Once more, management's awareness of employees' family difficulties and support of them would assist employees balance work and personal obligations. These will enable female workers progress in terms of their career goals, being promoted and being able to development their professional ability.

There are various theoretical ramifications to this work that should be acknowledged. First, we used role theory to explain how work-life balance affects career advancement looking at the social system the run through and

fluctuate among cultures. We claim, in accordance with role theory, that managers who are skilled at aligning individual roles with corporate goals and articulating role responsibilities will explain these roles in order to help female workers perform and advance in their careers. The current study would therefore enrich the theoretical understanding of how work-life balance if properly managed would affect female workers in progression in their career even in a masculine context as established by the role theory.

On the basis of the results, the study made the following recommendations. First, the Ministry of Gender, Children, and Social Protection through its agency must continuously provide favorable work life balance practices (i.e., health and wellness programs, e-working, taking time off as needed to care for family members, organizational understanding and support of family issues, and use of WLB policies/programs) for its female staff in order to promote their career progression.

Despite the study's significant importance, it has some methodological limitations. The study was limited by the cross-sectional survey and sample size used. Even though the current sample size appeared enough, the study was restricted to solely female MoGCSP personnel, which may limit the study's potential to generalize to other units. According to the study, future research should use a larger sample size and alternative data collection methods, like panel datasets. For a more full understanding of the development and consistency of the relationship between work-life balance practices and the career progression of female employees over time, a longitudinal analysis is strongly suggested in this case.

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