

**WORK-LIFE BALANCE AND ITS IMPACT ON EMPLOYEES
PERFORMANCE IN EDO STATE CIVIL SERVICE (2011 – 2021)**

BY

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CERTIFICATION

We certify that this project was carried out by **Ugolo Queen Favour** in the Department of Public Administration, Faculty of Social Sciences, University of Benin.

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DEDICATION

This project is dedicated to God Almighty, the king of kings and the Lord of Lords, the source of my inspiration and wisdom and also to my family and sister Thelma Precious.

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I wish to specially thank God for his provision, protection, guidance and grace upon my life during the course of this programme. My special appreciation also goes to my wonderful supervisor, Dr E.I Okonmah for his patience, corrections, thorough guidance and invaluable advises during the period of this work. I am also grateful to my lecturers that have impacted bountifully on my growth and development.

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ABSTRACT

This study was designed to examine the work-life balance and its impact on employee performance in Edo State Civil Service (2011 – 2021). The objectives of the study include the following: To examine if work flexibility affects the organizational productivity in Edo state civil service, to investigate if employer/employee relationship have any effect on increased productivity in Edo State civil service, to examine the influence of work environment on organizational productivity in Edo State civil service, to investigate how job security affects organizational productivity in Edo state civil service. The study adopted survey research design. The population of study of this research is made up of the population of study of this research is made up of both senior and junior staff of three ministries (Information and Orientation, Commerce and Industries and education) of Edo state civil service with a population of 6,241. The instrument used for the collection of data was the questionnaire which was administered to the study sampled respondents. Out of the 600 questionnaires distributed, 587 copies were retrieved. The data collected was analyzed using simple percentage and chi square analytical method to test the hypotheses generated for the study. The study discovered amongst others that, work flexibility has an impact on organizational productivity in Edo state civil service. Also, Safe work environment affects organizational productivity in Edo state civil service. Furthermore, policy recommendations were adopted which include amongst others that, more work flexibility should be encouraged in Edo state civil service. Also, healthy employer employee relationship should be cultivated in Edo state civil service.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The employee is a very vital asset in an organisation and the most important in performing the organisational process and achieving organisational goals. However, the challenge of every organisation is how to optimize employee performance. Employee performance is defined as “the level of success of employees in carrying out their duties and responsibilities” (Rachmaliya & Effendy, 2017:42). Employee performance is key in determining the achievement of organizational goals; therefore, organisations look for ways to motivate their employees to give their best performance on the job. Although the topic of employee performance has been comprehensively explored in the western context, there has been very little research on task performance of employees in the Nigerian context. Available management literature shows that research on the prediction of employee task performance focuses more on the direct effects of various types of single variables (Sung & Choi, 2012). Among the human resources management procedures available, enriching work-life balance has been well-thought-out as one of the major high performance HRM practices that increasingly promotes the enhancement of employee performance (Hyde, Sparrow, Boaden & Harris, 2013).

Traditionally, human resource practitioners’ approach to improving performance was evaluation of previous performance and allocation of reward in exchange for improved performance. However, this does not take into consideration the intrinsic interests of employees who do the work, hence it is no longer sufficient. In recent times, organizational policies are aimed at creating a conducive environment for motivating employees both through internal and external means in order to improve and increase performance. According to Thevanes and

Mangaleswaran (2018), organizations are focusing on employing several high performance human relations measures and action plans to boost employee performance and work life balance is an important tool in this regard.

The impact of work-life balance on employee performance and on the general success of any organization cannot be overemphasized. According to Orogbu, Onyeiugbe and Chukwuemeka (2015), the individual is an integral part of the family in particular and the society in general, therefore, work life balance is an important phenomenon and is of great concern to both private and public sector organisations. The ability of an employee to have a satisfactory fit between his job and other roles is a very crucial factor in determining his performance on the job. Work-life balance policies are key factors for the success of an organization that depends on its employees for the achievement of organisational goals. Kossek, Lirio and Valcour (2013:301) define work life balance as “satisfaction and perceptions of success in meeting work and non-work role demands, low levels of conflict among roles and opportunity for inter-role enrichment.” The concept in this context is not restricted to prioritizing work and personal life roles of employees but also includes how it affects employees’ psychological, economic and mental wellbeing.

Many researchers (Clark, 2000; Marks & MacDermid, 1996; Sivatte, Gordon, Rojo, & Olmos, 2015; Ogechi & Nwaeke, 2019) have generally agreed on the important role of work-life balance as it is related with an individual’s psychological well-being and overall sense of harmony in life, which is an indicator of balance between the workplace role and the role in family (Clark, 2000; Marks & MacDermid, 1996). Consequently, there is increased level of stress in employees, rising rate of drug abuse, decreased productivity, increased rate of turnover and absenteeism, decreased level of job satisfaction, etc. which influence employee performance

(AlHazemi & Ali, 2016). Also, high attrition rates and increasing demand for work-life balance have forced organizations to look beyond run of the mill Human Resources interventions (Mmakwe & Ojiabo, 2018). In lieu of the foregoing, this study tends to examines the relationship between work-life balance and employee productivity in Edo State Civil Service.

2.1 Statement of the Problem

Today, work-life balance has become more and more a prevalent concern to both employers and employees of most organizations. Most recently, there has been an increase in the thought about the significance that work has on family as well as life of employees. Thus the situation has stimulated much study on work-life of individuals in the workplace. Especially, in today's global business environment, where there is a blur between work roles and personal roles. Work is no longer restricted to the office space due to advancements in technology, coupled with high level of competition originating largely from efforts to deliver excellent service, thus the encumbrance of work on employee personal life is usually enormous (Uzoechi & Babatunde, 2012). Therefore, achieving work-life balance in this era of fast pace globalization and competitiveness as well as creating a balance between professional and personal life is a challenge for most individuals in the workplace (Sivatte, Gordon, Rojo, & Olmos, 2015).

In the Nigerian context, the encumbrance of work roles on employee family roles is further heightened by demographic changes, an increase in the number of women in the workforce, dual career couples, a rise in the number of single parents, and employees' growing reluctance to accept long hours of work culture (Ogechi & Nwaeke, 2019). Nigerian employees are thus faced with the challenge of prioritizing between work and non-work roles (Mmakwe & Ojiabo, 2018), which results in work-family imbalance.

Work life balance has received a lot of attention in the West but far less attention has been devoted to it in Nigeria (Ojo, Falola and Mordi, 2014). From the aforementioned, the following research questions became necessary; Does work flexibility affect the organizational productivity in Edo State Civil Service? Does employer/employee relationship have any effect on increased productivity in Edo State Civil Service? What influence does work environment have on organizational productivity in Edo State Civil Service? How does job security affect organizational productivity in Edo State Civil Service?

2.3 Research Objectives

The following research objectives will give this study focus.

1. To examine if work flexibility affects the organizational productivity in Edo State Civil Service.
2. To investigate if employer/employee relationship have any effect on increased productivity in Edo State Civil Service.
3. To examine the influence of work environment on organizational productivity in Edo State Civil Service.
4. To investigate how job security affects organizational productivity in Edo State Civil Service.

2.4 Research Hypotheses

The following research hypotheses are stated in the null format.

1. There is no significant relationship between work flexibility and organizational productivity in Edo State Civil Service.

2. There is no significant relationship between employer/employee relationship organisational productivity in Edo State Civil Service.
3. There is no significant relationship between work environment and organizational productivity in Edo State Civil Service.
4. There is no significant relationship between job security and organizational productivity in Edo State Civil Service.

2.5 Scope of the Study

The scope of the study is situated within the environment of Edo State Civil Service in relation to the issue of work-life balance and organizational productivity.

2.6 Significance of the Study

This study has both theoretical and practical significance. It is significant theoretically because its findings serve to enrich literature in this area of research interest. It is empirically significant to scholars in the sense that it will generate original and indigenous data on the effect of Work Life Balance (WLB) on managerial performance in the Nigerian Civil Service. Practically, the findings provide an objective outlook to the Nigerian Civil Service on the relationship between WLB and organizational presentation in the Nigerian Civil Service.

Also, the findings and recommendations of this study will help the Nigerian civil service to map out strategies of dealing with WLB issues within their organizations. The study is equally beneficial to future researchers who will find it a relevant research material for their study. It serves as a reference material for students on similar topics by providing them with empirical insight into the effect of work-life balance on organizational performance in the Nigerian civil service.

2.7 Conceptualization of Terms

Work Life Balance

The foundation for practices of work life balance spans from work-life dispute experienced by employees. The work life conflict concept identifies that most people have numerous duties and the practices of work life balance can assist in minimizing the level of such conflict (Premeaux, Adkins & Mossholder, 2007). While there are many definitions as to what creates a work life balance practice, the word ordinarily represents one of the followings: administrative provision for indigent care, personal or family leave and supple work options (Oluseyi & Ayo, 2009). Hence, these practices encompass family leave plans (adoption, compassionate and parental leave), on-site crèche and eldercare facilities, work from home identified as telework, compressed work week, which include working four days' worth of hours, while the fifth day is taken as off day, division of a full time job between employees (job sharing), flexible work hours (flexitime), which empowers employees to vary their commencement of work and when they are going to finish, provided a certain number of hours is worked.

Operationally defined, work life balance is said to be the aggregate time an individual uses to carry out his work in comparison with the aggregate time spent with relations and other individual's engagement. It is also the process of regulating the work designs to permit staff to join work with their other duties like child care or aged family member (Upadhaya, Munir & Blount, 2014). Clarke (2000) further opined that work life balance is the level of satisfaction and the connection amongst the several roles in the life of a person. Accordingly, various work life balance strategies which are friendly that can be adopted by different organizations are briefly discussed below;

1. **Flexitime:** It is a process that allows an employee, to negotiate the time to commence and end their work daily, in as much appreciable period of work is achieved. Research indicated that the introduction of work that is flexible in nature will lead to reduction in absenteeism of staff and can bring about increase in the level of job satisfaction. (Pierce & Gardner, 2004).

2. **Telecommuting:** This is also known as ‘telework’. The process permit an individual to work from home. The strategy assist employees to build their family and personal life around their work in order to reduce expenses related to work and to work in a less disruptive and stress free zone. (Yeandle, Crompton, Wigfield & Dennett, 2002).

3. **Compressed work weeks:** It involves providing an avenue for the employees to extend their working hour (shift work) in order to reduce the number of work days in a week.

4. **Part time work:** This approach tolerate individual that are interested to further their education and at the same time wishes to work (e.g. student). Also people with disabilities can as well take up this arrangement in order to obtain adequate work experience (Clarke, Koch & Hill, 2004).

5. **Job Sharing:** This is an agreement that allows two or more individual to engage in a full time work, whereby they shared the responsibilities between themselves. (Hayman, 2010). Work life balance practices is therefore a thoughtful organizational modifications in strategies or administrative philosophy which are planned to lessen work-life conflict and support employees to be more active both at work and in other sphere of life.

Employees Productivity

Employee’s productivity in any organization is a key area in the work environment. It’s assist the business to develop the capability of the human resources in the system to be

competent. Productivity means the end result of an activity of a person or organization. According to Chris and Awonusi (2004), confirmed productivity as a process of measuring and scrutinizing the responsibilities of employees in the organization. Therefore, an organization required an increase level of productivity of its employee's, in order for the stated goals to be achieved (Dreher, 2003).

Different empirical research are in support to the fact that an individual will contribute to the development of their organizations when they enjoy a work life balance (Oswald, 2012). This revealed that the success of any organization largely rest on the productivity of employees within the system. It is therefore, necessary for managers at the helm of business affairs to adopt the approach that will lead to employee's retention. The essence of balancing both private and work life is to encourage healthy environment that can guarantee loyalty of the staff and secure high level of productivity. Consequently, the combination of flexibility of work schedule together with job attitude has been linked to increase in organizational commitment from employees, satisfaction from the job and most especially reduction in turnover intention (Lewis & Gambles, 2007).

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Understanding the Concept of Work Life Balance

Work-life balance, in its broadest sense, is defined as a satisfactory level of participation or “fit” between the numerous roles in a person’s life (Hudson, 2005). It is about the interaction between paid work and other activities, including unpaid work in families and community, leisure and personal development. Greenhaus, Collins and Shaw (2003) referring WLB to work-family balance opines that work-family balance is —the extent to which an individual is equally—self engaged and equally satisfied with his or her work role and family rolel.

However, it can be argued that work-family balance is more limited in extent than the former because the focus in work-family balance is more on the relations between work and family. The term work life balance is commonly used as a more comprehensive expression to describe policies that have been previously termed “family-friendly”, but are now extended beyond the scope of the family. WLB refers to the elastic working arrangements that allow both parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Redmond Valiulis and Drew, 2006). Work-life balance does not signify an equal balance in units of time between work and life but is about proper understanding of the priorities of the professional and personal level.

It has to do with prioritizing between work and lifestyle (health, pleasure, leisure, family and spiritual development) (Clark, 2009). The concept of work-life balance is based on the idea that paid work and private life should be seen less as opposite priorities and more as corresponding essentials of a full life. Lewis (2008) observes that the way to achieve this is to

adopt a system that is conceptualized as a two-way process which considers the needs of the workers as well as those of employers. In order to take on employers in this procedure it is imperative to show the benefits that can be obtained from employment policies and practices that sustain work-life balance, and the scope that subsists for extenuating their negative effects on the management of the business.

Clark (2009) defines work-life balance as contentment and good functioning at work and at home with negligible role conflicts. Work-life balance is about finding the right balance between one's work and one's life (outside work) and about feeling comfortable with both work and non-work commitments. Many people find it difficult to manage their time in a way that is healthy for work and for personal life not because they are poor at time management, but basically because a good part of the time is not theirs. However, work-life balance is tricky to individually accomplish without organizational encouragement. Bird (2010) reaffirms that, work-life balance does not mean an equal balance adding that one's best individual work-life balance would vary over time. The right balance for one person today will without reservations be different for the same person tomorrow.

Greenhaus (2009) indicates that while work-life balance has conservatively been presumed to involve giving equal amounts of time to paid work and non-work roles, more recently the notion has been accepted as more difficult and has been expanded to integrate extra components. Instead, it implies employee satisfaction with work roles or family roles at the same degree. Clarke, Koch and Hill (2004) aver that work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life. The study adopts this assertion as the conceptual framework of work-life balance.

Work- life balance reflects a person's orientation across career and non-career life roles as a mismatched inter-role phenomenon. Three kinds of balance can be mentioned (Greenhaus, Collins and Shaw, 2006). They are:

1. Time balance: Sparing time to work and life roles at the same degree.

2. Commitment balance: Showing psychological commitment to work-life roles at the same degree.

3. Content balance: Being pleased with work-life roles at the same degree.

Studies like Bond (2009), Hochschild (2007) and Okeke (2011) affirm that in the absence of these balances, people spend too many hours at work, and spend less with their families, which results in deteriorating health and work performances. Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits (Greenhaus, 2009). There are a large variety of family friendly policies which include, but are not limited to the following: flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility (Hartel, 2007).

The origin of work-life balance practices spans from work-life conflict experienced by employee. Work Life Conflict is the inter-role conflict that results when one's roles as an employee is incompatible with one other area such as being a spouse, parent or with other religious and leisure activities. The concept of Work Life Conflict recognizes that most individuals have multiple roles. Work-life balance practices help minimize the amount of Work Life Conflict and also target the antecedents (Lero and Bardoel, 2007). Some of the antecedents of work-life conflicts include heavy job demands and job overloads.

According to Clarke, Koch and Hill (2004), work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life. To understand work-life balance, it is important to be aware of the different demands upon us and our personal resources- our time and our energy- that we can deploy to address them. Research has indicated that those workers who have some form of control over their working environment tend to suffer less stress-related ill-health, with clear implications for the concept of work-life balance. Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits. There are a large variety of family friendly policies which include, but are not limited to the following: flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility (Hartel, 2007).

Work life balance practices are organizational changes designed to reduce work family conflict. These work life balance practices enable employees to be effective in both work and personal roles. The more control an employee has on their lives the more able they are to balance work and family. (Iqan lazar, 2010) Conclude that, a successful balance between work and non work roles are beneficial for both employee and employer. And this balance in work and life domains enhances quality of personal relationship and organizational outcomes.

According to (Susi.S, 2010) Work life balance is drive for satisfaction of employees. Many organizations feel the need of work life balance which include retention of valuable work force, reduce work family conflict, and reduce employee stress, job satisfaction and better life balance. Work life balance practices need to be supported and encouraged at workplace culture. Strong and supportive organizational culture increase employee intent to remain in the organization.

(Felicity Asiedu-Appiah, 2013) concludes that work life balance is important in enhancing employee performance at work and home. Gender difference exists in work life balance needs because work and non-work responsibilities are different for male and females. Some research results show that female demonstrated more need for work life balance as compared to male. An individual derive satisfaction in life from work and family domains. Researches find that work balance practices effect overall organization and individual performance.

(R.lockwood, 2003) Define Work life balance as a managing work and personal responsibilities. Work-life programs require support from senior management. For work/life benefits in work environment it is helpful to have a corporate culture that encourages employees to look at business in an entirely different way and supports and accepts employees as individuals with priorities beyond the workplace. Work life balance programs increased employee motivation and productivity.

2.2 JOB SATISFACTION

Job Satisfaction also refers to the employee's general attitude towards his job. Job satisfaction is used to describe how content an individual is with his or her job. Many organizations develop training programs and benefits packages to develop loyal employees. Longer employees work for the organization, more valuable the employees become. Job satisfaction is most important attitude in the field of the organization behavior (Ms. chetna pandey, 2012).

Every organization tries to create satisfied work force to operate the well being of the organization because satisfied worker extend more effort to job performance. Total organizational performance depends on efficient and effective performance of individual employees of the organization. (M.D.Pushpakumari, 2008) Further add that when employee is

satisfied with the job he is motivated to perform the job with great effort. A satisfied individual employee and his effort and commitment are necessary for the success of the organization.

Many organizational managers believe that salaries and financial benefits are the way to increase job satisfaction. According to (Al-Zoubi, 2012) employees also agree that salaries will increase the job satisfaction and as a result level of individual performance also raised. Job satisfaction also increases employee motivation at work. But Researches also examined that salary can effect job satisfaction when other job characteristics are positive.

Employee satisfaction is used to describe whether employees are happy and fulfilling their desire and needs. Employee satisfaction can help to build commitment of employees towards organization. (Bharati Deshpande, 2012) Found that financial benefits, employee relations, work environment and role clarity are the factors that are used to measure job satisfaction of employees at work. Employee satisfaction is a factor in employee motivation and goal achievement.

Afshan Naseem (2011), found that satisfied employees show excellent performance that leads to organizational success thus result in improved financial success. Employee satisfaction increases the quality of work. Employee satisfaction leads to customer satisfaction because customer service eventually depends on the community who provide that service. Result of the study show that employee satisfaction is a key factor of organizational success.

According to Moyes, Shao and Newsome (2008), employee satisfaction may be described as how pleased an employee is with his or her position of employment. Spector (1997) defined job satisfaction as all the feelings that a given individual has about his/her job and its various aspects. Ellickson and Logsdon (2002) supported Spector's view by defining job

satisfaction as the extent to which employees like their work. Hulin and Judge (2003) observed that job satisfaction means multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioural components.

According to Aziri, (2011), the importance of job satisfaction specially emerges to surface after the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. Spector (1997) lists three important features of job satisfaction:

1. Organizations should be guided by human values: - Such organizations will be oriented towards treating workers fairly and with respect. In such cases the, assessment of job satisfaction may serve as a good indicator of employee effectiveness. High levels of job satisfaction may be sign of a good emotional and mental state of employees.

2. The behavior of workers depending on their level of job satisfaction will affect the functioning and activities of the organization's business: - From this it can be concluded that job satisfaction will result in positive behavior and vice versa, dissatisfaction from the work will result in negative behavior of employees.

3. Job satisfaction may serve as indicators of organizational activities: - Through job satisfaction evaluation different levels of satisfaction in different organizational units can be defined, but in turn can serve as a good indication regarding in which organizational unit changes that would boost performance should be made.

Also, According to Shah, Arun and Kumar (1990), the study of job satisfaction enriches management with a range of information pertaining to job, employee, environment etc. which

help to facilitate in decision making and correcting the path of organizational policies and behavior. Shah et al (1990) opined that job satisfaction is important in the following ways:

- 1 It indicates the general level of satisfaction in the organization about its programmes, policies etc.
- 2 It is a diagnostic instrument for knowing employees' problems, effecting changes and correcting with least resistance.
- 3 It strengthens the communication system of the organization and management can discuss the result for shaping the future course of action.
- 4 It helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation leading to the overall increase in the productivity of the organization.
- 5 It helps unions to know exactly what employees want and what management is doing.
- 6 It facilitates mutual settlement of grievances and other unwanted situations.
- 7 It facilitates in determining the training and development needs of the both, employees and the organization.

2.2.1 WORK LIFE BALANCE AND JOB SATISFACTION

Certain aspects of one's life like work, family, community and so on as defined by the overall effectiveness of an individual's psychological functioning" also affect job satisfaction. The psychological wellbeing has three defining characteristics: it is a phenomenological event, it involves some emotional conditions and it refers to one's life as a whole. Wright and Cropanzano stressed that it is a global evaluation. It plays an important role in determining job satisfaction in that it focuses on both job satisfaction and job performance (Neog and Barua, 2014).

2.2.2 FACTORS THAT INFLUENCE WORK LIFE BALANCE

Studies have been devoted in search of antecedents influencing perception of work life balance among individuals. These antecedents can be broadly grouped based on the major dimensions of work life balance namely, individual, organizational and societal factors. The following sections present notable contributions of the researchers in these directions.

2.2.3 Individuals Factors

The studies undertaken in determining the Individual factors influencing the perception of work life balance among employees is explained in terms of:

1. Personality
2. Well-being
3. Emotional intelligence
4. Demographic factors

1. Personality – In general personality can be defined as the sum total of ways in which an individual reacts to and interact with others (Robbins, Judge and Vohra, 2011). Parasuraman and Greenhaus, (2002) suggested that personality characteristics could be influenced by the ability of individuals to interact and react to a situation and also help to proactively shape the environment. McCrae and John (1992) proposed Big five factor model of personality traits in terms of five basic dimensions namely:

2. Wellbeing – Wilkinson (2013) examined the relationship between work-life balance and psychological well-being among a non-random sample of participants chosen from three companies in the South eastern United States and observed that work-life balance and

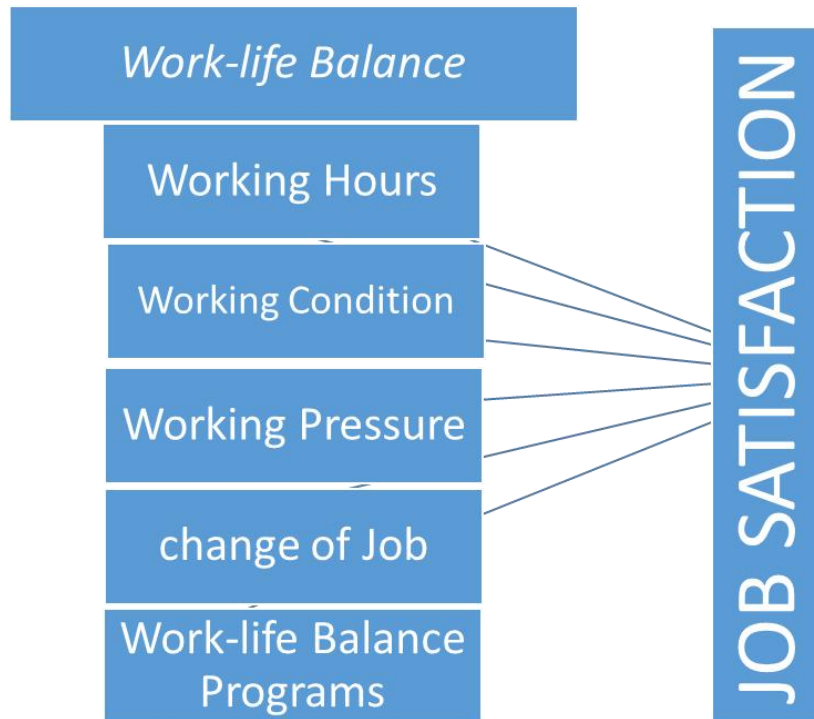
psychological well-being to be positively correlated. The study showed that gender to be a moderator between work-life balance and psychological well-being. Soin, (2011) examined stress, psychological well-being, and work life balance among full-time female managers of public sector banks and part-time teachers from senior secondary government schools in three cities of India. The measure Psychological Well-being Scale constructed using six dimensions namely; autonomy, environmental mastery, purpose in life, self-acceptance, personal relations with others and personal growth based on Ryff's psychological well-being scale. The results revealed that while; full-time working women reported relatively higher levels of stress with lower levels of psychological well-being and consequently lower levels of WLB compared to the part-time working women.

3. Emotional Intelligence – The term emotional intelligence was first used by Mayer and Salovey (1990), who postulated that emotional intelligence involves the ability to perceive accurately, appraise and express emotion and regulate emotion to promote emotionally and intellectual growth. Emotional intelligence is an essential factor responsible for determining performance in workplace and family life. According to Bar-On (2000), emotional intelligence refers to an effective understanding of ourselves and others have a good relationship with other people, and to adapt and cope with their environment to become more successful in dealing with environmental demands. The ability to understand and explain emotions can also be called emotional intelligence. Also, emotional intelligence is to increase thinking (Mayer and Caruso, 2002). Salovey et al., Austin, Rohr and Andrews (2007), emotional intelligence is a part of social intelligence that involves the ability to control emotions and feeling of own self and others, to distinguish between these emotions, and use that information to guide the thinking and actions of a person. Moreover, Salim and Nasir (2010) are of the opinion that emotional intelligence refers to the ability or capability as shown and owned by an individual in facing any situation. Goleman (2000) in (Colston, 2008) describes emotional intelligence is the ability to identify our own feelings and others, to motivate our own self and manage the emotion in self and then in the relationship. But, it is different with Cory (2006) who stated that emotional intelligence is not the intelligence learning like memory, remember the reasoning, visual motor, symbolic thinking, talent, achievement, vocational interests, or personality.

4. Demographic Factor – Thriveni and Rama (2012) examined a significant relationship between demographic variables namely; age, experience, marital status, income, type of family, number of dependents and perception of work- life balance among employees in Bangalore city, India. They also articulated the importance of these relationships for designing appropriate policies for employees to deal with work life balance issues. Duxbury and Higgins (2001) observed significant increases in work-life conflict were observed regardless of gender, job type and parental status as compared to studies in the year 1991 among large sample of employees in Canada. Parasuraman and Simmers (2001) revealed that gender and job type had significant influence on work-family issues, job involvement and job satisfaction. The influence of gender on work-life issues was reported in many literatures. The studies have also indicated that the major stress experienced by females experience arises from family demands rather than work demands particularly when the family has children (Tausig & Fenwick, 2001). Emslie, Hunt and Macintyre (2004) identified that factors affecting work and family life did vary by gender. Nurturing children and being in a senior position were more strongly related to work– home conflict for women than men. Barnett, Campo, Campo and Steiner, (2003) identified the relationship of income of employees and balancing work and family responsibilities. Employees with lower income, particularly single mothers, have more difficulties in balancing work and family responsibilities. Rana and Seema, (2012) studied the impact of Gender, Experience, Level of Management in the critical factors of Work-Life Balance practices in the Private and Public Banks and Insurance Companies in Haryana. The study showed Employer Critical Factors and Organisational Critical Factors in usage of work life balance. The researchers found that the demographic factors under study influence the critical factors of work life balance like employees having 18-23 years of experience took time-off for family support and study leave or

training leave. With regard to Gender, women dominated in the usage of spontaneous off, religious leaves. Most of the lower level employees, opted for Emergency Leave and Paid Maternity Leave Nathani and Jha (2009) explored some of the factors influencing WLB namely, ageing population, emergence of service sector industries, technological advancement of work, skill shortages, loss of social support network, globalisation and demographic shift of workforce. Outcomes of Work Life Balance The impact of perceived WLB on employees can result in varied consequences in the work place as well as in the personal and societal life. The literature reported on studies undertaken in investigating the outcomes of WLB is broadly categorized in to work related outcomes and non- work related outcomes and are highlighted in the ensuing sections.

Component of Work-Life Balance and Job Satisfaction



2.3 Relationship between Work-Life Balance and Job Satisfaction

In many organizations human resource managers evaluate personnel practices to increase employee loyalty toward the organization. In addition many organizations have begun to take a role in developing quality of work-life programs. (Sakthivel Rania, 2011) Found that recognition was linked with work/life balance, which leads to employee satisfaction and the effects of recognition for the employee contribution are reflected in their satisfaction. Work task and work life are positive related. Pay is related to mediating factor of work/life balance which ends up in employee satisfaction. Benefits are highly correlated to work life balance. Better benefits programs leads to employee satisfaction. Today human resource has concluded that there is strong relationship between employee satisfaction and business. In result organization focus on developing policies and programs on work life issues.

Employees feel more satisfaction with their work and family when they enjoy the benefits of work life balance programs provided by their employers. (Yutaka Ueda, 2012) Conclude that work life balance programs have different effects for male and female employees. Male employees are satisfied with all the three measures such as job, work life balance program and employer. But female employees have a significant relationship only with employer satisfaction. Work life balance programs have greater effects for Employees of higher income as compared to lower income. (bhatnagar) Conclude that organizations always give importance to productivity and as result stress increased. And stress effect both personal and work life. Work life balance provides balanced relationship between personal and work life. Result of researches show that there is direct relationship between job satisfaction and productivity. Nonfinancial rewards often have more impact than finance rewards in attaining job satisfaction.

A number of studies have been carried out that is related to work life balance. Typically, Vishwa Et al (2015) investigated Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance. The aim of the research was to analyze the relationship between work life balance policies and employee job satisfaction. Questionnaire was filled by 240 respondents who were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data using correlation. The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction.

Azeem and Akhtar (2014) investigated the influence of work life balance and job satisfaction on organization commitment of health care employee. This was aimed at exploring the influence of work life balance and job satisfaction has on organization commitment among healthcare employee. Questionnaire was distributed to 275 respondents in the healthcare sector. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including correlation and reliabilities. The finding of the empirical test shows that employee in the health care sector have a moderate level of perceived work life balance, job satisfaction and commitment. There is a positive relationship between work life balance, job satisfaction and organization commitment.

Ojo, Salau and Falola (2014) investigated the concept of work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector. The types of Work Life Balance initiatives available in the three sectors were explored and the barriers to implementation of the Work Life Balance initiatives were identified. Quantitative method was used to investigate the work-life balance practices in three sectors of the Nigerian Economy. This was achieved using an in-depth case study analysis of these sectors.

The data set comprised of responses from both managers and employees in the Banking sector with five hundred and eighty six copies of the questionnaire retrieved. The Educational sector comprised of both managers and employees with five hundred and thirty one copies of the questionnaire retrieved; while five hundred and seven copies retrieved from the Power Sector. The findings reveal that there is diversity in terms of how respondents perceive the concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including Anova. There is a wide gap between corporate Work Life Balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies in the studied sectors.

Fapohunda (2014) investigated on the exploration of the effect of work life balance on productivity. The aim of the study was to explore the connection between work life balance and organization productivity and whether work life balance practice possibly decreases employee turnover and absenteeism. 200 respondents in the banking industry were used for the survey. A structured questionnaire was used to collect data. Chi square was used to analyze the data. The finding of the result was that there is a positive relationship between work life balance practice and employee turnover. It also found out that management support was not satisfactory.

Dissanayaka and Ali (2013) investigated the impact of work life balance on employee performance. The aim of the study was to analyze the relationship between work life balance and employee performance. 96 employees were used for the survey and questionnaire was distributed to them in which the data was used to run analysis. Pearson moment correlation was used to analyze the data. The finding of the result was that there is a positive relationship between work

life balance and employee performance. Also there is a need for systematic effort to enhance work life balance of the employee to achieve better employee performance.

Ojo (2012) investigated work life balance practices and policies manager and employee experience in Nigeria banking sector. The aim of the research is to explore the extent to which work life balance policies/ practices in organization in Nigeria. Questionnaire was used as the instrument and 600 respondents were used for the survey. Spearman's correlation analysis was used to analyze the data. The finding of the empirical study shows that there is need to enlighten employee about the various work life balance. Sakthivel, Kamalanabhanb and Selvarania (2011) investigated work life balance reflections on employee satisfaction. The aim of the research was to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. Questionnaire was filled by 210 respondents working in IT organization. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including multiple correlation and regression. Findings of the empirical test show that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

Impact and Importance of Work-Life Balance to Organisational Performance

According to McCarthy et al. (2013), most organisations today offer a range of work–life and work– family programs and benefits such as job sharing, work flexibility as well as on-site child-care which are designed to reduce the stress associated with balancing multiple roles (Lobel and Kossek 1997). This is generally known as organisational support in achieving work-life balance. The question that this section seeks to answer however is whether the provisions of these “benefits” for employees is simply for the benefit of the employees or whether by putting

in place such policies, programs and benefits, the organization also derives benefits through improved employee vis-à-vis organisational performance. Simply put, the aim of this section is to explore the impact and importance of work-life balance on organisational performance.

Interestingly, a plethora of research works have examined the significant role between work-life balance and its influence on organisational performance. From the results of these researches, evidence exists that shows that work-life balance initiatives increases employees affective commitment which in turns leads to increased organisational performance (Kim, 2014). For example, Kim in 2014 conducted a research into the mediating role of affective commitment and employees' performance: The results of the research suggested that affective commitment increases as a result of the work-life balance experience of an employee and that this in turn, has a positive influence on such employees' in-role performance. This finding therefore affirms the mediating role between work-life balance and organisational performance. Similarly, researches conducted by Chen and Francesco (2003) as well as Swailes (2004) also stated that where organisations provide worklife balance initiatives, this increases affective commitment of employees. The researches further stated that increased level of affective commitment of employees to their organization often results in high or improved organisational performance (see also Parkes and Langford (2008); Harrington and Ladge, 2009).

Conversely, a number of studies (Grzywacz and Marks, 2000; Schieman et al., 2003; Cohen and Liani, 2009; Singh and Nayak, 2015) have also shown that where a family-work conflict has negative outcomes for emotional health, physical well-being, and life satisfaction, this can reduce employee productivity and performance thereby leading to reduced organizational performance (Mohsin and Zahid, 2012). According to Perry (1982), this may occur where an employee's family issues spills over into the work realm thereby causing such

employee to waste time at work as well as detract from such employee's concentration on the job. This therefore indicates that work-life balance experience is positively linked to employees' performance and organisational performance. The next section explores and discusses work-life balance in the Nigerian context. The section takes a look at the peculiarities of Nigerian employees and what worklife balance means to the Nigerian employees with specific focus on female employees. The section also goes further to examine the peculiar challenges faced by Nigerian employees and the impact of such challenges on organisational performance in Nigeria.

2.4 Work-life Balance in Nigeria

The challenges facing Nigeria is multifaceted, many of which find their roots in leadership failure, thereby leading to poor infrastructure, poverty, unemployment and stunted growth and development (Okpara, Wynn 2007; Okogbule 2007; Ampratwum 2008). All these factors have continually make life difficult for majority of Nigerians, and has forced an unbalanced paradigm between the work and life. Consequently, to analyze the work-life balance in the Nigerian context, it is best to first understand the structural and functional makeup of the Nigeria society.

Presently, Nigeria is a densely populated country with a daily population increase which stood presently at over 200 million people according to the world population review and the Nigerian Bureau of Statistics (2019). An implication of this is an increased pressure on existing infrastructure which is already inadequately supplied. Poverty headcount ratio at national poverty lines (% of population) stood at 46%. Nigeria has a male dominated workforce as they account for 50.6% of the entire population. Nigeria is a country with an ethnic makeup of over 500 ethnic groups. The country is made up of a religious setting of 50% Muslims, 40%

Christians while 10% of the populace practice indigenous religions. Nigeria also has its population of citizens who are within the active workforce age (between 15 and 64) of 55.9% (country meter, 2019). This implies that Nigeria has a high percentage of labor force. Nigeria's way of life has been significantly influenced by the British system. Typical daily working hour is an average of eight hours. This means that majority of Nigerians spend an average of eight hours at work, while still having to meet the demands of their domestic life.

It has been explicitly stated that a balance between work and domestic life is a major social challenge that need to be effectively managed for proper wellbeing and functionality of the society (Halpern 2005; Grzywacz and Bass, 2003; Grzywacz and Carlson, 2007). There is therefore a need for employers and employees to reconcile work and family conflict so as to foster an effective and productive work environment. There have been concerns from various quarters regarding policies formed on the perspective of work-life balance which tries to strike a balance between quality working life and broader family life. The idea has been for organizations to adopt good work-life balance practices which would ensure a non-endangering interface of family and social pressures and work stress. Modern work demand has also deepened the problems of work-life balance.

However, some aspects of work-life balance peculiar to western countries may not be well adaptable to the Nigerian society due to cultural differences (Mordi, Mmieh and Ojo 2012). One of the major findings from the researches carried out on work-life balance in Nigeria through interviews established the links between economic challenges and work-life balance (Adisa, Mordi & Mordi, 2014; Akanji 2013). There is an increasing level of misfit between respondents and their work environment as suggested by the research outcomes. Nigeria is a

society that gives little attention to work and life balance policies in organizations (Akanji 2013). Although work-life balance policies such as part time work, job sharing, family leave policy, flexible resumption and closing time, child care assistance are now being implemented in various sector of the Nigerian economy, as an outlier, these policies have not been adequately implemented in the nation's health sector (Adisa, Mordi &Mordi 2014) amongst other sectors. In fact, with regards to the sectors where the so-called worklife balance policies are being implemented, the implementation is mostly on paper and does not reflect the actual situation of the Nigerian working class. This might not be unconnected to the fact that Nigeria is a complex society where there is no timely and an all-encompassing implementation of policies.

Challenges of Work-Life Balance in Nigeria

One of the major challenges to work-life balance in Nigeria is awareness. Most Nigerian workers are not aware of the availability of work-life balance policies which can be implemented in the country. From various researches carried out, most of the respondents indicated that they believe the availability and accessibility of work-life balance policies would be vital to their lives. In most part of Europe where they have varieties of work life balance policy, women are allowed to go on maternity leave for as much as seven months depending on the country. In Germany, there is a maternity protection act in place which permits employees to be out of work for a maximum period of three years with option of returning to the same position afterwards (Block, Malin, Kossek, and Holt, 2006).

Another challenge is the fact that the Nigerian workforce is dominated by the male gender. This causes a neglect of the needs of the female workers. While both gender is expected to carry out their functions and responsibilities without excuse, the settings fails to identify that

women has some peculiar need. This makes the achievement of work-life balance for men easier than for women. Also, there is a desire to maintain the status quo on the prevailing cultural beliefs that women are meant to perform domestic duties which has been held for centuries. Some women also held on to the age long mantra that claims that men are the head of the family. This is particularly the situation in most African countries including Nigeria. When women succumb to this belief, they would therefore be subjected to their husband's or partner's disposition in participating in social activities which negatively affects their work-life balance.

2.5 Practices to Support Work-life Balance and Productivity

According to Akinyele et al (2016), the practices to support work-life balance and productivity can be understood in the under listed discussion;

a) ***Flexi time***: This empowers employees determine (or be included in deciding) the begin and end times of their working day, provided a specific number of hours is met expectations. This can permit them to meet family or individual duties/crises (empower workers to react to both unsurprising and eccentric circumstances), amid the day or to decrease their driving time by beginning and consummation work before or after the surge hour (Grzywacz and Carlson, 2007).

b) **Telecommuting**: It is getting to be more basic for individuals to do at any rate some of their standard telecommute as opposed to going into the workplace. This sort of course of action is frequently called "telecommuting" or "working from home" and can be profitable for workers by permitting them: to compose their work day around their individual and family needs; to decline work-related costs; to decrease driving time; and to work in a less upsetting and problematic environment (Akinyele et al, 2016). It might likewise help to suit representatives who, in light of specific incapacities, are not able to leave home. Workers who "telecommuting" can utilize this

included adaptability to underwrite their gainfulness, in spite of these profits and the consideration that working from home has pulled in the media, not very many aggregate understandings contain telecommuting procurements.

The shortage of telecommuting statements is partly due to the fact that not all occupations are agreeable to such a course of action. Besides, employers may be concerned by the starting execution costs, potential lawful liabilities, and challenges in regulating and assessing the execution of telecommuters (Akinyele et al, 2016). Trade Unions may dislike work-at-home provisions on the off chance that they see them as prompting more noteworthy separation of representatives, diminished professional stability and advancement opportunities, and reduced wellbeing and security insurance.

c) ***Compressed Work Weeks***: A compressed work week is an arrangement whereby employees work longer shifts in exchange for a reduction in the number of working days in their work cycle (e.g. on a weekly or biweekly basis). This can be beneficial for employees in terms of additional days off work (e.g. longer weekends allowing “mini vacations”) and reduced commuting time, whereas employers can extend their daily operating hours, with less need to resort to overtime. Compressed work week arrangements may be particularly useful for employees who wish to reduce the number of days per week spent at work, but who cannot financially afford to decrease their working hours (Adisa, Mordi & Mordi, 2014).

Compressed work weeks are often initiated by the employee, but sometimes the employer may initiate the option to improve operational efficiency, to maximize production (reduced daily startup costs) or to establish longer business hours which can enhance customer service. Common arrangements for a forty hours work week are working ten hours per day, four days a

week; working an extra hour a day with one day off every two weeks; or working an extra half hour a day and having one day every three or four weeks off (Akanji 2013).

d) ***Part-Time Work***: Part-time arrangements can also allow people with health problems, disabilities or limited disposable time (e.g. students) to participate in the labour force, develop their skills and obtain work experience. Finally, they can facilitate re-entry into the workforce for those who have had career breaks particularly mothers (or fathers) who have stayed at home to raise their children or provide a gradual exit for employees nearing retirement. From the employer's point of view, the use of part time workers, where feasible, can help maximize the use of human resources and increase operational flexibility, by providing additional coverage during peak periods (Halpern 2005). Part time employment can also be considered unsatisfactory for those employees who would prefer working longer hours to increase their income, thereby ensuring a higher standard of living for their families.

The European Working Conditions Survey found that 85% of those working less than 30 hours per week were satisfied with their work–life balance. Furthermore, part-time workers and those working less than 35 hours a week reported the lowest levels of both physical and psychological health problems. Part time work is one strategy frequently used by workers who wish to better balance their work and family life. Part-time work should be promoted in more, higher-level occupations, for instance, Daimler Chrysler in Germany promotes part-time work in leading positions in the company. (Clarke, Koch, & Hill, 2004)

e) ***Job Sharing***: Job sharing is an arrangement which allows two (or sometimes more) employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them. Job sharing may be appropriate where opportunities for part-time jobs or other

arrangements are limited. Apart from the obvious advantage of allowing employees more time for other commitments, including family responsibilities, job sharing also facilitates the development of partnerships, where job sharers can learn from each other while providing mutual support (Grzywacz and Bass, 2003). It can benefit employers as well by improving staff retention, increasing productivity and combining a wider range of skills and experience in a single job.

In some cases, such an arrangement can also provide additional coverage during busy periods, while ensuring continuity of coverage when one partner is on sick leave or holidays. For business with substantial numbers of administrative, maintenance or customer-facing employees, offering flexible working conditions can be problematic. Where the hours of work are customer-driven, organizations face limitations on flexibility for employees, but this is when family-friendly programs such as child care would be of most benefit. A positive example of childcare support is Star City Casino in Sydney that provides a 24-hour childcare facility. Management believes this has helped both staff and the organization, as evidenced by the lowest staff turnover rate of any casino in Australia. (Australia Government Website, 2005).

2.6 Theoretical Framework

Spill Over Theory

The spillover theory clearly explains the relationship between work life balance and employee performance. The theory assumes that individuals carry the values, emotions, attitudes, skills and behaviours that they establish in one domain of life into another domain (Powell & Greenhaus, 2010, Lakshmypriya & Krishna, 2016), and that there is a similarity between what occurs in work environment and non-work environments that is why there is a spill over between these systems. There are two types of spill over; positive and negative spill over (Xu, 2009;

Edwards & Rothbard, 2000). A positive spill over occurs when satisfaction and achievement in one domain may result in satisfaction and achievement in another domain. Several authors posit that experiences gained in an individual's activities in one domain can benefit his activities in another domain (Grywacz, Carlson, Kacmar & wayne, 2007) and role expansion hypothesis (Mark, 1977) has been used to explain positive spill over. This hypothesis states that individuals generate resources like positive mood, skills and opportunities from the multiple roles they engage in and these in turn can be used in different life domains to improve their performance and enable growth. Negative spill over refers to difficulties and depression in one domain causing a corresponding emotion in another domain and studies have shown job demands to result in work life conflict and work overload (Demerouti, Bakker & Bulters, 2004).

It posits that spill over between work and non-work environments, which is basically the transmission of experiences from work domain to non-work domain at the intra individual level, occur regularly and these experiences can be negative or positive. Hence to enhance positive spill over, there is need for employers to strive to mitigate conflict between work roles and non-work roles through interventions like alternate work schedules and child and elderly care programmes and to also provide conducive work conditions and monitor how job demands influence family life (Bakker & Demerouti, 2013) in order to mitigate negative spill over. Sirgy, Efraty, Siegel and Lee (2001) posit that spill over can be vertical or horizontal. Horizontal spill over shows how one life domain influences a neighbouring domain. The authors also posit that individuals rank life domains in a hierarchy in order of importance, ranging from super ordinate to subordinate domains, thus when spill over occurs from one hierarchy to another upwards or downwards, it is referred to as vertical spill over.

According to Guest (2002), the determinants of work life balance are located in the work and home contexts. Contextual determinants include demands of work, culture of work, demands of home and culture of home. Individual determinants include work orientation (i.e. the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage. The variables of the study are under the contextual determinants, which are leave policy and service delivery. The leave policy is the culture of work, while the service delivery is the demand of work.

The nature of work life balance was defined both objectively and subjectively. The objective indicators include hours of work and hours of uncommitted or free time outside work. Subjective Indicators refer to the states of balance and imbalance. He also noted that balance may be reported when equal weight is given both to work and home or, when home or work dominates by choice. Spill over occurs when there is interference of one sphere of life with other. Also, numerous outcomes of work life balance which include personal satisfaction and wellbeing at work, home and life as a whole, performance at work and home, impact on others at work, family and friends.

The relevance of this theory to the study is that organizations are expected to adopt positive work life balance policies that will enable employee have a positive work life balance in which will make them be effectively committed to achieving the organization's goals.

The most mainstream perspective of relationship in the middle of work and life was advanced by this theory. A few analysts recommended that workers convey the feelings, attitude, abilities and practices that they secure at work into their family life (Belsky et al., 1985; Kelly & Voydanoff, 1985; Piotrkowski, 1979; Piotrkowski & Crits-Christoph, 1981) and the other way around (Belsky et al., 1985; Crouter, 1984). Spillover can be certain or negative. Positive

overflow derives that satisfaction and achievement in one area may bring along fulfillment and accomplishment in an alternate space. Negative overflow deduces that issues and despondency in one area may bring along the same feeling in an alternate space (Xu, 2009).

Guest (2002) claims that spillover model details situations under which spillover amid the micro family network and micro work network takes place: either negative or positive. Spillover concerning energy, behavior, and time is unfavorable if the work-to-family relations are firmly designed for both space and time. Conversely, positive spill over-instrumental in attaining healthy WLB takes place when there is flexibility that allows people to integrate and overlap family as well as work responsibilities.

Factors affecting work-life balance are present in both home and work environments (Guest, 2002). Background factors include but not limited to work culture and demands of both home and work. Personal factors are personality, age, life, career stage, gender, individual coping and control, energy, and work orientation. The study parameters are within background factors and include service delivery and leave policy. Service delivery is work's demand whereas leave policy is the work culture (Dixon, & Sagas, 2007).

Work life balance can be in subjective and objective nature. Subjective indicators are basically the state of imbalance and balance while objective indicators may include hours of free time or uncommitted outside work and hours of commitment or work. According to Guest (2002), a state of balance is attained when work or home dominates by choice or when equal weight is given to both home and work. When one area of life interferes with other areas, a spillover is reported. It is also common when there are many consequences of WLB including

the performance at home and work, influence on family, friends and at work, the general life at home and workplace, as well as personal welfare and satisfaction (Hyman, & Summers, 2004).

This theory is relevant to this study project since companies are required to embrace positive policies of work-life balance that enables the staff to gain a positive WLB that will make them be fully committed to attaining institutional goals (Dixon & Sagas, 2007).

(Hill, 2003)Spillover theory defines the conditions which results in positive or negative spill over work micro system and the family micro system. If work-family interactions are rigidly structured in time and space, then spillover in terms of energy, time and behavior is generally negative. Work flexibility, helps to integrate various factors of time and space between work and family resulting in positive spillover and is instrumental in achieving healthy work and family balance. The SpilloverCrossover explains the impact of the work domain on the home domain, and consequently the effect of work-related emotions from the individual (employee) to others at home (particularly the partner). The ways in which well-being can be transferred have been categorized into two different mechanisms spillover and crossover. Spillover concerns the transmission of life states of well-being from one domain to another. The experiences that are transferred from one domain to the other can be either negative, or positive. An employee may experience a time based conflict between work and private life when work overload results in overwork at the expense of leisure time. An employee who experiences strain or an unpleasant moment at work would continue worrying about the same in the evening at home. Crossover involves transmission across individuals, whereby demands and their consequent strain cross over between closely related persons (Westman, 2002)

The individual differences in work family integration decides the direction of the spillover ie, whether positive or negative affect at home. Thus, Spill over between work and family and the extent to which work and work obligations intrude into family and family obligations intrude into work domain has been discussed and researched to enable people balance between the two equally demanding domains. Spill over theory examines the impact of the work domain on home domain and the transference of work related emotions from the employee to others at home. Spill over concerns the transmission of states of well being from one domain of life to another. This is a process which happens at intra individual level, within one person but across different domains. The experiences that are transferred from one domain to the other can be either negative or positive. Although the focus in most work family studies has primarily been on negative spillover, research has clearly indicated that positive spillover is also possible (Greenhaus & Powell, 2006; Wayne et al., 2007).Whereas work family conflict refers to incompatibility between work and family roles, work family enrichment is defined as “the extent to which participation at work (or home) is made easier by virtue of the experiences, skills, and opportunities gained or developed at home (or work)” (Frone, 2003, p.145). This means that participation in the family role is facilitated by what has happened at work.

CHAPTER THREE

RESEARCH METHODOLOGY

Methodology in a research work basically refers to the methods, procedures or modalities which the researcher employs to achieve the objectives of the research (Agbonifoh and Yomere, 1999: 106). The methodology used in this study comprises of the following, research design, population of the study, sample size and technique, instrument of data collection, method of data analysis amongst others.

3.1 Research Design

This study shall adopt the survey research design. According to Tonwe et al (2007:22), survey research has become popular in modern times as a scientific method of discovering the impact and inter – relationships of social and psychological variables from given populations.

More so, survey research studies large and small populations by selecting and studying samples drawn from the population to discover the relative incidence, distribution and inter – relations of sociological and psychological variables (Tonwe et al, 2007:22). This involves the Collection of large and standardized data using well - structured questionnaire to find out the essence of e-government and e-governance in Nigeria: A case study of Edo State government.

3.2 Population Study

Research population is the sum total of all the elements or unit of analysis associated with a research. The population of study of this research is made up of both senior and junior staff of three ministries (Information and Orientation, Commerce and Industries and education) of Edo state civil service with a population of 6,241 (Source: Ministry of information Edo State, 2020).

3.3 Sample Size and Sampling Technique

The sample size of this study is six hundred (600) drawn selected from 3 ministries (Information and Orientation, Education and Commerce and Industries) in the State; see Table 1 below. The research study utilised the simple random sampling and purposive sampling technique in collecting relevance opinion of the focus respondent

Table1: chart showing population.

Ministry	Total Population	Sample
Health	1342	200
Education	1237	200
Commerce and Industries	1158	200
Total	3,737	600

Source: Ministry of information Edo State, 2020

3.4 Sources of Data

Data for this study will be generated from two sources; the primary sources which depend mainly on the design and administration of questionnaire to elicit information from respondents while the secondary source involves the use of archival materials such as books, journal, publications conferences, newspapers government gazettes and internet materials.

3.5 Instrument of Data Collection

The main instrument for data collection in this research is the questionnaire. This will enable the researcher to obtain data that are relevant to actualizing the research objectives and testing the hypotheses.

The questionnaire will be structured into part A and B. Part A of the questionnaire deals with the bio-data of the respondents, while part B covers questions that are relevant to the research topic.

3.6 Techniques of Data Analysis

The study employs two statistical tools of data analysis in the analysis of data collected from the field. They are the simple percentage and the chi square. The simple percentage which is a descriptive tool for statistics was used for initial analysis, while the chi square was employed in testing the hypotheses generated from the survey. The Statistical Package for Social Science (SPSS 21) will be used to analyze data gotten from the field.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

This chapter deals the analysis of data from the study's field survey that focused on the study Work-Life Balance and Organisational Productivity in Edo State Civil Service (2010 – 2020). A total of 600 copies of questionnaires were distributed and 587 were retrieved, making the percentage of the copies retrieved 97.8%. Statistical Package for Social Sciences, SPSS 21.0 was used for the analysis. The first section of the chapter deals with the analysis of the demographics of respondents, while the other sections analyze the main items which provide answers to the research questions and hypotheses for which this study is about.

4.1 Data presentation and Analysis

Table 1: Gender Distribution

	Frequency	Percent	Valid Percent
Male	318	53.2	53.2
Valid Female	269	45.8	45.8
Total	587	100.0	100.0

Table 1 above shows that 318 respondents which is 53.2% of the total respondents were male while 269 respondents covering 45.8% were female respondents. This result shows us that more male respondents from the sampled population participated in this study.

Table 2: Age Distribution

	Frequency	Percent	Valid Percent
Valid 18-35years	186	31.7	31.7
36-53years	282	48.0	48.0
54 and above	119	20.3	20.3
Total	581	100.0	100.0

Table 2 above reveals the age distribution of the sampled respondents. It reveals 31.7% of the sampled respondents are 18 – 35 years of age, 48.0% which is 282 of the respondents are 36 – 53 years of age, while 119 sampled respondents which make up 20.3% are 54 and above years of age. This shows that respondents between 36 - 53 years participated more in this research study.

Table 3: Marital Distribution

	Frequency	Percent	Valid Percent
Valid Single	174	29.6	29.6
Married	328	55.9	55.9
Divorced	85	14.5	14.5
Total	587	100.0	100.0

Table 3 above shows the marital status of the sampled respondents in this study. 29.6% of the sample population representing single, 55.9% of respondents are married, while the remaining 14.5% of the sampled respondents are divorced. This Indicates that, more married respondents participated in this study.

Table 4: Education Distribution

	Frequency	Percent	Valid Percent
Primary	99	17.0	17.0
Secondary	135	23.2	23.2
Tertiary	201	34.6	34.6
Postgraduate	81	13.9	13.9
Others	65	11.2	11.5
Total	587	100	100.0

Table 4 reveals that 17.0% respondents are primary school certificate holders, 23.2% are secondary certificate holders, 34.6% have a tertiary degree, 13.9% are master’s degree holders while 11.2% respondents are in the “others” category. A higher percentage of respondents in this study are tertiary degree holders.

Table 5: Grade Level Distribution

Grade Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Senior Staff	189	32.2	32.2	32.2
Junior Staff	398	67.8	67.8	100.0
Total	587	100.0	100.0	

Table 5 reveals the grade level of the respondents. 32.2% of the respondents are senior staff while 67.8% of the respondents are junior staff. This shows that more junior staff participated in the study.

SECTION B

In this section, the responses gotten from the field survey via the instrument of questionnaire was descriptively analyzed.

Table 6: Work flexibility has an impact on organizational productivity in Edo state civil service.

Question One

	Frequency	Percent	Valid Percent
Strongly Agree	102	17.4	17.4
Agree	292	49.7	49.7
Valid Disagree	112	19.1	19.1
Strongly Disagree	81	13.8	13.8
Total	587	100.0	100.0

Source: Field Survey; 2023

The table shows 17.4% of the respondents strongly agree that work flexibility has an impact on organizational productivity in Edo state civil service, 49.7% agreed, that work flexibility has an impact on organizational productivity in Edo state civil service., 26.2% disagreed on this research question and 13.8% of the respondents strongly disagreed that work flexibility has an impact on organizational productivity in Edo state civil service. The analysis thus reveals that majority of the sampled respondents are undecided if work flexibility has an impact on organizational productivity in Edo state civil service.

Table 7: Work flexibility affects employee productivity in Edo state civil service.

Question Two

	Frequency	Percent	Valid Percent
Strongly Agree	131	22.3	22.3
Agree	252	42.9	42.9
Valid Disagree	119	20.3	20.3
Strongly Disagree	85	14.5	14.5
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 7 shows that 22.3% of the respondents strongly agreed that work flexibility affects employee productivity in Edo state civil service, 42.9% agreed, 20.3% disagreed, while 14.5% strongly disagreed that work flexibility affects employee productivity in Edo state civil service. This therefore reveals that majority of the sampled respondents agree that work flexibility affects employee productivity in Edo state civil service

Table 8: Job rotation affects organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	103	17.5	17.5
Agree	267	45.5	45.5
Valid Disagree	123	20.9	20.9
Strongly Disagree	94	16.0	16.0
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 8 above presents the analysis to the research question job rotation affects organizational productivity in Edo state civil service. 17.5% of the respondents strongly agreed that job rotation affects organizational productivity in Edo state civil service, 45.5% agreed, 20.9% disagreed, while 16.0% strongly disagreed that job rotation affects organizational productivity in Edo state civil service. This therefore reveals that majority of the sampled respondents are undecided if job rotation affects organizational productivity in Edo state civil service.

Table 9: Virtual working affects organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	132	22.5	22.5
Agree	231	39.3	39.3
Valid Disagree	122	20.8	20.8
Strongly Disagree	101	17.2	17.2
Total	587	100.0	100.0

Source: Field Survey; 2023

The table above shows that 22.5% of the respondents strongly agree virtual working affects organizational productivity in Edo state civil service. 39.3% agreed, 20.8% disagreed and 17.2% strongly disagreed virtual working affects organizational productivity in Edo state civil service. The above analyses shows respondents agree virtual working affects organizational productivity in Edo state civil service.

Table 10: Employer employee relationship affects organizational productivity in Edo state civil service

	Frequency	Percent	Valid Percent
Strongly Agree	123	20.9	20.9
Agree	236	40.2	40.2
Valid Disagree	122	20.8	20.8
Strongly Disagree	106	18.1	18.1
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 10 shows that 20.9% of the respondents strongly agree that employer employee relationship affects organizational productivity in Edo state civil service, 40.2% agreed, that employer employee relationship affects organizational productivity in Edo state civil service, 20.8% disagreed, while 18.1% of sampled respondents strongly disagree employer employee relationship affects organizational productivity in Edo state civil service. The analyses above indicate that majority of the sampled respondents agreed that employer employee relationship affects organizational productivity in Edo state civil service.

Table 11: Employer employee relationships are prerequisite for favorable workplace conditions.

	Frequency	Percent	Valid Percent
Strongly Agree	128	21.8	21.8
Agree	241	41.1	41.1
Valid Disagree	124	21.1	21.1
Strongly Disagree	94	16.0	16.0
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 11 reveals 21.8% of the respondents strongly agreed employer employee relationships are prerequisite for favorable workplace conditions, 41.1% of the respondents agreed, 21.1% of the respondents disagreed and 16.0% of the respondents strongly disagreed employer employee relationships are prerequisite for favorable workplace conditions. The above analysis shows that respondents agree employer employee relationships are prerequisite for favorable workplace conditions.

Table 12: Employer employee relationship boost organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	127	21.6	21.6
Agree	239	40.7	40.7
Valid Disagree	117	19.9	19.9
Strongly Disagree	104	17.7	17.7
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 12, shows that, 21.6% of the respondents strongly agree employer employee relationship boost organizational productivity in Edo state civil service, 40.7% agreed that employer employee relationship boost organizational productivity in Edo state civil service, 19.9% disagreed, while the remaining 17.7% of sampled respondents strongly disagree employer employee relationship boost organizational productivity in Edo state civil service. It therefore shows from the above analyses that, majority of the sampled respondents agree employer employee relationship boost organizational productivity in Edo state civil service

Table 13: Lack of trust in employer employee relationship affects organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	112	19.1	19.1
Agree	259	44.1	44.1
Valid Disagree	122	20.7	20.7
Strongly Disagree	94	16.0	16.0
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 13 clearly shows 19.1% of the sampled respondent in this study strongly agreed that lack of trust in employer employee relationship affects organizational productivity in Edo state civil service, 44.1% respondents agreed, 20.7% disagreed and 16.0% strongly disagree that lack of trust in employer employee relationship affects organizational productivity in Edo state civil service. The above analyses show that majority of the respondent agree lack of trust in employer employee relationship affects organizational productivity in Edo state civil service

Table 14: Work environment affects organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Disagree	129	21.9	21.9
Agree	249	42.4	42.4
Valid Disagree	113	19.3	19.3
Strongly Disagree	96	16.4	16.4
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 14 shows that 21.9% of the respondent strongly agree work environment affects organizational productivity in Edo state civil service, 42.4% respondents agreed that work environment affects organizational productivity in Edo state civil service, 19.3% disagreed and 16.4% of sampled respondents strongly disagree that work environment affects organizational productivity in Edo state civil service. The above analysis displays that majority of the respondent agree work environment affects organizational productivity in Edo state civil service

Table 15: Safe work environment affects organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	129	21.9	21.9
Agree	143 238	40.6	40.6
Valid Disagree	123	20.9	20.9
Strongly Disagree	97	16.7	16.7
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 15 shows 21.9% of the respondent strongly agreed safe work environment affects organizational productivity in Edo state civil service, 40.6% respondents agreed, 20.9% disagreed and the remaining 16.7% strongly disagree safe work environment affects organizational productivity in Edo state civil service. The above analysis shows that majority of the respondent agree safe work environment affects organizational productivity in Edo state civil service.

Table 16: Competitive work environment affects organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	128	21.8	21.8
Agree	232	39.6	39.6
Valid Disagree	123	20.9	20.9
Strongly Disagree	104	17.7	17.7
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 16 shows 21.8% of the respondent strongly agree that competitive work environment affects organizational productivity in Edo state civil service, 39.6% respondents agreed, 20.9% disagreed, while the remaining 17.7% of the sampled respondents strongly disagreed that competitive work environment affects organizational productivity in Edo state civil service. The above analysis shows that majority of the respondents agreed competitive work environment affects organizational productivity in Edo state civil service.

Table 17: Flexible work environment affects organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	110	18.7	18.7
Agree	270	46.0	46.0
Valid Disagree	121	20.6	20.6
Strongly Disagree	86	14.7	14.7
Total	587	100.0	100.0

Source: Field Survey; 2023

The table shows 18.7% of the respondents strongly agree that flexible work environment affects organizational productivity in Edo state civil service, 46.0% agreed, that flexible work environment affects organizational productivity in Edo state civil service, 20.6% disagreed on this research question and 14.7% of the respondents strongly disagreed that flexible work environment affects organizational productivity in Edo state civil service. The analysis thus reveals that majority of the sampled respondents are undecided if flexible work environment affects organizational productivity in Edo state civil service.

Table 18: Job security affects organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	131	22.3	22.3
Agree	252	42.9	42.9
Valid Disagree	119	20.3	20.3
Strongly Disagree	85	14.5	14.5
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 7 shows that 22.3% of the respondents strongly agreed that job security affects organizational productivity in Edo state civil service, 42.9% agreed, 20.3% disagreed, while 14.5% strongly disagreed that job security affects organizational productivity in Edo state civil service. This therefore reveals that majority of the sampled respondents agree that job security affects organizational productivity in Edo state civil service.

Table 19: Contractual job conditions affect organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	103	17.5	17.5
Agree	267	45.5	45.5
Valid Disagree	123	20.9	20.9
Strongly Disagree	94	16.0	16.0
Total	587	100.0	100.0

Source: Field Survey; 2023

Table 19 above presents the analysis to the research question; contractual job conditions affect organizational productivity in Edo state civil service. 17.5% of the respondents strongly agreed that contractual job conditions affect organizational productivity in Edo state civil service, 45.5% agreed, 20.9% were undecided, 20.9% disagreed, while 16.0% strongly disagreed that contractual job conditions affect organizational productivity in Edo state civil service. This therefore reveals that majority of the sampled respondents agreed cumulatively that, contractual job conditions affect organizational productivity in Edo state civil service.

Table 20: Full time job conditions affect organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	132	22.5	22.5
Agree	231	39.3	39.3
Valid Disagree	122	20.8	20.8
Strongly Disagree	101	17.2	17.2
Total	587	100.0	100.0

Source: Field Survey; 2023

The table above shows that 22.5% of the respondents strongly agree that, full time job conditions affect organizational productivity in Edo state civil service. 39.3% agreed, 20.8% disagreed and 17.2% strongly disagreed that, full time job conditions affect organizational productivity in Edo state civil service. The above analyses shows that respondents agree that, full time job conditions affect organizational productivity in Edo state civil service.

Table 21: Fear of job loss affects organizational productivity in Edo state civil service.

	Frequency	Percent	Valid Percent
Strongly Agree	123	20.9	20.9
Agree	236	40.2	40.2
Valid Disagree	122	20.8	20.8
Strongly Disagree	106	18.1	18.1
Total	587	100.0	100.0

Table 21 shows that 20.9% of the respondents strongly agree that fear of job loss affects organizational productivity in Edo state civil service, 40.2% agreed, 20.8% disagreed, while 18.1% of sampled respondents strongly disagree that, fear of job loss affects organizational productivity in Edo state civil service. The analysis above indicates that majority of the sampled respondents agreed that, fear of job loss affects organizational productivity in Edo state civil service.

4.2 Hypotheses Testing

Hypothesis 1:

H₀: There is no significant relationship between work flexibility and organizational productivity in Edo State Civil Service.

H_R: There is a significant relationship between work flexibility and organizational productivity in Edo State Civil Service.

Question Two * Grade Level Cross tabulation

Count

		Grade Level		Total
		Senior Staff	Junior Staff	
Chi Square	Strongly Agree	43	88	131
	Agree	81	171	252
	Disagree	51	68	119
	Strongly Disagree	14	71	85
Total		189	398	587

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	201.97 ^a	4	.000
Likelihood Ratio	145.34	4	.000
Linear-by-Linear Association	122.20	1	.000
N of Valid Cases	587		

To further examine the relationship of the variables the Pearson's Correlation Coefficient (C) was utilized:

$$C = \sqrt{\frac{X^2}{N + X^2}}$$

$$C = \sqrt{\frac{202}{587 + 202}}$$

$$C = \sqrt{\frac{202}{789}}$$

$$C = \sqrt{0.26}$$

$$C = +0.51$$

With the Pearson's Correlation Coefficient test of +0.51 and an error level of .000 at degree of freedom 4, hypothesis one shows that data is statistically significant. Thus, the study accepts H_r (There is a significant relationship between work flexibility and organizational productivity in Edo State Civil Service) and reject H_o (There is no significant relationship between work flexibility and organizational productivity in Edo State Civil Service).

Hypotheses 2:

H_o: There is no significant relationship between employer/employee relationship organisational productivity in Edo State Civil Service.

H_r: There is a significant relationship between employer/employee relationship organisational productivity in Edo State Civil Service.

Question Five * Grade Level Cross tabulation

Count

		Grade Level		Total
		Senior Staff	Junior Staff	
Chi Square	Strongly Agree	48	75	123
	Agree	85	151	236
	Disagree	40	82	122
	Strongly Disagree	16	90	106
Total		189	398	587

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	113.091 ^a	4	.000
Likelihood Ratio	231.028	4	.000
Linear-by-Linear Association	81.12	1	.000
N of Valid Cases	587		

To further examine the relationship of the variables the Pearson's Correlation Coefficient (C) was utilized:

$$C = \sqrt{\frac{X^2}{N + X^2}}$$

$$C = \sqrt{\frac{113}{587 + 113}}$$

$$C = \sqrt{\frac{113}{700}}$$

$$C = \sqrt{0.16}$$

$$C = +0.4$$

Hypothesis two reveals a Pearson's Correlation Coefficient test of +0.4 with an error level of .000 at degree of freedom 4. The above analysis shows that data is statistically significant. Thus, the study accepts H_1 (There is a significant relationship between employer/employee relationship organisational productivity in Edo State Civil Service) and reject H_0 (There is no significant relationship between employer/employee relationship organisational productivity in Edo State Civil Service).

Hypotheses 3

H_0 : There is no significant relationship between work environment and organizational productivity in Edo State Civil Service.

H_1 : There is a significant relationship between work environment and organizational productivity in Edo State Civil Service.

Question Ten * Grade Level Cross tabulation

Count

		Grade Level		Total
		Senior Staff	Junior Staff	
Chi Square	Strongly Agree	47	82	129
	Agree	81	157	238
	Disagree	44	79	123
	Strongly Disagree	17	80	97
Total		189	398	587

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	187.29 ^a	4	.000
Likelihood Ratio	33.02	4	.000
Linear-by-Linear Association	21.56	1	.000
N of Valid Cases	587		

To further examine the relationship of the variables the Pearson's Correlation Coefficient (C) was utilized:

$$C = \sqrt{\frac{X^2}{N + X^2}}$$

$$C = \sqrt{\frac{187}{587 + 187}}$$

$$C = \sqrt{\frac{187}{774}}$$

$$C = \sqrt{0.24}$$

$$C = +0.49$$

With the Pearson's Correlation Coefficient test of +0.49 and an error level of .000 at degree of freedom 4, hypothesis three shows that data is statistically significant. Therefore, the study accepts H_1 (There is a significant relationship between work environment and organizational productivity in Edo State Civil Service) and reject H_0 (There is no significant relationship between work environment and organizational productivity in Edo State Civil Service).

Hypotheses 4:

H₀: There is no significant relationship between job security and organizational productivity in Edo State Civil Service.

H_R: There is a significant relationship between job security and organizational productivity in Edo State Civil Service.

Question Fifteen * Grade Level Cross tabulation

Count

		Grade Level		Total
		Senior Staff	Junior Staff	
Chi Square	Strongly Agree	46	86	132
	Agree	80	151	231
	Disagree	37	85	122
	Strongly Disagree	26	75	101
Total		189	398	587

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	146.92 ^a	4	.000
Likelihood Ratio	31.05	4	.000
Linear-by-Linear Association	73.21	1	.000
N of Valid Cases	587		

To further examine the relationship of the variables the Pearson's Correlation Coefficient (C) was utilized:

$$C = \sqrt{\frac{X^2}{N + X^2}}$$

$$C = \sqrt{\frac{147}{587 + 147}}$$

$$C = \sqrt{\frac{187}{734}} \quad ?$$

$$C = \sqrt{0.25}$$

$$C = +0.50$$

Hypothesis four reveals a Pearson's Correlation Coefficient test of +0.50 with an error level of .000 at degree of freedom 4. The above analysis shows that data is statistically significant. Thus, the study accepts H_1 (There is a significant relationship between job security and organizational productivity in Edo State Civil Service) and reject H_0 (There is no significant relationship between job security and organizational productivity in Edo State Civil Service).

4.3 Discussion of Findings

This study examined the relationship between work flexibility and organizational productivity in Edo state civil service and it established that there is indeed a relationship between the variables with chi square test of 201.97 and an error level of .000 at degree of freedom 4. With the aforementioned analytical statement, the study revealed work flexibility has an impact on organizational productivity in Edo state civil service and it also affected workers productivity in Edo state civil service. Evidence exists from research that shows that work-life balance initiatives increase employees affective commitment which in turns leads to increased organizational performance (Kim, 2014). The result concurs with the study by Sakthivel Rania, (2011) who found that prudent design of work hours was linked with work-life balance, which leads to employee satisfaction and the effects of work hours for the employee contributes in their satisfaction. Effective design of working hours and employee job satisfaction are positive related. Also, Vishwa Et al (2015) investigated Empirical analysis of work life balance policies in terms

of working hours design and framework and its impact on employee's job satisfaction and performance. The aim of the research was to analyze the relationship between work life balance policies and employee job satisfaction. Questionnaire was filled by 240 respondents who were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data using correlation. The findings of this study emphasized that work life balance policies such as designing working hours for employees on its own is a predictor of job satisfaction.

In another study, Azeem and Akhtar (2014) investigated the influence of work life balance (working hours as a predictor) and job satisfaction on organization commitment of health care employee. This was aimed at exploring the influence of work life balance and job satisfaction has on organization commitment among healthcare employee. Questionnaire was distributed to 275 respondents in the healthcare sector. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including correlation and reliabilities. The finding of the empirical test shows that employee in the health care sector have a moderate level of perceived work life balance in relation to working hours, job satisfaction and commitment. There is a positive relationship between work life balance, job satisfaction and organization commitment.

This study also investigated the relationship between employer/employee relationship and organisational productivity in Edo state civil service with a chi square test of 113.091 with an error level of .000 at degree of freedom 4. The study discovered that respondents agree that employer employee relationships affect organizational productivity in Edo state civil service, and they are prerequisites for favorable workplace conditions. Employer employee relationship was also discovered to boost organizational productivity in Edo state civil service and lack of trust

was also agreed to affect organizational productivity. Similarly, researches conducted by Chen and Francesco (2003) as well as Swailes (2004) also stated that where organisations provide work-life balance initiatives, this increases affective commitment of employees. The researches further stated that increased level of affective commitment of employees to their organization often results in high or improved organisational performance.

This study examined the relationship between work environment and organizational productivity in Edo state civil service and respondents agreed that the work place affects organizational productivity in Edo civil service. This relationship is showed chi square test of 187.29 and an error level of .000 at degree of freedom 4. Many studies (Marks & MacDermid, 1996; Sivatte, Gordon, Rojo, & Olmos, 2015; Ogechi & Nwaeke, 2019) have established this beforehand that, work conditions like telecommuting, flexitime, compressed work week and the likes have been investigated and found to influence organizational productivity. The European Working Conditions Survey found that 85% of those working less than 30 hours per week were satisfied with their work–life balance. Furthermore, part-time workers and those working less than 35 hours a week reported the lowest levels of both physical and psychological health problems (Ogechi & Nwaeke, 2019).

Lastly, the study investigated relationship between job security and organizational productivity in Edo state civil service and discovered that respondents agreed job security affect organizational productivity in Edo state civil service. This was demonstrated with a chi square test of 146.92 with an error level of .000 at degree of freedom 4. The study also found out that respondents agreed fear of job loss affects organizational productivity in Edo state civil service. The result concurs with the study by Fapohunda (2014) who investigated on the exploration of the effect of work life balance in terms of job security on productivity. The aim of the study was

to explore the connection between work life balance and organization productivity and whether work life balance practice possibly decreases employee turnover and absenteeism. 200 respondents in the banking industry were used for the survey. A structured questionnaire was used to collect data. Chi square was used to analyze the data. The finding of the result was that there is a positive relationship between work life balance practice in the form of job rotation and employee organizational performance and job satisfaction

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

This chapter contains the summary of findings, conclusion and recommendations for the study. The summary of findings involves the scope of the research, its methodological process and relevant findings discovered in the study. The study conclusion examined the findings for the study from a broader perspective, while some recommendations were given as it relates to the findings of the study.

The study was designed to examine the work-life balance and organisational productivity in Edo State Civil Service (2011 – 2021). The objectives of the study include the following: To examine if work flexibility affects the organizational productivity in Edo state civil service, to investigate if employer/employee relationship have any effect on increased productivity in Edo State civil service, to examine the influence of work environment on organizational productivity in Edo State civil service, to investigate how job security affects organizational productivity in Edo state civil service. In a bid to establish the extent of relationship existing between the work-

life balance and organisational productivity in Edo state civil service (2010 – 2020), the following research hypotheses became necessary which are stated in the null form; There is no significant relationship between work flexibility and organizational productivity in Edo state civil service. there is no significant relationship between employer/employee relationship organisational productivity in Edo state civil service. there is no significant relationship between work environment and organizational productivity in Edo state civil service. there is no significant relationship between job security and organizational productivity in Edo State civil service.

The study adopted survey research design. The population of study of this research is made up of the population of study of this research is made up of both senior and junior staff of three ministries (Information and Orientation, Commerce and Industries and education) of Edo state civil service with a population of 6,241. The instrument used for the collection of data was the questionnaire which was administered to the study sampled respondents. Out of the 600 questionnaires distributed, 587 copies were retrieved. The data collected was analyzed using simple percentage and chi square analytical method to test the hypotheses generated for the study.

The study established some findings, and they are expressed as follows: work flexibility has an impact on organizational productivity in Edo state civil service. Work flexibility affects employee productivity in Edo state civil service employer employee relationship affects organizational productivity in Edo state civil service. Employer employee relationships are prerequisite for favorable workplace conditions. Lack of trust in employer employee relationship affects organizational productivity in Edo state civil service. Safe work environment affects organizational productivity in Edo state civil service. The study also reveals that, flexible work environment affects organizational productivity in Edo state civil service. It agreed that job

security affects organizational productivity in Edo state civil service and that fear of job loss affects organizational productivity in Edo state civil service.

5.2 Conclusion

From the data collected and analyzed from the field, the study concludes amongst others that, there exist a relationship between work flexibility and organizational productivity in Edo state civil service. The study also establishes that there is a relationship between employer/employee relationship and organisational productivity in Edo State Civil Service. Also, it established a relationship between work environment and organizational productivity in Edo State Civil Service and concludes that there is a relationship job security and organizational productivity in Edo State civil service.

5.3 Recommendations

The findings of the study have provided viable insight about work-life balance and organisational productivity in Edo State Civil Service. It is based on the findings of this study that the following recommendations were made:

1. Work flexibility should be encouraged in Edo state civil service.
2. Healthy employer employee relationship should be cultivated in Edo state civil service.
3. Trust between employer and employee in Edo state civil service should be built and strengthened.
4. Job security should be guaranteed in Edo state civil service.

5. Work-life balance activities should be encouraged and undertaken in Edo state civil service.

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Appendix

Department of Public Administration
Faculty of Social Science,
University of Benin,
Benin City.

Dear Sir/ Madam,

REQUEST FOR YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE

I am an undergraduate Student of the above-mentioned Department and University. As part of the programme, I am presently conducting a research on the topic: “Work-Life Balance and Organisational Productivity in Edo State Civil Service (2011 – 2021)”. This questionnaire is therefore designed to collect the relevant data for the study. Your response to the questions will not be used for any other purpose other than the one stated above.

Furthermore, you are kindly requested to respond as sincerely as possible to all questions as stated in the questionnaire. Please, tick (✓) in the space provided in the most appropriate column on each of the item.

Thank you for your cooperation.

SECTION A: BIODATA

Please, kindly tick the box that best fit the information given below:

1. Gender: Male Female
2. Age: 18 – 35 years 36 – 53 54 and above
3. Marital Status: Single Married Divorced
4. Educational qualification: Primary Secondary OND HND First Degree Masters Degree Others

5. Grade Level: Senior Staff Junior Staff

SECTION B

Where: SD – Strongly Agree; A – Agree; UN – Undecided; DA – Disagreed; SD – Strongly Disagreed

Please tick the space that best fit your view.

S/N	STATEMENT	SA	A	UN	D	SD
	Relationship between work flexibility and organizational productivity in Edo State Civil Service.					
1	Work flexibility has an impact on organizational productivity in Edo state civil service					
2	Work flexibility affects employee productivity in Edo state civil service.					
3	Job rotation affects organizational productivity in Edo state civil service.					
4	Virtual working affects organizational productivity in Edo state civil service.					
	Relationship between employer/employee relationship and organisational productivity in Edo State Civil Service.					
5	Employer employee relationship affects organizational productivity in Edo state civil service.					
6	Employer employee relationships are prerequisite for favorable workplace conditions.					
7	Employer employee relationship boost organizational productivity in Edo state civil service					
8	Lack of trust in employer employee relationship affects organizational productivity in Edo state civil service					
	Relationship between work environment and organizational productivity in Edo State Civil Service.					
9	Work environment affects organizational productivity in Edo state civil service.					

10	Safe work environment affects organizational productivity in Edo state civil service.					
11	Competitive work environment affects organizational productivity in Edo state civil service					
12	Flexible work environment affects organizational productivity in Edo state civil service.					
	Relationship between job security and organizational productivity in Edo State Civil Service.					
13	Job security affects organizational productivity in Edo state civil service.					
14	Contractual job conditions affect organizational productivity in Edo state civil service.					
15	Full time job conditions affect organizational productivity in Edo state civil service.					
16	Fear of job loss affects organizational productivity in Edo state civil service.					