

**WORKLIFE BALANCE AND JOB SATISFACTION AMONGST NURSES STAFF
OF THE UNIVERSITY OF BENIN TEACHING HOSPITAL IN BENIN CITY, EDO
STATE.**

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UNIVERSITY OF BENIN
BENIN CITY.**

JANUARY, 2023.

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**A PROJECT WRITTEN AND SUBMITTED TO THE DEPARTMENT OF INDUSTRIAL
RELATIONS AND PERSONNEL MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.) DEGREE
IN INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT OF THE
UNIVERSITY OF BENIN.**

JANUARY, 2023

DECLARATION

I Merit Omokushe ANDREW do hereby declares that this project is entirely my own work and composition. The work embodied in this project has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree. All references made to works of other persons have been duly acknowledged.

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Date

CERTIFICATION

This is to certify that this research work was carried out by **Merit Omokushe ANDREW**
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DEDICATION

This work is dedicated to God Almighty for being my support system, source of inspiration, wisdom, knowledge and understanding. He has been the source of my strength throughout this program. It's also dedicated to my kindhearted parents, **Mr. and Mrs. ANDREW** for their relentless support.

ACKNOWLEDGEMENTS

My sincere thanks to almighty God for the wisdom, love, care and protection He accorded to me which enabled me to accomplish this academic research. My earnest gratitude goes to my dad Mr Andrew Ogaegbe and lovely mum Mrs Francisca Andrew for their support, prayers and sacrifices for preparing me for my future. Special thanks to my siblings Andrew Joy and Andrew Goodness and Okolie Rita.

My Profound appreciation goes to my supervisor, Mrs. Imade Iduozee for the timely assistance, patience, valuable suggestions and words of encouragement she has accorded to me all through the entire process of this study, may the Lord Almighty reward you abundantly.

Also to my friends; Aminat, Beeva, Gracious, Felix and Silas thanks for the love and support. My colleagues and well-wishers. I'm indeed grateful to God for allowing us cross paths may Almighty God fulfill your heart desires.

Thank you.

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ABSTRACT

The purpose of this study was to ascertain worklife balance on job satisfaction of employees in UBTH, Benin City, Edo state. To actualize the objectives of this study, the study raised four research questions which was aligned to worklife balance practices (good working conditions, flexible working arrangements, leave policy and family responsibilities). The study covered a sample size of one hundred and seventy-eight (178), of which same number (178) of questionnaire were distributed, retrieved and used for data analysis. Descriptive statistics (Frequency, simple percentage and mean) and inferential statistics were utilized for the study's empirical analysis.

The findings arrived at after the empirical analysis were: there is a significant relationship between good working conditions on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State; there is no significant relationship between flexible working arrangements on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State; there is a significant relationship between leave policy on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State; and there is a significant relationship between family responsibilities on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

The following recommendations were made based on the findings of the study: the hospital should continually promote good working condition by adopting effective measures such as provision of modern amenities and implementation of good employees' safety practices; the hospital should ensure that they continuously involve employees in their activities as such would give the employees a sense of belonging within the organization; the hospital should improve on their flexible working arrangements practices in order to enjoy the benefit of improved job satisfaction; and the hospital should continually grant leaves to employees when necessary as such will create the feeling within employees that they are cared for by the management.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The nursing profession employs the most people in the healthcare system and has the most direct contact with patients. As a result, nurses are a major determinant of overall hospital care quality and patient outcomes. Nurses must be provided with an ideal professional practise environment where their job satisfaction is guaranteed in order to provide standard care. Nurses, on the other hand, are dissatisfied with their jobs, threatening the nursing workforce's effectiveness and efficiency (de Francisco, Meguid & Campbell, 2015). Job satisfaction has been identified as a major determinant of good staff retention in the nursing workforce (Wang, Tao, Ellenbecker, & Liu, 2012).

Employee welfare and satisfaction are critical in achieving the organisational mission and vision in an ideal setting. Nurses, for example, are the safety net, always present with their patients at the bedside, caring for and detecting medication errors, and addressing patients' true needs (Aiken, Sermeus, Van den Heede, Sloane, Busse, McKee & Tishelman, 2012). In any healthcare facility, nurses are the first point of contact for patients. Job satisfaction in the nursing workforce is therefore critical to providing quality care (Abualrub, El-Jardali, Jamal, & Al Rub, 2015; Alenius, Tishelman, Runesdotter, & Lindqvist, 2013; Saleh, Darawad, & AlHussami, 2015). Thus, job satisfaction is the most important aspect of nurses' lives, as it has a positive impact on their morale,

productivity, quality of care, patient safety, and retention (Ezeonwu, 2011; Aiken, Sermeus, Van den Heede, Sloane, Busse, McKee & Tishelman, 2012).

According to Ogechi and Nwaeke (2019), the goal of work-life balance is to maintain balance in three major areas of life: work, society, and personal life. A person's work-life balance is the result of interactions between various aspects of their life, such as work, religion, and recreation. Work-life balance refers to the ratio of time spent at work to time spent with family or other important aspects of one's personal life (Abdullah, Aremu & Abogunrin, 2018). Work-life balance, on the other hand, can be detrimental to an employee's mental and physical health, as well as overall performance (ArunaShantha, 2019). Work-life imbalance affects the employer in such a way that it slows down the work of its employees, lowering the organisation's productivity (Ola, John, Simeon & Mutiu, 2019). Many academics have used various terms to describe work-life balance, including work-family balance (Joshin & Deepu, 2017), work-life harmony (Valerie, 2019), and work-life synergy (Kate, 2018) Work life balance (Daniela, 2017) and work life integration (Joan, Jennifer, & Joseph, 2015) are terms that are frequently used interchangeably, but work life balance is more commonly used in recent studies.

Work-life programmes can be traced back to the 1930s, when the Kellogg Company began giving employees four six-hour shifts per day rather than three eight-hour shifts. Employee morale and productivity improved as a result (Akinlade & Nwaodike, 2021). However, there were many people who discussed this idea in the 1980s (Irawanto, Novianti & Roz, 2021; Boiarintseva, Ezzedeen & Wilkin, 2021). They discussed topics such as job satisfaction and reward systems, as

well as worker participation, rights, and esteem requirements. Work-life balance has become a global trend, regardless of your country, religion, culture, or gender (Shantha, 2019). According to Mendis and Weerakkody's (2017) report, both employers and employees in a company struggle to find a good work-life balance. Work-Life Balance (WLB) is a significant issue that affects a large number of people in both the private and public sectors. It also has an impact on a person's social, psychological, economic, and mental well-being, as well as the person's work role and home life (Mendis & Weerakkody, 2017). According to Lee and Noor (2017), there has been a lot of work-life research done in Western economies for a long time. However, as these issues become more prevalent around the world, scholars in non-western countries are beginning to investigate them. Human resource professionals are employing a variety of strategies to avoid and mitigate the effects of work-life imbalance (Okeke, 2017). According to Oludayo, Falola, Obianuju, and Demilade (2018), human resource management should include principles such as fairness, work-life balance, and a positive work environment. Working with flexible schedules, stage management training, providing backup support, and taking breaks from work are just a few of the ways that businesses can assist their employees in balancing their work and personal lives (Arunashantha, 2019; Shantha, 2019; Akinlade & Nwaodike, 2021). Such arrangements have a significant impact on employee satisfaction as well as healthy habits (Pooja & Bakhru, 2019). According to Osita, Onyekwele, Idigo, and Eze (2020), there is a link between health staff satisfaction and patient fulfilment. When employees are dissatisfied with their jobs, it can have an impact on both their own performance and the overall performance of the organisation. Given this

background, the purpose of this study is to determine work-life balance practises on job satisfaction among nurses in University of Benin Teaching Hospital, Edo State.

1.2 Statement of the Research Problem

Work-life balance and job satisfaction have been studied in both developed and developing countries (Abualrub, El-Jardali, Jamal, & Al Rub, 2015; Alenius, Tishelman, Runesdotter, & Lindqvist, 2013; Saleh, Darawad, & AlHussami, 2015). Dim and Ositadinma (2019) investigated work-life balance and job satisfaction in a sample of South-East Nigerian commercial banks and discovered a positive relationship between work-life balance and job satisfaction. Akinlade and Nwaodike (2021) investigated the work-life balance and job satisfaction of employees at Murtala Muhammed and Aictor attah International Airports in Nigeria and found out that worklife balance affects job satisfaction. Azeem and Akhtar (2014) studied the effects of work-life balance and job satisfaction on healthcare organisational commitment and discovered that worklife balances does not significantly affect job satisfaction. Work-life balance and job satisfaction among Malaysian working adults were investigated by Lee and Noor (2017). Adikaram (2016) investigated the impact of work-life balance on employee job satisfaction in Sri Lankan commercial banks in the private sector. Ayodele (2014) conducted research on occupational work-life balance and job satisfaction at work. Gayathiri and Ramakrishnan (2013) investigated the relationship between job satisfaction and performance and work life quality. Yadav and Dabhade (2014) studied work-life balance and job satisfaction among working women in the banking and education industries. Haar, Russo, Sue, and Ollier-Malaterre (2014) investigated the effects of work–life balance on job

satisfaction, life satisfaction, and mental health; Elisabeth (2019) investigated the effect of work life balance on job satisfaction in Ethiopia; Esther, Abraham, and Thomas (2017) evaluated the effects of work life balance practises on employee job satisfaction in Kenya; Marta, Jasmina, and Ines (2016) investigated work-life balance and its relationship with organisational pride and job satisfaction; Marta, Ja Qurrat-ul-ain, Junaid, Saif ul, and Uzma (2016) investigated the effects of work-life balance on employee job satisfaction. and Hashmi, Malik, and Hussain (2016) investigated work-life balance and its impact on pharmacist job satisfaction.

However, their findings came up with different and conflicting results as some showed positive relationship (Abualrub, El-Jardali, Jamal, & Al Rub, 2015; Alenius, Tishelman, Runesdotter, & Lindqvist, 2013; Saleh, Darawad, & AlHussami, 2015; Dim & Ositadinma, 2019) while others showed negative relationship (Ayodele, 2014; Gayathiri & Ramakrishnan, 2013; Yadav & Dabhade, 2014; Haar, Russo, Sue, & Ollier-Malaterre, 2014) which call for further investigation. Also, most of these studies was conducted outside Nigeria and the few that was found in Nigeria was conducted outside the outskirts of Edo state which begs the question whether the findings of these studies will be applicable in the context of Edo state. These contradictory findings as indicated from the above study and lack of study in the region where this study is being conducted has created a gap in literature which this study attempts to fill by assessing work life balance on job satisfaction in University of Benin Teaching Hospital (UBTH), Benin City, Edo State.

1.3 Research Questions

The following questions are relevant to this study:

1. What is the impact of good working conditions on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State?
2. What is the relationship between flexible working arrangements on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State?
3. To what extent does leave policy affect job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State?
4. What is the relationship between family responsibilities on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State?

1.4 Objectives of the Study

The broad objective of this study is to examine work life balance on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State. Specifically, the study sought:

1. To examine the impact of good working conditions on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.
2. To ascertain the relationship between flexible working arrangements on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.
3. To determine the effect of leave policy on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.
4. To investigate the relationship between family responsibilities on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

1.5 Hypotheses of the Study

In order to provide answers to the research questions and realize the study's objectives, the following hypotheses stated in their null form shall be tested:

1. There is no significant relationship between good working conditions on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.
2. There is no significant relationship between flexible working arrangements on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.
3. There is no significant relationship between leave policy on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.
4. There is no significant relationship between family responsibilities on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

1.6 Significance of the Study

The study attempts to bring more understanding on the relationship between work life balance and job satisfaction among nurses in University of Benin Teaching Hospital. The findings of the study will be significant to the following stakeholders:

Organisations: This study will benefit organisations by shedding light on the relationship between work-life balance and job satisfaction. This will assist them in identifying their strengths and revising their work-life balance practices in light of the areas for growth that will be highlighted.

Managers: The findings will also benefit managers, particularly those in the health sector, by enabling them to better understand their employees and how or why they behave the way they do.

Leaders: Additionally, the study's recommendations will be of help to leaders, particularly those in human resource departments, in determining the best ways to maintain employee satisfaction through work life balance practices.

Academia: Future scholars and academicians would also benefit, since the study would lay the groundwork for future research on work-life balance and job satisfaction, particularly in the health sector. They may come across critical information that may aid them in their studies of work-life balance and job satisfaction. The study would identify further research fields, which would be incredibly valuable for these researchers.

1.7 Scope of the Study

The study focused on work life balance on job satisfaction and was geographically restricted to Benin City, Edo state Nigeria. University of Benin Teaching Hospital (UBTH) in Ugbowo, Benin City, Edo state was adopted in the study.

1.8 Limitation of the Study

As with most research of this nature, the findings of this study should be interpreted with consideration of a number of limitations. First, the fact that this research was conducted in the health sector only without involving firms in other sectors is a limitation on its own. This may mean that the results obtained cannot allow for generalization in other sectors. This can however be moderated by having an in depth study of other sectors.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section reviews literatures on worklife balance and job satisfaction. The section shall be in three (3) sections namely; conceptual review, theoretical review and empirical review. The conceptual review will discuss concepts related to the subject matter, that is, on worklife balance and job satisfaction. The theoretical review will highlight and briefly discuss relevant theories on the relationship between worklife balance and job satisfaction while the empirical review will present previous studies, adopted statistical tools and their respective findings while.

2.2 The Concept of Job Satisfaction

Understanding job satisfaction is critical for management in order to improve organisational overall performance (Nurlina, 2022). Many authors have written about the definition of job satisfaction. The text below describes some of the most commonly used definitions. Robert Hoppock made a significant contribution to defining job satisfaction and offers important professional advice at a time when job satisfaction research was in its infancy (Ordaz, 2022). Hoppock, as cited in Singh (2021), was one of the first to popularise the term "job satisfaction. "Job satisfaction, he defined, as a combination of psychological, physiological, and environmental circumstances that leads a person to say truthfully, "I am satisfied with my job." According to Saiyadain (2009), job satisfaction is the "End state of feeling." Depending on whether or not needs

are met, feelings can be positive or negative (Tamunokonbia & Nwaogu, 2021).

Job satisfaction is a positive attitude toward one's job that stems from assessing and evaluating its characteristics (Adamopoulos & Syrou, 2022). People who are satisfied with their jobs have a high level of job satisfaction, whereas people who are dissatisfied with their jobs have a low level of job satisfaction (Thangaswamy & Thiyagaraj, 2017). Lee (2018) defined job satisfaction as people's attitudes and feelings toward their jobs. He stated that a person's attitude toward his job determines whether he is satisfied or dissatisfied with his job; if a person feels and thinks positively about his job, he is satisfied, and vice versa. Understanding and recognising the human element in any organisation is critical. A successful organisation typically sees an average worker as the root source of quality and productivity gains, rather than capital investment, and such organisations look to employees as the primary source of improvement rather than capital investment (Tella, Ayeni & Popoola, 2017).

Job satisfaction is regarded as one of the most important factors influencing the efficiency and effectiveness of business organisations (Thangaswamy & Thiyagaraj, 2017).. Organizations and management are now focusing on employee well-being and understanding their wants, needs, personal goals, and desires (Paliga, Kożusznik, Pollak & Sanecka, 2022). A happy employee is a satisfied employee, and a satisfied employee is a successful employee. The significance of job satisfaction is highlighted when considering the numerous negative consequences of job dissatisfaction, such as a lack of loyalty, increased absenteeism, an increase in the number of accidents, and so on (Freeze, 2022). Job satisfaction has a significant impact on organisational

measures like customer satisfaction and financial metrics. As a result, attain organisational success and competitiveness (Jibril & Yesiltas, 2022).

According to Adamopoulos (2022), many factors influence job satisfaction, including the nature of the work, salary, advancement opportunities, management, work groups, and working conditions. According to Armstrong and Taylor (2014), there are three levels of influencing factors that affect job satisfaction: first, the intrinsic motivating factors that relate to job content, specifically the five dimensions of jobs or the job characteristics model: skill variety, task identity, task significance, autonomy, and feedback. Second, the quality of supervision: the most important determinant of worker attitudes is supervision. Third, success or failure: success, without a doubt, leads to satisfaction; failure, on the other hand, leads to dissatisfaction. When a person works hard and uses all of his abilities to prove to himself and others that he is capable, successful, and has potential, his feelings are boosted and he is satisfied. While another person who consistently fails to complete tasks as they should will experience unsatisfactory emotions (Armstrong & Taylor, 2014).

Kitsios and Kamariotou (2021) argued that if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are not cooperative, supervisor is not giving them respect and they are not considered in the decision making process, resulting them to feel separate from the organization. Furthermore, the authors highlighted that in current times, firms cannot afford dissatisfied employees as they will not perform up to the standards or the expectations of their supervisor, they will be fired,

resulting firms to bear additional costs for recruiting new staff (Kitsios & Kamariotou, 2021). Therefore, it is beneficial for firms to provide flexible working environment to employees where they feel their opinions are valued and they are a part of the organization. Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve (Manurung & Ningsi, 2021).

Many businesses fail to understand the importance of employee satisfaction and thus face a lot of difficulties during their work. Such organizations are internally weak therefore unable to introduce innovative products into the market to outshine their competitors (Bhavya & Satyavathi, 2017). Employee is an essential component in the process of achieving the mission and vision of a business. Employees should meet the performance criteria set by the organization to ensure the quality of their work. To meet the standards of organization, employee satisfaction is very important and employees need a working environment that allows them to work safely that may restrain them from performing upon the level of their full potential (Capone, Borrelli, Marino & Schettino, 2022). Employee satisfaction is often thought to reflect the extent to which a worker likes his or her jobs. Purwanto (2020) elaborated that if employees realize that the firm considers them important and they satisfy on their organization, they will have high level of commitment, sense of ownership and loyalty for their organization.

2.3 Work Life Balance

The term "work-life balance" is commonly used to describe policies that were previously known as "family friendly," but have since been extended beyond the scope of the family (Obiageli,

Uzochukwu, & Ngozi, 2015). Various researchers have defined the term "work-life balance" in various ways, using various dimensions (Poulose & Sudarsan, 2017). Initially, work-life balance was thought to refer to the conflict between family and work (Bloom, Kretshmer & Van Reenen (2006) and work-family enhancement (Grzywacz & Marks, 2020). Work life balance, according to Greenhaus, Collins, and Shaw (2018), is the absence of work-family conflict or the intensity or frequency with which family interferes with work and work interferes with family. Work-life balance, according to Greenhaus and Allen (2016), is the degree to which an individual's satisfaction and effectiveness in work and family domain roles are well-matched with the individual's life priorities.

Work-life balance, according to Grzywacz and Carlson (2015), is the fulfilment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains. The employees dedicate more hours to their work as a result of business competition and uncertainty in the economy. As a result, other important issues such as parenting duties are not given adequate attention, and there is an increased rate of employee burnout, particularly in large organisations (Litting, 2018). However, many organisations are gradually addressing the issues of work-life balance and its impact on employee performance, as well as the challenge of attracting and retaining the best employees.

Worklife programmes can be traced back to the 1930s, when W.K. Kellogg Company implemented reduced working hours with four six-hour shifts instead of the usual three daily eight-hour shifts, which resulted in increased employee morale and productivity. The phenomenal growth of work-

life balance research and the implementation of work-life balance programmes at the organisational level between the 1950s and the early years of the current century can be attributed to a wide range of benefits derived by employers and employees (Lockwood, 2013). According to Duxbury and Higgins (2013), Work-Life Balance Initiatives/Programs at the organisational level benefit both employers and employees. Work-life balance initiatives such as changing shift lengths, reducing weekend work, flexible working arrangements, including choice and control over shift patterns, and providing childcare, paternity/maternity leave, and other types of leaves, as well as employee support schemes, can reduce work-life conflict, which can increase work productivity, job satisfaction, and psychological well-being, as well as reduce sickness absence and employee turnover (Munir, 2021).

2.3.1 Employee Good Working Conditions on Job Satisfaction

When joining a company or organisation, candidates no longer consider only the salary. Employer-provided working conditions are a significant factor in how employees feel about their jobs today, in addition to the nature of the job itself (Raziq & Maulabakhsh, 2015). In this context, the term "work condition" encompasses all aspects of employees' involvement with the work itself, including their relationships with coworkers and supervisors, organisational culture, room for personal development, cafeteria, and furniture, among others (Taheri, Miah & Kamaruzzaman, 2020). A positive work condition is one that makes employees look forward to coming to work every day and inspires them to persevere throughout the day and give their best effort (Bakotic & Babic, 2013).

Motivating employees toward the correct behavioural approach is an effective method for ensuring a positive work condition. Good employees' behaviour also connotes a pleasant and harmonious environment (Díaz-Carrión, Navajas-Romero & Casas-Rosal, 2020). Effective socialisation is another means of fostering healthy relationships among employees; consequently, communication is vital. Keeping an eye on staff interaction does not have to be time-consuming for the management team; they only need to observe body language and listen for negative verbal cues to become aware of any problem and quickly attempt to resolve it. The staff frequently takes cues from the conduct of the management team. Management should always be conscious of the impact of their actions and always maintain dignity. Negative behaviour will produce fewer positive actions than positive behaviour (Kwiek & Antonowicz, 2013).

The manner in which a company recognises an exceptional employee through a sought-after promotion is a very important aspect of a great work condition. When employees are aware of clear opportunities for advancement, they are more likely to remain with the company, work hard, and provide years of excellent service, which is obviously extremely beneficial to the company. When employees believe they are valued, they are more likely to excel at their jobs. A fantastic workplace is one that promises to promote talented employees and then follows through on that promise (Aziz, Kumar, Rathore & Lal, 2015).

2.3.2 Employee Flexible Working Arrangements (FWAs) on Job Satisfaction

Over the last six decades, the workplace demographic has shifted, with more women entering the workforce and taking on more responsibilities (Galinsky, Aumann, & Bond, 2011). As a result,

most families had to learn to strike a balance between work and social life. Hence, FWAs have grown in popularity around the world as a means of reducing work-life conflict (Joiner & Bakalis, 2006). Working overtime, a compressed work week, flextime, telecommuting, and job-sharing are examples of FWAs. Flexible time is an arrangement in which employees are involved in determining when they begin and end their daily duties. This is intended to allow employees to meet personal commitments and respond to both unpredictable and predictable circumstances, as well as to reduce commuting time by starting duties before or after rush hours (Duncan & Pettigrew, 2012).

Telecommuting is a work arrangement in which employees do some of their work from home without necessarily reporting to the office. Employees benefit from this FWA because they can organise their duties around their family and personal needs, reducing work-related expenses such as travel, reducing commuting time, and working in a less stressful environment without disruption (Hill, Ferris, Hawkins & Weitzman, 2021). This arrangement also accommodates employees who are unable to leave their homes due to disabilities (Hill, Ferris, Hawkins & Weitzman, 2021). However, Duncan and Pettigrew (2012) discovered that three types of employees are more likely to use telecommuting: female employees, married employees, and employees with children. According to the family and work institute, the prevalence of telecommuting has increased significantly over the last decade. While only 34% of the organisations polled allowed telecommuting in 2005, 67% allowed the same flexibility in 2015 (Matos & Galinsky, 2014).

Part-time work is another type of flexible work arrangement that is popular in some European countries. In the Netherlands, for example, more than 70% of female workers work part-time (Plantenga & Remery, 2019). Working part-time not only allows employees with health issues or those with insufficient free time, such as students, to participate in the labour force, but it also increases employees' satisfaction. According to a survey on European Working Conditions, 85 percent of employees who work part-time, less than 30 hours per week, have no trouble balancing work and life responsibilities. Furthermore, part-time employees have the lowest levels of health problems. As a result, working part-time is a good way to balance family and work life (Clarke, Koch & Hill, 2014).

Another type of FWA is job sharing, which allows two or more employees to work together to fill a single fulltime position with shared working hours and responsibilities. This is appropriate when a part-time arrangement is not possible. Job sharing, like part-time arrangements, is an effective strategy for balancing work and family life (Lazar, Osoian & Ratiu, 2020).

According to Rucha (2018), a well-managed and rigorously enforced comprehensive workplace flexibility programme can benefit both employees and employers. Employers will benefit from increased employee morale and engagement, improved recruitment outcomes and workforce retention, and increased productivity provided by a stable talent pool. Such gains can give any company a competitive advantage. Employees benefit from reduced job stress, better work/family and work/life balance, improved physical and mental health, and job satisfaction (Rucha, 2018).

Organizations with goals would require satisfied and happy employees in their workforce

(Volkwein & Zhou, 2017). Employee satisfaction or dissatisfaction has an impact on the organization's performance. Job satisfaction typically rises as work-life balance improves, resulting in increased employee loyalty, creativity, and productivity (Volkwein & Zhou, 2017).

An investigation by Rehman, Hafeez, Ahmed, and Saima (2018) found evidence for a positive influence of flexible working on work engagement and expected retention. The authors tested the relationship of perceived flexibility, supportive work life policies, and the use of formal flexible arrangements and occasional flexibility to work engagement and expected retention (Rehman, Hafeez, Ahmed & Saima, 2018). Furthermore, James, Breugh, and Kathleen (2018) investigated the relationship between the use of four family-friendly employment practises (telecommuting, the ability to take work home, flexible working hours, and family leaves) and work-family conflict in their research paper. The study's findings suggested that employers who are concerned about work-family conflict should provide family-friendly practises (especially flexible working hours) and supervisor support. Furthermore, it is stated that work life balance entails achieving equilibrium between professional work and other activities, thereby reducing friction between official and domestic/personal life and thus increasing employee efficiency and productivity with increased commitment and satisfaction.

2.3.3 Employee Leave Policy on Job Satisfaction

Employees can take a variety of leaves under the terms of the company's leave policies. A leave is a number of days or hours that employees of an organisation are permitted to be absent from their duties without penalty. Employees on leave are paid their full salary, but they must provide

justification for their absence (Obiageli, Uzochukwu, & Ngozi, 2015). The time away from work during their leave allows them to de-stress and create a balance between their family and work activities.

Leave policies can include a variety of different types of leaves. They include annual leave, which is a formal paid leave that an employee is entitled to after a period of qualifying service for the purpose of recreation (Obiageli, Uzochukwu, & Ngozi, 2015). Parental leave, which is an official permission granted to an employee with child caregiving responsibilities during the course of employment; Care's leave, which is granted to someone who has a sick or injured immediate family member; and paid family and medical leave, which is granted to an employee to attend to personal health or dependent care challenges (Oludayo, 2015). Other types of leaves include study leaves and sick leaves.

In their study on the impact of work life balance and burnouts on job satisfaction in the context of the Information Technology and Information Technology enabled Services industry, Kanwar, Singh, and Kodwani (2009) discovered that work life balance and job satisfaction are positively related to each other and that, in order to increase employee morale and productivity, organisations should play a facilitating role in providing ways to manage work life balance. According to Ioanlazar, Osoian, and Patriciaratiu (2010), when available and used in the context of supervisor and organisational support, work-life balance practises can reduce work-life conflict and increase positive appraisals of one's organisation. These effects are frequently linked to employee attitudes such as increased job satisfaction, decreased absenteeism, and increased

productivity, organisational commitment and loyalty, and higher levels of organisational performance (Ioanlazar, Osoian, & Patriciaratiu, 2010).

Mumbi, Mishra and Budhwar (2013) discovered that worklife balance practices such as leave policy are beneficial and have the potential to help improve employee job performance in terms of increased organisational commitment, job satisfaction, and a lower turnover rate in a supportive organisational culture at ECO-BANK, Kenya. ECO Bank has implemented programmes to help employees achieve a balanced work life, such as flexible working hours, employee assistance programmes, and leave programmes. According to a study conducted in Safari-Com Kenya, the availability and use of worklife balance programmes by employees had a positive effect on employee outcomes such as work-life balance, organisational commitment, and intention to leave the organisation, as well as enhanced productivity and performance (Mumbi, Mishra & Budhwar, 2013).

The benefit of leave policy for employees is that it allows them to maintain a balance between their work and family lives. Employees feel valued and appreciated when their employers allow them to take parental leave, and as a result, employees perform with greater dedication and devotion to the employer (Casper & Harris, 2018). Going on annual leave is said to relieve stress and allow employees to attend to other family or personal issues that cannot be addressed while on the job (European Investment Bank, 2005). According to Ang, Lin and Terree (2020), findings from a study of Singapore firms confirmed that employers experienced lower voluntary turnover when employees received more generous annual leave entitlement. According to a recent study, child

rearing, paternity, and parental leaves all contributed to Affective Organizational Commitment and lower turnover intentions (Casper & Harris, 2018).

2.3.4 Employee Family Responsibilities on Job Satisfaction

There has been a shift in demographics over the years. Currently, more women are seeking formal employment than ever before; there are more dual-earners, single parents, and employees providing elder care (Lazar, Osoian & Ratiu, 2020). Employees who have parental roles and other caring responsibilities, such as caring for the elderly, have multiple family responsibilities, making it difficult to balance work and family responsibilities. Because the two domains' boundaries are flexible and permeable, this could result in either positive or negative spillover (Moon & Roh, 2020). In support of this, Bruck, Allen, and Spector (2022) asserted that employees' multiple roles have an impact on their well-being both at work and at home. This may result in a work-family conflict, which has a negative impact on both work and family (Agarwala, 2017). To combat this, organisations must devise a mechanism for reconciling the two domains. Organizations achieve this, according to Cayer (2013), by instituting policies such as creches, employee counselling, recreational facilities, and family leave for employees.

Work-life balance policies and family-supportive cultures have also been observed in France and Japan, according to Sobia (2021). Organizations are incorporating a wide range of work-life balance initiatives for employees, such as flexible work hours, job sharing, parental leave, on-site child care, and telecommuting. Employee dissatisfaction rises in the absence of work-life balance, according to studies. However, it has been discovered that when employees' needs for creating a

work-life balance are met by various organisational programmes, they demonstrate higher job satisfaction and organisational commitment (Gregory & Milner, 2019).

Another study conducted in India by Dev (2017) found that work-life balance is significantly correlated with job satisfaction in the banking sector. It was suggested that female employees be provided with more benefits such as flex time, job sharing, child care, and others in order to gain their organisational commitment. It was discovered that doctors who are better at managing their work-life balance are more satisfied with their jobs and are less likely to leave. Job satisfaction correlates negatively with work stress, family-to-work interference, and work-to-family interference, but positively with workload. Employee productivity is reduced, and turnover and absenteeism are increased, as a result of work-life stress, and most institutions complain that they can't do much to help their employees balance work and family responsibilities. Noor and Shamim (2012) investigated work-life balance in universities. They concluded that staff in universities are dissatisfied as a result of heavy workloads. As a result, universities should devise strategies to assist faculty in balancing work and personal obligations in order to gain a competitive advantage. Malik (2020) conducted another study in Pakistan to investigate the relationship between work-life balance, job satisfaction, and turnover intentions among medical professionals working in hospitals. Many factors influence employee job satisfaction, and when employees are satisfied with their work, they feel motivated (Noor, 2021). Organizations with extensive WFB programmes reduce organisational citizenship behaviour and report higher levels of perceived organisational performance, according to research by Bragger, Rodriguez-Srednicki, Kutcher,

Indovino, and Rosner (2015) and Canivet, Alitite and Yanua (2020), as cited by Chen, Liu, and Yang, (2018). According to these studies, because conflicts between work and family life can lead to employee turnover and withdrawal, worklife balance programmes can help organisations retain valuable workers they have recruited and trained by reducing those conflicts and decreasing other withdrawal behaviours that reduce the value of investments in employees, such as reduced work effort, lateness, and absenteeism.

2.4 Theoretical Framework

The study indicate three theories which include: role theory which builds on the basis of work-life balance, as well as Herzberg two factor theory and affective events theory which explains the concept of job satisfaction.

2.4.1 Family-Role Theory

The term family-role theory refers to a broad and diverse body of research that investigates the connections between social organisation, culture, and the performances that people give while interacting. Work-family research has long been guided by the role stress theory, which highlights the negative aspects of work-family interactions. Recently, the focus has shifted to the study of the positive interaction between work and family roles, as well as roles outside of work and family lives, and scholars have begun to debate the essence of work-life balance. Work-life balance is widely acknowledged to be important for an individual's psychological well-being, and high self-esteem, satisfaction, and overall sense of harmony in life can be regarded as indicators of a successful balance between work and family roles (Clark, 2000; Clarke, Koch, & Hill, 2004).

Generally, work and family roles require balancing or else there will be work-life/family role conflicts. Expectations associated with work and family roles, as cited by Clarke et al. (2004), can cause physical and psychological strain in at least two ways. For starters, the expectations associated with two roles may compete for attention and energy, resulting in inter-role conflicts. Second, dual role expectations can increase overall workload and feelings of overload in the work or family domain. The feeling of strain caused by inter-role conflict and/or work overload leads to a variety of negative affective reactions, including lower job satisfaction, life satisfaction, and organisational commitment.

The concept of work-life balance programmes in relation to job satisfaction can be explained using Role Theory. Work-family conflict/balance, for example, can have an impact on employee attitudes such as job satisfaction, commitment, and intention to leave, and loyalty in one domain may be negatively related to loyalty in the other, according to Clarke et al. (2004). Worklife balance programmes are intended to balance employees' work-life roles in order to achieve equilibrium rather than conflict, thereby positively influencing their work outcomes. Employees whose employers provide and encourage the use of worklife balance programmes are said to be able to balance their work and family roles, thereby enjoying work-life balance. Employees tend to develop stronger affective attachment to the organisation and high job satisfaction when their needs and expectations, such as balancing work and family roles, are met.

2.4.2 Herzberg Two Factor Theory

Frederick Herzberg's Two-factor theory, also known as Motivator Hygiene Theory, tries to explain

workplace satisfaction and motivation. The theory, as cited by Angela (2012), introduces two elements or factors to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in the workplace can help to increase job satisfaction, the absence of hygiene factors in the workplace can be a source of dissatisfaction. The environment and the context of the work are alluded to by hygiene factors. This can include pay, working conditions, and so on. Motivators are associated with the characteristics of the job. According to Aristovnik and Jaklic (2013), motivating factors are those aspects of the job that make people want to perform and provide people with satisfaction, such as work achievement, recognition, and promotion opportunities. These motivating factors are thought to be inherent in the job or the work performed (Hackman & Oldham, 1976). Aspects of the working environment such as pay, company policies, supervisory practises, and other working conditions are examples of hygiene factors. Motivators and hygiene factors, according to the theory, are not mutually exclusive. As a result, an increase in job satisfaction does not always imply a decrease in job dissatisfaction, because the factors influencing satisfaction and dissatisfaction are distinct.

As much as Herzberg's theory explains why employees still lack motivation despite high salaries and excellent working conditions, it is also relevant to this study because it explains how hygiene factors such as worklife balance programmes, when implemented in an organisation, affect employee job satisfaction. According to this theory, satisfaction and dissatisfaction are caused by different factors - motivation and hygiene, respectively. Worklife balance programmes are designed to assist employees in maintaining a balance between their paid work and personal

commitments, which has an impact on their work attitudes such as commitment, job satisfaction, intentions to leave the organisation, and so on. It is argued that the use of Work-Life programmes meets certain needs of employees, thereby improving their well-being, which contributes to a positive evaluation of one's job satisfaction and attachment to his or her organisation. Policies that address common personal and family needs can be critical to job satisfaction. According to Aristovnik et al. (2013), in order to improve job attitudes and productivity, employers should focus on both factors rather than assuming that an increase in satisfaction leads to a decrease in dissatisfaction.

It is important to note that work-life balance programmes can either promote or detract from nurses' job satisfaction. Whereas Role Theory explains the concept of work-life balance programmes in terms of influencing work-life conflict/balance and the resulting work outcomes, Herzberg Theory explains how worklife balance programmes as hygiene factors influence employees to either job satisfaction or dissatisfaction in its two factor analysis. As a result, these two theories addressed both the independent and dependent variables in the research study.

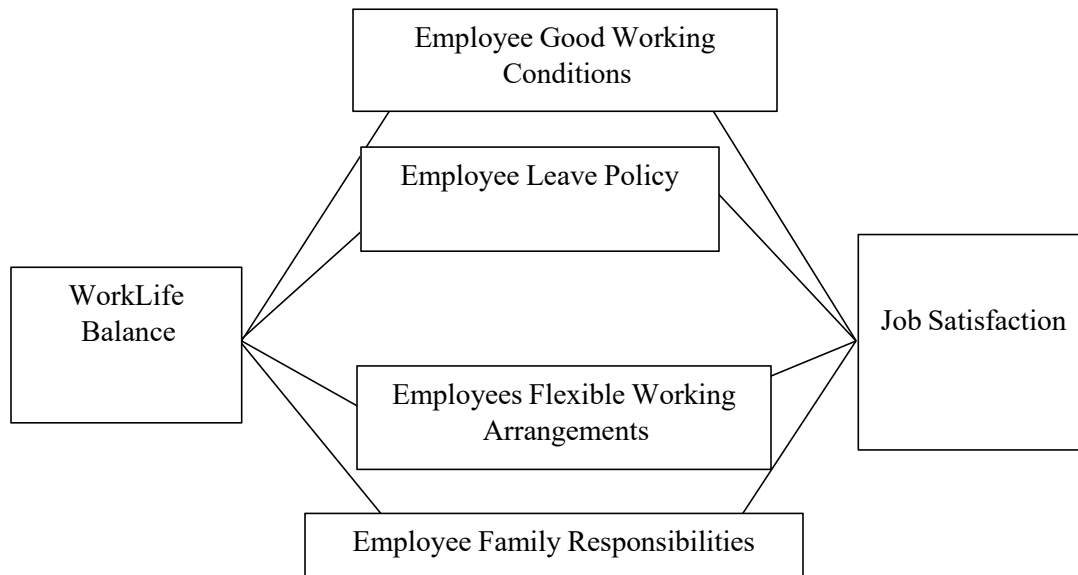
2.4.3 Affective Events Theory (AET)

The theory was advanced by Howard M. Weiss and Russel Cropanzano in 1996 (Phua, 2012). The Affective Events Theory explains the link between employees' internal influences and their reactions to events or decisions made in their workplace that affect their job satisfaction, organizational commitment and performance. It proposes that positive-inducing as well as negative emotional incidents at work have significant psychological impact on employees' job

satisfaction and performance. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment and job performance.

According to Ashton-James and Ashkanasy (2005) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. They assert that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioural responses (Briner, 2000). He posits that these events or things that actually happen at work affect the well-being of employees thus affecting their satisfaction.

2.5 Framework for the Study



Source: Author, Conceptual (2022) Construction

In this framework, the independent variables of the study were the work-life balance programmes which include; good working conditions, flexibility in work arrangements, leave policies/arrangements and family responsibilities. The dependent variable was job satisfaction measured in terms of affective, cognitive and behavioral components.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter included the research design, population and sampling technique, measurement and operationalization of the variables, research instrument, sources of data, method of data analysis methods and model specification.

3.2 Research Design

The study adopted the descriptive survey research design. It involved either identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena. In every case, descriptive research examines a situation as it is. It does not involve changing or modifying the situation under investigation. Strategies include sampling, making observations, interviewing take on a very different form when we want them to yield quantitative data (Copper & Schindler, 2010). Doyle (2004) asserts that descriptive survey design also included observation studies, correlational research, developmental designs, and survey research. All of these approaches yield quantitative information that can be summarized through statistical analyses.

3.3 The Population and Sampling Techniques

The population forms a basis from which the sample or subjects for the study is drawn, Cooper and Schindler (2001). The population of interest for the study consists of the nurses of University of

Benin Teaching Hospital. Sample size refers to the focus participants of a study as drawn from the total population of the study (Cooper & Schindler, 2001).

Using the Taro Yamane's statistical formular to determine the adequate sample size from the population of the study, we have:

$$n = \frac{N}{1 - Ne^2}$$

In the formular above;

n is the required sample size from the population understudy

N is the whole population that is understudy

e is the precision or sampling error which is usually 0.05 for management sciences

Therefore;

$$n = \frac{320}{1 + 320(0.05)^2}$$

$$n = \frac{320}{1 + 320(0.0025)}$$

$$n = \frac{320}{1 + 0.8}$$

$$n = \frac{320}{1.8}$$

n= 178 (Rounded)

The value arrived at after the adoption of the Taro Yamane formula is 178. As a result of this, one hundred and sseventy-eight (178) copies of questionnaire was randomly distributed to the respondents.

3.4 Operationalisation and Measurement of Variables

The purpose of this study was to examine the relationship between work life balance on job satisfaction. The study examined the causal relationship between the dependent variable; job satisfaction and its explanatory variable worklife balance (Good Working Conditions, Flexible Working Arrangements, Leave Policy and Family responsibilities) which is the independent variable. The preliminary analysis of the data were conducted using descriptive statistics. The items in the questionnaire were in statement format and participants answered with their options on the statements given. The responses was done using a 5-point Likert scale of “Strongly Agree, Agree, Undecided, Disagree, or Strongly Disagree”.

Table 3.1 Operationalization of Variables

S/N	Variables	Operationalization	Measurement	Question Number
1	Gender		2 point scale	Q1
2	Age		3 point scale	Q2
3	Marital Status		3 point scale	Q3
4	Educational Qualification		4 point scale	Q4
5	Number of Years you have worked for the		3 point scale	Q5

	hospital			
Independent Variable				
6	Worklife Balance	Refers to the hospital's division of employee's time and focus between working and family or leisure activities.	Five point Likert-type questions	Q6 – Q9
7	Good Working Conditions	This covers such matters as: the organization of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance.	Five point Likert-type questions	Q10 – Q14
8	Flexible working arrangements	Flexible working arrangements is operationally seen as an alternate arrangements or schedules from the traditional working day and week. Employees may choose a different work schedule to meet personal or family needs. Response to these items will be measured on Likert-type five point scale.	Five point Likert-type questions	Q15 – Q19
9	Leave Policy	Leave policy is operationally defined as policies that permits employees to be absent in an organisation for a number of days or hours without penalty	Five point Likert-type questions	Q20 – Q24
10	Family Responsibilities	Family responsibilities is operationally referred to as those duties of employees that are tied to their family and excludes their job roles.		Q25 – Q29
Dependent Variable				

11	Job Satisfaction	Job satisfaction is operationally referred to as positive attitude toward one's job that stems from assessing and evaluating its characteristics (Robbins & Judge, 2013).	Five point Likert-type questions	Q30 – Q34
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(Source: Researcher, 2022)

3.5 Research Instrument

The instrument of data collection is a questionnaire, developed by the researcher. The questionnaire were used to obtain information about the study by linking all the items to the specific objectives. It contained items with a combination of closed-ended questions. The Likert’s five-point scale and summated scale was used for measuring responses (Kothari, 2009). The questionnaire were in two sections. Section A solicited information on the respondents’ demography. Section B consisted of questions on the variables of the study. Responses were rated on a 5 point Likert scale for which 1 (one) is strongly disagree and 5 (five) is strongly agree.

3.6 Validity and Reliability of the Research Instrument

During questionnaire construction, various validity checks were adopted to ensure the instrument measure what it is supposed to measure and perform as it is designed to perform. The validity tests were conducted by content validity.

Reliability is the extent to which a given measuring instrument produces the same results each time it is used. Cronbach’s alpha, a coefficient of reliability that gives an unbiased estimate of data generalizability was used to test reliability of the answered questionnaires. Cooper and

Schindler (2006) noted that Cronbach Alpha coefficient of between 0.7 and above to be acceptable because random error will always exist regardless of the procedure used in the study. However, Mugenda and Mugenda (2007), noted that an alpha of 0.6 to be poor.

3.7 Sources of Data

The nature of the study necessitated the use of primary data which were retrieved via the administration of questionnaires to nurses of University of Benin Teaching Hospital. The respondents were assured of strict confidentiality of the information they shared with the researcher and that the information was strictly for research purposes. This was done in order to enhance the response rate.

3.8 Method of Data Analysis

The responses from the questionnaire administered was analyzed using descriptive statistic, Pearson moment correlation matrix and Ordinary least square regression. The descriptive method described the demography of respondents using frequency and percentage. The Pearson moment correlation matrix was used to examine the close relationship between variables, ordinary least square regression test was conducted for the study's hypotheses testing. The analysis were conducted using the Statistical Packages for Social Sciences (SPSS 20) econometric software.

3.9 Model Specification

The model specification considered suitable by the researcher is a multiple linear regression model as follows:

$$\text{Job Satisfaction} = f(\text{Worklife Balance}) \text{-----} (3.1)$$

$$\text{Job Satisfaction} = f(\text{Good Working Conditions, Flexible Working Arrangements, Leave Policy and Family Responsibilities}) \text{-----} (3.2)$$

$$\text{JS} = \beta_0 + \beta_1\text{GWC} + \beta_2\text{FWAs} + \beta_3\text{LP} + \beta_4\text{FR} + \varepsilon \text{-----} (3.3)$$

Where;

JS – Job Satisfaction,

GWC= Good Working Conditions

FWAs – Flexible Working Arrangements.

LP – Leave Policy.

FR- Family Responsibilities

β_0 - Slope

$\beta_1, \beta_2, \beta_3, \beta_4$ - Coefficients

ε – Error term

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

The purpose of this study is to investigate the worklife balance on job satisfaction. This study adopted a survey research instrument through the administration of questionnaires to one hundred and seventy-eight (178) respondents who were employees of UBTH, out of which same number (178) was retrieved and used for analysis. The data for the study were analyzed using descriptive statistics and regression analysis. The descriptive method described the demography of respondents and the statements in the questionnaire using frequency, percentages, mean and tables.

4.2 Demography Profile of the Respondents

This section presents the demographic profiles of the respondents in the study below.

Table 4.1: Demography Profile of the Respondents

S/N	ITEMS	FREQUENCY	PERCENTAGE (%)
1	Gender:		
	Male	71	39.9
	Female	107	60.1
	Total	178	100.00
2	Age Range:		
	22-26years	46	25.8
	27-31years	87	48.9
	32 and above years	45	25.3
	Total	178	100.00

3	Marital Status:		
	Single	54	30.3
	Married	117	65.7
	Divorced	7	3.9
	Total	178	100.00
4	Educational Qualification:		
	Diploma	23	12.9
	OND	33	18.5
	HND/BSc	94	52.8
	Postgraduate Degree	28	15.7
Total	178	100.00	
5	Number of Years Worked for the Organisation:		
	Less than 5years	40	22.5
	5-10years	98	55.1
	10years and above	40	22.5
	Total	178	100.00

Source: Author's computation 2022 from SPSS 20.0

Gender

In terms of the gender of the respondents, the above table shows that majority of the respondents were females. This category of respondents accounts for 107(60.1%) of the total respondents while 71(39.9%) were males.

Age Range

On the age category, a total of 46(25.8%) persons were aged 22-26years, 87(48.9%) persons were aged within 27-31years and 45(25.3%) persons were aged of 32 years and above. This therefore indicates that majority of the respondents were aged 27-31years.

Marital Status

In terms of the marital status of the respondents, the above table shows that majority of the

respondents were married. This category of respondents accounts for 117(65.7%) of the total respondents while 54(30.3%) were single and 7(3.9%) were divorced.

Educational Qualification

On the category of educational level, Table 4.1 indicates that majority of the respondents were at HND/Bsc Level. This category accounts for 94(52.8%) of the total respondents while 23(12.9%) were at Diploma level, 33(18.5%) were at OND level and 28(15.7%) were at post graduates level.

Number of Years Worked for the Organisation

On the category of number of years worked for the organisation, a total of 40(22.5%) have worked in the organisation for less than 5years, 98(55.1%) have worked in the organisation for 5-10years and 40(22.5%) have worked in the organisation for 10years and above. This therefore indicates that majority of the respondents have worked in the organisation for 5-10years.

4.3 Descriptive Statistics

This section presents the descriptive (Frequency, percentage and mean) of respondents' responses to statement on the research instrument (Questionnaire).

Table 4.2 Employees' Worklife Balance

<i>Scale: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD)</i>							
S/N	Employees' Worklife Balance	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean Score
6	To a large extent my work provides adequate time for to engage in leisure activities.	29 (16.3)	37 (20.8)	34 (19.1)	47 (26.4)	31 (17.4)	2.92
7	I am satisfied with the amount of time I spend at work.	28 (15.7)	32 (18.0)	32 (18.0)	51 (28.7)	35 (19.7)	2.81
8	I am impressed by the work life balance practices of the hospital.	21 (11.8)	29 (16.3)	38 (21.3)	49 (27.5)	41 (23.0)	2.66
Average		26 (14.6)	32.7 (18.4)	34.7 (19.5)	49.0 (27.5)	35.7 (20.0)	2.80

Source: Researcher's Fieldwork (2022)

From Table 4.2 above, it was found that, majority of the respondents disagreed that to a large extent their work provides adequate time to engage in leisure activities ($\bar{x}=2.92$), disagreed that they are satisfied with the amount of time they spend at work ($\bar{x}=2.81$), and disagreed they are impressed by the work life balance practices of the hospital ($\bar{x}=2.58$). It also clearly demonstrates that on average, a relative number of respondents were in disagreement, of which 20.0% expressed strong disagreement and 27.5% expressed disagreement, on statements related to worklife balance practices as stated in Table 4.2 above. In comparison, 18.4% agreed, 14.6% strongly agreed and 19.5 percent were undecided. Essentially, the average mean value of 2.80 out of a possible maximum of 5 in Table 4.2 above suggests that, in relation to statements related to worklife balance, majority of the respondents were in disagreement.

Table 4.3 Good Working Conditions

<i>Scale: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD)</i>							
S/N	Good Working Conditions	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean Score
9	The majority of my workplace environment is favourable to me.	22 (12.4)	41 (23.0)	43 (24.2)	40 (22.5)	32 (18.0)	2.89
10	The hospital ensures that everything need for employees to perform optimally is provided.	26 (14.6)	31 (17.4)	41 (23.0)	48 (27.0)	32 (18.0)	2.84
11	I am not required to perform work that exceeds my capabilities.	26 (14.6)	51 (28.7)	43 (24.2)	33 (18.5)	25 (14.0)	3.11
12	The working condition allows me adequate time for myself	21 (11.8)	41 (23.0)	44 (24.7)	44 (24.7)	28 (15.7)	2.90
13	Positive working condition is prevalent in the organisation.	52 (29.2)	55 (30.9)	31 (17.4)	15 (8.4)	25 (14.0)	3.53
Average		29.4 (16.5)	43.8 (24.6)	40.4 (22.7)	36 (20.2)	28.4 (16.0)	3.82

From Table 4.3 above, it was found that, majority of the respondents were undecided that the majority of their workplace environment is favourable to them ($\bar{x}=2.89$); disagreed that the hospital ensures that everything need for employees to perform optimally is provided ($\bar{x}=2.84$); agreed that they are not required to perform work that exceeds their capabilities ($\bar{x}=3.11$); disagreed that the working condition allows them adequate time for themselves ($\bar{x}=2.90$); and agreed that positive working condition is prevalent in the organisation ($\bar{x}=3.53$). It also clearly demonstrates that on average, a relative number of respondents were in agreement, of which 16.5% expressed strong agreement and 24.6% expressed agreement, on statements related to the prevalence of good working conditions in the organisation as stated in Table 4.3 above. In comparison, 20.2% disagreed, 16.0% strongly disagreed and 22.7% were undecided. Essentially,

the average mean value of 3.82 out of a possible maximum of 5 in Table 4.3 above suggests that, in relation to statements related to good working conditions, majority of the respondents were in agreement, revealing a relatively significant level of good working conditions in the organisation.

Table 4.4: Employees’ Flexible Working Arrangements

Scale: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD)							
S/N	Employees’ Flexible Working Arrangements	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean Score
14	I can pool my leave days to enable me adequate time to attend to personal and family matters.	23 (12.9)	43 (24.2)	39 (21.9)	34 (19.1)	39 (21.9)	2.87
15	Sometimes I can work while at home through telecommunication.	26 (14.6)	30 (16.9)	42 (23.6)	47 (26.4)	33 (18.5)	2.83
16	I can decide the start and finish times for specific tasks assigned	25 (14.0)	47 (26.4)	40 (22.5)	36 (20.2)	30 (16.9)	3.01
17	My duties and responsibilities are co-shared	30 (16.9)	56 (31.5)	33 (18.5)	31 (17.4)	28 (15.7)	3.16
18	I can work for long hours per week to get a day off	18 (10.1)	28 (15.7)	41 (23.0)	46 (25.8)	45 (25.3)	2.60
Average		24.4 (13.7)	40.8 (22.9)	39.0 (21.9)	38.8 (21.8)	35 (19.7)	2.89

Source: Researcher’s Fieldwork (2022)

From Table 4.4 above, it was found that, majority of the respondents agreed that they can pool their leave days to enable them adequate time to attend to personal and family matters(\bar{x} =2.87), disagreed that sometimes they can work while at home through telecommunication(\bar{x} =2.83), agreed that they can decide the start and finish times for specific tasks assigned(\bar{x} =3.01), agreed

that their duties and responsibilities are co-shared ($\bar{x}=3.16$); and disagreed that they can work for long hours per week to get a day off ($\bar{x}=2.60$). It also clearly demonstrates that on average, a relative number of respondents were in disagreement, of which 19.7% expressed strong disagreement and 21.8% expressed disagreement, on statements related to flexible working arrangements practices as stated in Table 4.4 above. In comparison, 22.9% agreed, 13.7% strongly agreed and 21.9% were undecided. Essentially, the average mean value of 2.89 out of a possible maximum of 5 in Table 4.4 above suggests that, in relation to statements related to flexible working arrangements, majority of the respondents were in agreement, revealing a relatively high level of flexible working arrangements practices in the organisation.

Table 4.5: Employees' Leave Policy

Scale: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD)							
S/N	Employees' Leave Policy	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean Score
19	My employer gives me leave to care and support my dependent	20 (11.2)	31 (17.4)	33 (18.5)	54 (30.3)	40 (22.5)	2.65
20	The hospital observes the leave policy in employment agreement	18 (10.1)	35 (19.7)	47 (26.4)	43 (24.2)	35 (19.7)	2.76
21	Sick leave which helps me to take care of my emotional health is provided by the hospital	23 (12.9)	40 (22.5)	36 (20.2)	44 (24.7)	35 (19.7)	2.84
22	Study leave which allows me to take time- off for study to improve on my personal growth is provided by the hospital.	36 (20.2)	59 (33.1)	44 (24.7)	16 (9.0)	23 (12.9)	3.39
23	There is a paid maternity/paternity leave in this hospital	28 (15.7)	43 (24.2)	40 (22.5)	42 (23.6)	25 (14.0)	3.04
Average		25.0 (14.0)	41.6 (23.4)	40.0 (22.5)	39.8 (22.4)	31.6 (17.8)	2.94

Source: Researcher's Fieldwork (2022)

From Table 4.5 above, it was found that, majority of the respondents disagreed that their employer gives them leave to care and support their dependent($\bar{x}=2.65$), were undecided that the hospital observes the leave policy in employment agreement($\bar{x}=2.76$), disagreed that sick leave which helps them to take care of their emotional health is provided by the hospital($\bar{x}=2.84$), agreed that study leave which allows them to take time- off for study to improve on their personal growth is provided by the hospital ($\bar{x}=3.39$); and there is a paid maternity/paternity leave in this hospital ($\bar{x}=3.04$). It also clearly demonstrates that on average, a relative number of

respondents were in disagreement, of which 17.8% expressed strong disagreement and 22.4% expressed disagreement, on statements related to employees' leave policy in the organisation as stated in Table 4.5 above. In comparison, 23.4% agreed, 14.0% strongly agreed and 22.5% were undecided. Essentially, the average mean value of 2.94 out of a possible maximum of 5 in Table 4.5 above suggests that, in relation to statements related to employees' leave policy, respondents' responses were split as some were in disagreement and others were in agreement.

Table 4.6 Employees' Family Responsibilities

Scale: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD)							
S/N	Employees' Family Responsibilities	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean Score
24	I find it difficult to manage work and multiple family responsibilities.	20 (11.2)	36 (20.2)	42 (23.6)	43 (24.2)	37 (20.9)	2.77
25	Multiple family responsibilities contributes to my absence from work.	26 (14.6)	34 (19.1)	57 (32.0)	25 (14.0)	36 (20.2)	2.94
26	My performance was better when I had no parental role than currently when I have parental role.	20 (11.2)	31 (17.4)	33 (18.5)	54 (30.3)	40 (22.5)	2.65
27	Family responsibilities does not affect my job performance.	22 (12.4)	32 (18.0)	41 (23.0)	47 (26.4)	36 (20.2)	2.76
28	My work time gives enough time to take care of my family responsibilities which is very important to me.	24 (13.4)	41 (23.0)	39 (21.9)	36 (20.2)	38 (21.3)	2.87
Average		22.4 (12.6)	34.8 (19.6)	42.4 (23.8)	41 (23.0)	37.4 (21.01)	2.80

Source: Researcher's Fieldwork (2022)

From Table 4.6 above, it was found that, majority of the respondents disagreed that they find it difficult to manage work and multiple family responsibilities ($\bar{x} = 2.77$), were

undecided that multiple family responsibilities contributes to my absence from work ($\bar{x}=2.94$), disagreed that their performance was better when they had no parental role than currently when they have parental role ($\bar{x}=2.65$), disagreed that family responsibilities does not affect my job performance ($\bar{x}=2.76$); and agreed that their work time gives enough time to take care of their family responsibilities which is very important to them ($\bar{x}=2.87$). It also clearly demonstrates that on average, a relative number of respondents were in disagreement, of which 21.01% expressed strong disagreement and 23.0% expressed disagreement, on statements related to their worklife balance in relation to family responsibilities as stated in Table 4.6 above. In comparison, 19.6% agreed, 12.6% strongly agreed and 23.8% were undecided. Essentially, the average mean value of 2.80 out of a possible maximum of 5 in Table 4.6 above suggests that, in relation to statements related to worklife balance in relation to family responsibilities, respondents' responses were split as some were in disagreement and others were in agreement.

Table 4.7 Job Satisfaction

Scale: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD)

S/N	Job Satisfaction	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean Score
29	I would give my very best to ensure the success of this hospital.	23 (12.9)	38 (21.3)	48 (27.0)	34 (19.1)	35 (19.7)	2.88
30	I am totally committed to the hospital which is reflected in the care I give to the patients	20 (11.2)	36 (20.2)	42 (23.6)	43 (24.2)	37 (20.8)	2.77
31	I am satisfied with the management of the hospital	26 (14.6)	34 (19.1)	57 (32.0)	25 (14.0)	36 (20.2)	2.94
32	If perhaps I get a new job offer, I would reject to remain with the hospital	22 (12.4)	54 (30.3)	40 (22.5)	40 (22.5)	22 (12.4)	3.08
33	Overall, I am loyal to the hospital implying total satisfaction of my job.	26 (14.6)	48 (26.9)	43 (24.2)	41 (23.0)	20 (11.2)	3.11
Average		23.4 (13.1)	42 (23.6)	46 (25.8)	36.6 (20.6)	30.0 (16.9)	2.96

Source: Researcher's Fieldwork (2022)

From Table 4.7 above, it was found that, majority of the respondents were undecided that they would give their very best to ensure the success of this hospital ($\bar{x}=2.88$), agreed that they are totally committed to the hospital which is reflected in the care they give to the patients ($\bar{x}=2.77$), were undecided that they are satisfied with the management of the hospital ($\bar{x}=2.94$), agreed that if perhaps they get a new job offer, they would reject to remain with the hospital ($\bar{x}=3.08$); and agreed that overall, they are loyal to the hospital implying total satisfaction of their job ($\bar{x}=3.11$). It also clearly demonstrates that on average, a relative number of respondents were in disagreement, of which 16.9% expressed strong disagreement and 20.6% expressed disagreement, on statements related to their job satisfaction as stated in Table 4.7 above. In comparison, 23.6% agreed, 13.1% strongly agreed and 25.8% were undecided. Essentially, the average mean value of 2.96 out of a possible maximum of 5 in Table 4.7 above suggests that, there was a relatively significant level of job satisfaction amongst respondents.

4.5 Correlation Analysis

The correlation matrix is presented in Table 4.8. Essentially, the result reveals the pairwise relationship among the variables used in the study. Principally, Correlation analysis is used to examine the strength (strong or weak) and direction (positive or negative) of relationship that occurs between two or more variables.

Table 4.8: Correlation Results

Covariance Analysis: Ordinary
Date: 01/12/23 Time: 10:57
Sample: 1 121

Included observations: 121

Correlation t-Statistic Probability	JS	GWC	FWA	LP	FR
JS	1.000000 ----- -----				
GWC	0.471701 10.38695 0.0000	1.000000 ----- -----			
FWA	0.101392 1.978878 0.0486	-0.061290 -1.192271 0.2339	1.000000 ----- -----		
LP	0.391625 8.264064 0.0000	0.402317 8.532590 0.0000	0.070957 1.381212 0.1680	1.000000 ----- -----	
FR	0.388616 8.189234 0.0000	0.422250 9.044457 0.0000	0.097246 1.897167 0.0586	0.349509 7.243044 0.0000	1.000000 ----- -----

Source: Author's Estimation from EView 10, 2022.

The correlation analysis revealed that all the explanatory variables covered in the study has a positive correlation with the dependent variable (JS). Specifically, GWC with a coefficient of 0.47 was found to have a positive correlation with JS, FWA with a coefficient of 0.10 was found to have a positive correlation with JS, LP with a coefficient of 0.39 was found to have a positive correlation with JS, and FR with a coefficient of 0.17 was found to have a positive correlation with JS.

Furthermore, none of the variables has a coefficient value greater than 0.80 which would have indicated the existence of multicollinearity problem which implies a situation where some of the explanatory variables in a model is correlated hence limiting and altering the efficiency of the regression results. Hence, the variables of the study are free from the problem of multicollinearity, implying that we can proceed with the conduction of the Linear Regression Analysis.

4.4 Test of Hypotheses

In other to actualize the objectives of the current study, the research hypotheses were tested using regression analysis. The hypotheses were tested using Alpha level of significance of 0.05. The decision rule for accepting hypothesis, is that we reject the null hypothesis when p-value (computed level of significance) is less than ($<$) 0.05 (alpha level of significance), while we accept the null hypothesis when p-value (computed level of significance) is greater than ($>$) 0.05 (alpha level of significance).

Hypothesis One

H_0 : There is no significant relationship between good working conditions on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

Table 4.9a Model Summary (Good Working Conditions on Job Satisfaction).

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	

1	.665 _a	.442	.437	.46819	.442	94.140	1	119	.000	2.012
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a. Predictors: (Constant), GWC

b. Dependent Variable: JS

Source: Statistical Package for social Sciences v.22

The table above shows the model summary result from the regression output. The Rsquare shows the extent at which the independent variable (good working conditions) explains the changes (variations) in the dependent variable (job satisfaction). The Rsquare value of .442 clearly indicates that the explanatory variable explains approximately 44.2 percent of the variations in the dependent variable. This is a not a very good explanatory strength and it implies that the model was not carefully and correctly formulated, thus its result cannot be relied upon for policy formulation. The Durbin-Watson value shows whether there is an auto-correlation problem in the model. Going by its rule, the value 2.012 is approximately equal to two (2) indicating that there is no autocorrelation problem in the model. This implies that the efficiency property of the model is guaranteed.

Table 4.9b Analysis of Variance (ANOVA) (Good Working Conditions on Job Satisfaction).

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.635	1	20.635	94.140	.000 ^b

Residual	26.085	119	.219		
Total	46.720	120			

a. Dependent Variable: JS

b. Predictors: (Constant), GWC

The table above shows the analysis of variance (ANOVA) result of the effect of good working conditions on job satisfaction. The F statistics value of 94.140 is significant at 0.000 (5% significance level). This therefore signifies that the explanatory variable (good working conditions) is a significant determinant of the dependent variable (job satisfaction).

Table 4.9c Regression Output (Good Working Conditions on Job Satisfaction).

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.554	.235		6.623	.000
	GWC	.003	.038	.250	6.532	.000

Dependent: JS

Source: Statistical Package for social Sciences v.22

Decision

Since the p.value of .000 is less than 0.05 (5%), we reject the null hypothesis and accept the alternative hypothesis which implies that there is a significant relationship between good working conditions on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

Hypothesis Two

H₀: There is no significant relationship between flexible working arrangements on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

Table 4.10a Model Summary (Flexible Working Arrangements on Job Satisfaction).

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.254 ^a	.197	.123	.4232	.534	243.664	5	294	.000	1.876

a. Predictors: (Constant), FWA

b. Dependent Variable: JS

Source: Statistical Package for social Sciences v.22

The table above shows the model summary result from the regression output. The Rsquare shows the extent at which the independent variable (flexible working arrangements) explains the changes (variations) in the dependent variable (job satisfaction). The Rsquare value of .197 clearly indicates that the explanatory variable explains approximately 19.7 percent of the variations in the dependent variable. This is not a good explanatory strength and it implies that the model was not carefully and correctly formulated, thus its result cannot be relied upon for policy formulation. The Durbin-Watson value shows whether there is an auto-correlation problem in the model. Going by its rule, the value 1.876 is approximately equal to two (2)

indicating that there is no autocorrelation problem in the model. This implies that the efficiency property of the model is guaranteed.

Table 4.10b Analysis of Variance (ANOVA) (Flexible Working Arrangements on Job Satisfaction).

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	23.965	5	43.765	76.654	.000 ^b
Residual	2.653	294	.076		
Total	52.767	299			

a. Dependent Variable: FWA

b. Predictors: (Constant), JS

Source: Statistical Package for social Sciences v.22

The table above shows the analysis of variance (ANOVA) result of the effect of flexible working arrangements on job satisfaction. The F statistics value of 76.654 is significant at 0.000 (5% significance level). This therefore signifies that the explanatory variable (flexible working arrangements) is a significant determinant of the dependent variable (job satisfaction).

Table 4.10c Regression Output (Flexible Working Arrangements on Job Satisfaction).

Coefficients ^a				
Model	Unstandardized	Standardized	T	Sig.

		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.554	.235		6.623	.000
	FWA	-.0448	.031	.342	-1.434	.153

Dependent: JS

Source: Statistical Package for social Sciences v.22

Decision

Since the p.value of .153 is greater than 0.05 (5%), we fail to reject the null hypothesis and reject the alternative hypothesis which implies that there is no significant relationship between flexible working arrangements on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

Hypothesis Three

H₀: There is no significant relationship between leave policy on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

Table 4.11a Model Summary (Leave Policy on Job Satisfaction)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.654 ^a	.545	.487	.6567	.524	521.765	5	294	.000	1.764

a. Predictors: (Constant), LP

b. Dependent Variable: JS

Source: Statistical Package for social Sciences v.22

The table above shows the model summary result from the regression output. The Rsquare shows the extent at which the independent variable (leave policy) explains the changes (variations) in the dependent variable (job satisfaction). The Rsquare value of .545 clearly indicates that the explanatory variable explains approximately 54.5 percent of the variations in the dependent variable. This is a good explanatory strength and it implies that the model was carefully and correctly formulated, thus its result can be relied upon for policy formulation. The Durbin-Watson value shows whether there is an auto-correlation problem in the model. Going by its rule, the value 1.764 is approximately equal to two (2) indicating that there is no autocorrelation problem in the model. This implies that the efficiency property of the model is guaranteed.

Table 4.11b Analysis of Variance (ANOVA) (Leave Policy on Job Satisfaction)

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	57.761	5	54.242	74.745	.000 ^b
Residual	5.653	294	.003		
Total	49.123	299			

a. Dependent Variable: LP

b. Predictors: (Constant), JS

Source: Statistical Package for social Sciences v.22

The table above shows the analysis of variance (ANOVA) result of the the effect of leave policy on job satisfaction. The F statistics value of 74.745 is significant at 0.000 (5% significance level). This therefore signifies that the explanatory variable (leave policy) are significant determinants of the dependent variable (job satisfaction).

Table 4.11c Regression Output (Leave Policy on Job Satisfaction)

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficient	T	Sig.
		B	Std. Error			
1	(Constant)	1.554	.235		6.623	.000
	LP	.1474	.038	.123	-3.829	.000

Dependent: JS

Source: Statistical Package for social Sciences v.22

Decision

Since the p.value of .000 is less than 0.05 (5%), we reject the null hypothesis and accept the alternative hypothesis which implies that there is a significant relationship between leave policy on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

Hypothesis Four

H₀: There is no significant relationship between family responsibilities on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

Table 4.12a Model Summary (Family Responsibilities on Job Satisfaction)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.552 _a	.304	.298	.44842	.304	52.037	1	119	.000	1.789

a. Predictors: (Constant), FR

b. Dependent Variable: JS

Source: Statistical Package for social Sciences v.22

The table above shows the model summary result from the regression output. The Rsquare shows the extent at which the independent variable (family responsibilities) explains the changes (variations) in the dependent variable (job satisfaction). The Rsquare value of .304 clearly indicates that the explanatory variable explains approximately 30.4 percent of the variations in the dependent variable. This is not a good explanatory strength and it implies that the model was not carefully and correctly formulated, thus its result can be relied upon for policy formulation. The Durbin-Watson value shows whether there is an auto-correlation problem in the model. Going by its rule, the value 1.789 is approximately equal to two (2) indicating that there is no autocorrelation problem in the model. This implies that the efficiency property of the model is guaranteed.

Table 4.12b Analysis of Variance (ANOVA) (Family Responsibilities on Job Satisfaction)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.463	1	10.463	52.037	.000 ^b
	Residual	23.928	119	.201		
	Total	34.392	120			

a. Dependent Variable: FR

b. Predictors: (Constant), JS

The table above shows the analysis of variance (ANOVA) result of the the effect of family responsibilities on job satisfaction. The F statistics value of 52.037 is significant at 0.000 (5%

significance level). This therefore signifies that the explanatory variable (family responsibilities) are significant determinants of the dependent variable (job satisfaction).

Table 4.12c Regression Output (Family Responsibilities on Job Satisfaction)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.554	.235		6.623	.000
FR	-.148	.044	-.543	-3.359	.001

a. Dependent Variable: JS

Source: Statistical Package for social Sciences v.22

Decision

Since the p.value of .001 is less than 0.05 (5%), we reject the null hypothesis and accept the alternative hypothesis which implies that there is a significant relationship between family responsibilities on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

4.5 Discussion of Findings

The regression analysis revealed that there is a significant relationship between good working conditions on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State. This was also seen in the study of Ofor and Mayah (2022); Akinlade and Nwaodike

(2021); Nwagbara (2020) which revealed that good working conditions ensures comfort of employees while carrying out their work and consequently leads to enhanced job satisfaction.

Furthermore, the result from the above regression analysis revealed that there is no significant relationship between flexible working arrangements on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State. However, the result was similar in the direction of relationship but contrary in the magnitude to studies such as Adebayo, Oso, Akeju, Oduntan, Meya, Odunowo, and Ajala (2020); ArunaShantha (2019); Ogechi and Nwaeke's (2019) revealed a significant relationship between flexible working arrangements on job satisfaction.

Furthermore, the regression result revealed that there is a significant relationship between leave policy on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State. This finding conforms to that of Ang, Lin and Terree (2020) who confirmed that employers experienced lower voluntary turnover when employees received more generous annual leave entitlement. Also, in a recent study, child rearing, paternity, and parental leaves all contributed to Affective Organizational Commitment and lower turnover intentions (Casper & Harris, 2018).

Finally, the regression result revealed that there is a significant relationship between family responsibilities on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter is structured as outlined as follows; the summary of findings, the conclusion of the study, the recommendations of the study, contribution to knowledge and the researcher suggestions for further research.

5.2 Summary of Findings

The purpose of this study was to ascertain the effect of worklife balance on job satisfaction of employees in UBTH, Benin City, Edo state. To actualize the objectives of this study, the study raised four research questions which was aligned to worklife balance practices (good working conditions, flexible working arrangements, leave policy and family responsibilities). The study covered a sample size of one hundred and seventy-eight (178), of which same number (178) of questionnaire were distributed, retrieved and used for data analysis. The findings arrived at after the empirical analysis is stated below:

1. The regression analysis revealed that there is a significant relationship between good working conditions on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

2. There is no significant relationship between flexible working arrangements on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.
3. The regression result revealed that there is a significant relationship between leave policy on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.
4. Finally, the regression result revealed that there is a significant relationship between family responsibilities on job satisfaction among nurses in University of Benin Teaching Hospital, Benin City, Edo State.

5.3 Policy Recommendations

The following recommendations were made based on the findings of the study;

1. The hospital should continually promote good working condition by adopting effective measures such as provision of modern amenities and implementation of good employees' safety practices thereby improving their job satisfaction.
2. Hospitals should ensure that they continuously involve employees in their activities as such would give the employees a sense of belonging within the organisation which would consequently lead to enhance employees' job satisfaction.
3. The hospital should improve on their flexible working arrangements practices in order to enjoy the benefit of improved job satisfaction which would in the long run lead to enhanced organisational performance.

4. The hospital should continually grant leaves to employees when necessary as such will create the feeling within employees that they are cared for by the management and thus improve their satisfaction.

5.4 Conclusions

The main objective of this study was to examine worklife balance on job satisfaction of employees in UBTH, Benin City, Edo state. The study employed the use of descriptive survey study as its research design. Three specific objectives were generated to accomplish the general objectives of the study. The questionnaire was the research instrument targeted at a sample of 178 respondents for the study in which same number (178) was retrieved and used for the empirical analysis.

The quantitative data were analyzed using SPSS version 20.0 and Eviews 10. Considering the research objectives of the study; the findings of the study had demonstrated that worklife balance significantly affect job satisfaction; while the study also demonstrated that factors such as good working conditions, leave policy and family responsibilities significantly impact job satisfaction while flexible working arrangements do not significantly affect job satisfaction. As a result of the study findings, we therefore conclude that worklife balance practices of UBTH significantly affects their employees' job satisfaction. Ultimately, worklife balance practices has been proven in this study to be a significant factor in the determination of job satisfaction.

5.5 Contribution to knowledge

This study contributed to the body of knowledge on the effect of job satisfaction of employees in UBTH, Benin City, Edo state, as the study established that worklife balance significantly affect job satisfaction while the study findings and conclusions has now become an addition to the body of literature on the effect of worklife balance on job satisfaction and a reference material for further research.

5.6 Suggestions for Further Research

The sample size for this study was restricted to a number of one hundred and seventy-eight employees in UBTH. A further study on the effect of worklife balance on job satisfaction can be carried out drawing larger samples from the different industries within Nigeria in other to ascertain a wider and accurate prediction on effect of worklife balance on job satisfaction in Nigeria. The researcher also suggests that further studies could be carried out to understand the effect of worklife balance on organisational citizenship behaviour: The mediating role of organisational justice.

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APPENDIX

**DEPARTMENT OF INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT
FACULTY OF MANAGEMENT SCIENCES
UNIVERSITY OF BENIN, BENIN CITY**

Dear Sir/Madam,

REQUEST FOR YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE

I am an undergraduate of the above named Institution and Department. I am currently carrying out a research on ‘**Worklife Balance on Job Satisfaction**’.

In this regard, you have been duly selected as a member of the sample.

I wish to appeal to you to kindly assist this study by sparing a few minutes to complete this questionnaire. Please, be assured that that your answers will be treated in strict confidence and used for the academic purpose only.

Thank you for your cooperation

Merit Omokushe, ANDREW

SECTION A: ORGANISATIONAL AND PERSONAL PROFILE

Please tick [] the option that applies to you

1. Gender: Male [], Female []
2. Age range (years): 22-26 [], 27-31 [], 32 and above []
3. Marital Status: Single [], Married []
4. Educational Qualification: Diploma [], OND [], HND/B.SC [], Postgraduate Degree []
5. The number of years you have worked for the organisation: less than 5 years [], 5-10 years [], 10 years and above [].

SECTION B

Please indicate the option that represent your opinion

SA = Strongly Agree, A = Agree; D = Disagree; U = Undecided; SD = Strongly Disagree

Please tick in the appropriate box after each question as an indication of your choice using Likert scale: Strongly Agree=SA; A= Agree; Neutral=N; Disagree= D; Strongly Disagree= SD.

S/N	ITEMS					
B	Employees' Worklife Balance	SA	A	N	D	SD

6	Large extent my work provides adequate time for to engage in leisure activities.					
7	Satisfied with the amount of time I spend at work.					
8	Not obliged to finish left over or incomplete jobs at home in the institution.					
9	Impressed by the work life balance practices of the hospital.					
C	Working Conditions	SA	A	N	D	SD
10	Majority of my workplace environment is favourable to me.					
11	Hospital ensures that everything need for employees to perform optimally is provided.					
12	Not required to perform work that exceeds my capabilities.					
13	Working condition allows me adequate time for myself					
14	The working condition is prevalent in the organisation.					
D	Employees' Flexible Working Arrangements	SA	A	N	D	SD
15	Pool my leave days to enable me adequate time to attend to personal and family matters.					
16	Times I can work while at home through telecommunication.					
17	I can decide the start and finish times for specific tasks assigned					
18	My duties and responsibilities are co-shared					
19	I can work for long hours per week to get a day off					
E	Employees' Leave Policy	SA	A	N	D	SD
20	My employer gives me leave to care and support my dependent					
21	The hospital observes the leave policy in employment agreement					
22	Sick leave which helps me to take care of my emotional health is provided by the hospital					
23	Study leave which allows me to take time- off for study to improve on my personal growth is provided by the hospital.					

24	Is a paid maternity/paternity leave in this hospital					
F	Employees' Family Responsibilities	SA	A	N	D	SD
25	I find it difficult to manage work and multiple family responsibilities.					
26	Multiple family responsibilities contributes to my absence from work.					
27	My performance was better when I had no parental role than currently when I have parental role.					
28	Family responsibilities does not affect my job performance.					
29	Work time gives enough time to take care of my family responsibilities which is very important to me.					
G	Job Satisfaction	SA	A	N	D	SD
30	I would give my very best to ensure the success of this hospital.					
31	I am totally committed to the hospital which is reflected in the care I give to the patients					
32	I am satisfied with the management of the hospital					
33	If perhaps I get a new job offer, I would reject to remain with the hospital					
34	Overall, I am loyal to the hospital implying total satisfaction of my job.					