

**WORK LIFE BALANCE AND JOB SATISFACTION  
(CASE STUDY OF WORKERS IN UBTH)**

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## **DECLARATION**

I declare that this project work titled “**WORK LIFE BALANCE AND JOB SATISFACTION (CASE STUDY OF WORKES IN UBTH)**” was carried out by me in the Department of Business Administration, Faculty of Management Sciences. The information derived from the literature has been duly acknowledged in the text and lists of references are provided. No part of this project work was previously presented for another degree or diploma in this prestigious institution.

## **ABSTRACT**

This study examined the impact of work life balance and job satisfaction on employees' performance, with particular reference to UBTH as a study. A descriptive survey research design was adopted. The sample for this study consists of 249 workers at UBTH. The main research instrument used was questionnaire. The data collected were analyzed using SPSS version 24.0, the results were presented in descriptive format while regression analysis was employed to make findings on the research hypotheses. The findings from the hypotheses tested reveal that There is no relationship between good working conditions and job satisfaction among employees in UBTH. There is no relationship between flexible working arrangements and job satisfaction among employees in UBTH. There is no relationship between involvement in organizational activities and job satisfaction among employees in UBTH. The study thus conclude that the findings of the study had demonstrated that work life balance significantly affect job satisfaction; while the study also demonstrated that factors such as good working conditions and involvement in organizational activities 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 work life balance practices of UBTH significantly affects their job satisfaction. Ultimately, work life balance practices have been proven in this study to be a significant factor in the determination of job satisfaction.

## CERTIFICATION

This research work titled “WORK LIFE BALANCE AND JOB SATISFACTION (CASE STUDY OF WORKERS IN UBTH)” by **Esther Edose, Imuze** meet the criteria for the award of a Degree of B.Sc. in Business Administration, University of Benin, Benin City, Edo State. And it is however ratified for its contribution to knowledge.

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## **DEDICATION**

This research work is dedicated to **God Almighty**, the creator of the universe whose power and authority cannot be questioned and to my MUM for the unflinching love and support they all showed me from the very inception of this program up until its completion.

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Firstly, I want to use this medium to express my profound gratitude to the Almighty God, for seeing me through my undergraduate years. For dreams turned reality.

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guidance and patience you exercised with me in particular in the course of my project writing. I pray, may the good Lord uplift you financially, in business, affluence, and in your academic career like you have never experienced before and may He satisfy you and your family with good health and wealth. May God richly bless you Sir, Amen!

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## TABLE OF CONTENTS

Content	Page
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
DEDICATION	v
TABLE OF CONTENTS	vii
<b>CHAPTER ONE: INTRODUCTION</b>	1
Background to the Study	1
Statement of the Research Problem	3
Research Questions	4
Objectives of the Study	4
Hypothesis of the Study	5
Significance of the Study	5
Scope of the study	6
<b>CHAPTER TWO: LITERATURE REVIEW</b>	7
Introduction	7
Conceptual Review	7
Job Satisfaction	7
Work Life Balance	10
Brief History of Work Life Balance	11
Good Working Condition	12
How Organizations Can Create Good Work Condition	14

Flexible Working Arrangements (FWAs)	17
Involvement	19
Theoretical Review	20
Spill-Over Theory	20
Role Theory	21
Herzberg Two Factor Theory	22
Affective Events Theory (AET)	23
Empirical Review	24
Conceptual Framework	30
<b>CHAPTER THREE: METHODOLOGY</b>	31
Introduction	31
Research Design	31
Population of The Study	31
Sample and Sampling Technique	32
Determinants of Sample Size	32

Measurements and Operationalization of Variables	33
Research Instrument	35
Validity of The Research Instrument	35
Reliability of The Research Instruments	36
Data Collection Procedures	36
Method of Data Analysis	37
Model Specification	37
<b>CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS</b>	<b>38</b>
Introduction	38
Demographic Profiles of Respondents	38
Descriptive Statistics of Work Life Balance and Job Satisfaction	
Correlation Analysis on Work Life Balance and Job Satisfaction	48
Regression Analysis On Work Life Balance and Job Satisfaction	48
Regression Analysis on Work Life Balance and Job Satisfaction	49
Discussion of Findings	53

<b>CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS</b>	55
Introduction	55
Summary of Findings	55
Conclusion	56
Recommendations	56
Contribution to Knowledge	57
Suggestions for Further Research	57
<b>REFERENCES</b>	58
<b>APPENDIX: QUESTIONNAIRE FOR RESPONDENTS</b>	61



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

The health care sector employs workforce which includes doctors, nurses as well as other health care practitioners across related fields. Essentially, nurses and doctors are the major practitioners in the healthcare system and has the most direct contact with patients. Therefore, these employees (nurses and doctors) are a major determinant of the overall hospital care quality and patient outcomes. They must be provided with an ideal professional practice environment where their job satisfaction is guaranteed in order to provide standard care (de Francisco, Meguid & Campbell, 2015). Job satisfaction has been identified as a major determinant of good staff retention in the health care workforce (Wang, Tao, Ellenbecker, & Liu, 2012).

Employee welfare and satisfaction are critical in achieving the organizational 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. 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, and Al Rub, 2015; Alenius, Tishelman, Runesdotter, and Lindqvist, 2013; Saleh, Darawad, and AlHussami, 2015). Thus, job satisfaction is the most important aspect of nurses' lives (likewise other healthcare practitioners), as it has a

positive impact on their morale, productivity, quality of care, patient safety, and retention (Ezeonwu, 2011; Aiken, et al., 2012).

The goal of work-life balance is to keep things in balance in three major areas of life: work, society, and personal life (Rodríguez-Sánchez, González-Torres, Montero-Navarro & Gallego-Losada, 2020). A person's work life balance is a mix of interactions between different parts of their life, like work, religion, and recreation (Abdullah, Aremu & Abogunrin, 2018). A work-life imbalance, on the other hand, can be harmful 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, which lowers the productivity of the organization (Ola, John, Simeon & Mutiu, 2019). Many academics have used different words to describe work-life balance, such as work-family balance (Joshin & Deepu, 2017), Work-life harmony (Valerie, 2019), synergy of work and life (Kate, 2018) Work life integration (Joan, Jennifer, & Joseph, 2015) and work life equilibrium (Daniela, 2017) are terms that are frequently used interchangeably, but work life balance is more commonly used in recent studies.

Professionals in human resources are adopting a variety of methods to avoid and lessen the effects of work life imbalance (Okeke, 2017). Oludayo, Falola, Obianuju, and Demilade (2018) opines that human resource management should include principles like fairness, work-life balance, and a good work environment. Working with flexible

schedules, stage management training, giving back-up support and taking breaks from work are just a few of the ways that companies can help their employees balance their work and home lives (ArunaShantha, 2019; Shantha, 2019; Shantha, 2019; Akinlade & Nwaodike, 2021). Such arrangements have a big impact on both employee satisfaction and healthy habits (Pooja & Bakhru, 2019).

The value of human capital is obvious in any health-care system (Okeke, 2017). A high-performing health system is very dependent on how well its employees work (ArunaShantha, 2019). Increasing the number of health workers and making better use of existing workers are the two main ways to strengthen health workers (Cawthorn & Rybak, 2018). This research looks into the possibility of maximizing the available workforce. Employees must be motivated and satisfied with their jobs in order for the health sector to make the best use of its human resources. Osita, Onyekwele, Idigo, and Eze (2020) stated that there is a link between health staff satisfaction and patient fulfilment. When employees are not satisfied with their jobs, it can affect their own performance and the performance of the organization as a whole. Given this introductory background, the focus of this study is to find out how work life balance practices affect job satisfaction and to analyses the effect in relation to the selected work life balance elements of the study organization.

## **1.2 Statement of the Research Problem**

Suresh, Kodikal, and Kar (2015) opines that when people are satisfied with their jobs, the work they do is usually better than when people are dissatisfied with their jobs. Osita, Onyekwele, Idigo and Eze (2020) opines that if organizations want their workers to be more productive, they need to learn about the work areas that are important for job satisfaction, like work life balance and work environment (Cawthorn & Rybak, 2018).

Based on the existing condition of work life balance among Nigerian health care sector, it is projected to have an impact on job satisfaction. However, to the best of the researcher's knowledge, just a few studies on work-life balancing practices at Nigerian health care sector have been done (Adisa, Mordi & Osabutey, 2017; Stella, Paul & Olubusayo, 2014). Management in the health care sector must figure out how to combine their job and personal lives in the setting of the Nigerian health care environment in order to ensure that employees perform their duty optimally (Kelbiso, Belay & Woldie, 2017). Nigerian health care workers have many responsibilities in the hospital as it relates to patient care, but they also have several personal development programmes and family responsibilities. Health care employees frequently have to attend to emergency cases even when called upon at night, which means they spend less time at home (Walton, Murray & Christian, 2020). As a result, such situations will undoubtedly have an impact on their job satisfaction.

According to Maqubela (2013), health care management in third-world countries such as Nigeria has a cold attitude toward work-life balance policies such as job sharing, breaks

from work, leave, compressed working hours, job rotation, flexible work schedule, child care assistance, and employee assistance programmes, while others are completely unconcerned about their employees' non-work responsibilities.

Therefore, based on the foregoing state of work life balance practices in Nigeria health care sector and the scarcity of research linking work life balance dimensions of time balance (flexible working arrangements), involvement balance (involvement in organizational activities) and good working conditions to job satisfaction in Nigerian health care workplace context, the motivation for this study therefore is to determine how work-life balance strategies affect job satisfaction among University of Benin Teaching Hospital Staff (UBTH).

### **1.3 Research Questions**

The following are the research questions based on the gap identified above:

- i. What is the impact of good working conditions on job satisfaction among employees in UBTH?
- ii. What is the relationship between flexible working arrangements and job satisfaction among employees in UBTH?
- iii. To what extent does involvement in organizational activities affect job satisfaction among employees in UBTH?

## **1.4 Objectives of the Study**

The broad objective of this study is to assess the relationship between work life balance and job satisfaction. Specifically, the study sought:

- i. To determine the impact of good working conditions on job satisfaction among employees in UBTH.
- ii. To ascertain the relationship between flexible working arrangements and job satisfaction. among employees in UBTH
- iii. To examine the effect of involvement in organizational activities on job satisfaction among employees in UBTH.

## **1.5 Hypotheses of the Study**

To address the research questions and accomplish the study's objectives, the following hypotheses stated in their null form will be tested:

H<sub>1</sub>: There is no relationship between good working conditions and job satisfaction among employees in UBTH.

H<sub>2</sub>: There is no relationship between flexible working arrangements and job satisfaction among employees in UBTH.

H<sub>3</sub>: There is no relationship between involvement in organizational activities and job satisfaction among employees in UBTH.

## **1.6 Significance of the study**

The study seeks to elucidate the relationship between work-life balance and job satisfaction. The study's conclusions will have a substantial impact on the following stakeholders:

**Organizations:** This study will benefit organizations by shedding light on the connection 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 and Leaders:** Additionally, managers, particularly those in the health sector, would profit from the findings since it will enable them to have a better understanding of their staff and how or why they behave the way they do. Furthermore, the study's recommendations will aid leaders, particularly those in human resource departments, in establishing the most effective methods for sustaining employee job satisfaction through work life balance practices.

**Academia:** Future scholars and academicians would also benefit, as the study would establish a foundation for future research on work-life balance and job satisfaction, particularly in the health sector. They may come across vital facts that will benefit them in their work-life balance and job satisfaction research. The study would identify other areas for investigation, which would be extremely beneficial for these researchers.

## **1.7 Scope of the Study**

The purpose of this study is to examine the effect of work life balance on job satisfaction in Benin City, Edo state, Nigeria. Specifically, the study would focus on examining the effect of good working condition, flexible working arrangements and involvement balance on job satisfaction using a case study of the University of Benin Teaching Hospital (UBTH) in Ugbowo, Benin City, Edo state. This is because the hospital's population is large enough to inform the study, as well as the hospital's proximity to the researcher. The study will utilize convenience sampling to select the sample size the study will focus on. The study is expected to be completed within 2021/2022.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section reviews literatures on work life 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 work life balance and job satisfaction. The theoretical review will highlight and briefly discuss relevant theories on the relationship between work life balance and job satisfaction while the empirical review will present previous studies, adopted statistical tools and their respective findings while.

#### **2.2 Conceptual Review**

##### **2.2.1 Job Satisfaction**

Management must comprehend job satisfaction in order to boost organizational overall performance (Nurlina, 2022). Numerous authors have published works defining job satisfaction. The following section presents some of the most common terms. At a time when job satisfaction research was in its infancy, Robert Hoppock made a significant contribution to the definition of job satisfaction and provided important professional advice (Rodriguez Ordaz, 2022). Singh (2021) purports that Hoppock was among the first to popularize the term "job satisfaction." He defined job satisfaction as the psychological,

physiological, and environmental conditions that lead a person to say, "I am satisfied with my job," truthfully. Job satisfaction, according to Saiyadain (2009), is the "Final state of feeling." Positive or negative emotions depend on whether or not needs are met (Tamunokonbia & Nwaogu, 2021).

Job satisfaction is a positive attitude toward one's job that results from analyzing and evaluating its qualities (Adamopoulos & Syrou, 2022). People who are satisfied with their jobs have a high level of job satisfaction, while those who are not have a low level of job satisfaction (Thangaswamy & Thiyagaraj, 2017). Lee (2018) defined job satisfaction as the attitudes and emotions that individuals have toward their jobs. He stated that a person's attitude toward his job determines his job satisfaction; if he feels and thinks positively about his job, he is satisfied, and vice versa. Understanding and recognizing the human element is crucial in any organization. Successful organizations typically view the average worker as the source of quality and productivity gains, rather than capital investment, and they view employees as the primary source of improvement, rather than capital investment (Tella, Ayeni & Popoola, 2017).

Job satisfaction is regarded as one of the most influential factors on the efficacy and productivity of business organizations. Organizations and management are now focusing on employee well-being and gaining an understanding of their wants, needs, personal goals, and aspirations (Paliga, Kousznik, Pollak, & Sanecke, 2022). A satisfied employee is a successful employee, and a happy employee is a satisfied employee. Considering the

numerous negative consequences of job dissatisfaction, such as a lack of loyalty, increased absenteeism, an increase in the number of accidents, etc., highlights the importance of job satisfaction (Freeze, 2022). The relationship between job satisfaction and organizational metrics such as customer satisfaction and financial metrics is significant. Consequently, achieve organization success and competitiveness (Jibril & Yesiltas, 2022).

Adamopoulos (2022) argues that numerous factors affect job satisfaction, including the nature of the work, the salary, the opportunities for advancement, the management, the work groups, and the working conditions. Armstrong et al. (2014) states that there are three levels of factors that influence 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. The quality of supervision is the most influential factor in determining employee attitudes. Third, success or failure: success unquestionably leads to satisfaction, whereas failure leads to dissatisfaction. When a person works hard and uses all of his abilities to demonstrate to himself and others that he is capable, successful, and has potential, his feelings are bolstered and he is content. While another individual will experience unsatisfactory emotions if they consistently fail to complete tasks properly (Armstrong & Taylor, 2014).

Kitsios and Kamariotou (2021) argued that if employees are dissatisfied with the task assigned to them, they are uncertain about factors such as their rights, working conditions

are unsafe, coworkers are not cooperative, supervisors do not treat them with respect, and they are not considered in the decision-making process, causing them to feel disconnected from the organization. In addition, the authors emphasized that firms cannot afford dissatisfied employees in the current era because if they do not meet the standards or expectations of their supervisor, they will be fired, resulting in firms incurring additional costs for recruiting new staff (Kitsios & Kamariotou, 2021). Therefore, it is advantageous for businesses to provide employees with a flexible work environment in which they feel their opinions are valued and they are an integral part of the organisation. Employee morale should be high because it reflects in their performance; if morale is low, employees will make fewer efforts to improve (Manurung & Ningsi, 2021).

Numerous businesses fail to comprehend the significance of employee satisfaction, and as a result, they encounter numerous difficulties in their work. Such organisations are internally weak and, as a result, unable to introduce innovative products to the market to surpass their rivals (Bhavya & Satyavathi, 2017). A business's mission and vision cannot be accomplished without its employees. To guarantee the quality of their work, employees should meet the organization's performance standards. For an organisation to meet its standards, employee satisfaction is crucial, and employees require a safe working environment that prevents them from achieving their full potential (Capone, Borrelli, Marino & Schettino, 2022). It is commonly believed that employee satisfaction reflects the extent to which employees enjoy their jobs. Purwanto (2020) elaborated that employees will have a high level of commitment, a sense of ownership, and loyalty for

their organisation if they perceive that the company values them and they are satisfied with their organisation.

### **2.2.2 Work Life Balance**

Commonly, the term "work-life balance" is used to describe policies that were formerly referred to as "family friendly" but have since been expanded beyond the family context (Obiageli, Uzochukwu, & Ngozi, 2015). Various researchers have defined "work-life balance" in a variety of ways, employing a number of dimensions (Poulose & Sudarsan, 2017). Initially, it was believed that work-life balance referred to the conflict between family and work Bloom, Kretshmer, and Van Reenen (2006) and work-family enhancement Grzywacz and Marks (2020). Greenhaus, Collins, and Shaw (2018) define work life balance as the absence of work-family conflict or the intensity or frequency of family interference with work and work interference with family. Greenhaus and Allen (2016) define work-life balance as the extent to which an individual's satisfaction and effectiveness in work and family domain roles align with his or her life priorities.

Grzywacz and Carlson (2015) views work-life balance as the fulfilment of negotiated and shared role-related expectations between an individual and his/her role-related partners in the work and family domains. As a result of business competition and economic uncertainty, the employees devote more hours to their jobs. Consequently, important issues such as parenting suffer, and the rate of employee burnout increases, particularly in large organisations (Litting, 2018). Nonetheless, many companies are gradually

addressing the issues of work-life balance and its impact on employee performance, as well as the difficulty of attracting and retaining the best employees.

Work/life programmes date back to the 1930s, when the W.K. Kellogg Company implemented reduced working hours with four six-hour shifts instead of the usual three daily eight-hour shifts, resulting in increased employee morale and productivity. Between the 1950s and the beginning of the 21st century, the phenomenal growth of work-life balance research and the implementation of work-life balance programmes at the organizational level can be attributed to a variety of employer and employee benefits (Lockwood, 2013). Work-Life Balance Initiatives/Programs at the organizational level, according to Duxbury and Higgins (2013), 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, thereby increasing work productivity, job satisfaction, and psychological well-being, and decreasing sickness absence and employee turnover (Munir, 2021).

### **2.2.2.1 Brief History of Work Life Balance**

Work/life programmes date back to the 1930s, when the W.K. Kellogg Company implemented reduced working hours with four six-hour shifts instead of the usual three daily eight-hour shifts, resulting in increased employee morale and productivity. Between the 1950s and the beginning of the 21st century, the phenomenal growth of work-life balance research and the implementation of work-life balance programmes at the organizational level can be attributed to a variety of employer and employee benefits (Lockwood, 2003). Work-Life Balance Initiatives/Programs at the organizational level, according to Duxbury and Higgins (2003), 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, thereby increasing work productivity, job satisfaction, and psychological well-being, and decreasing sickness absence and employee turnover (Bambra et al. 2008, as cited by Munir, et al, 2011).

### **2.2.3 Good Working Conditions**

There are no rules or parameters that can define a good working condition. When asked what constitutes a great work condition, the majority of individuals would mention a lavish workplace in a large building with contemporary interiors, as well as positive relationships with supervisors and coworkers. Although these factors are important to some employees, their responses may be more industry-specific than those of workers in

other occupations (Taheri, Miah & Kamaruzzaman, 2020). A person who works in the field as farm labor cannot expect to have a desk in an office, as his duties are limited to the field. Similarly, it would be quite amusing to observe the management staff of a multinational corporation working from a desk in the middle of a field. There is no way to compare the working conditions of two different jobs, as they are distinct for each job type (Toropova, Myrberg & Johansson, 2021).

When joining a company or organization, 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, organizational 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 behavioral approach is an effective method for ensuring a positive work condition. Good employees' behavior also connotes a pleasant and harmonious environment (Díaz-Carrión, Navajas-Romero & Casas-Rosal, 2020). Effective socialization 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 behavior will produce fewer positive actions than positive behaviour (Kwiek & Antonowicz, 2013).

The manner in which a company recognizes 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).

### **2.2.3.1 How Organizations Can Create a Good Work Condition**

Transparent & Open Communication: To foster a positive work condition, each employee must feel appreciated (Mokaya, Musau, Wagoki & Karanja, 2013). Important for a healthy employee-employer relationship is their ability to communicate openly and honestly. A transparent and open mode of communication satisfies the need of employees

to feel that their opinions are valued and heard. It is what makes employees feel as though they are valued and a part of the organization. Work is only meaningful when employees understand how their contributions affect the organization to which they belong. Meeting with the staff to discuss the organization's philosophy, values, mission, and objectives is an essential element of open communication. It is preferable to solicit employee input on how they can individually and collectively contribute to the achievement of organizational objectives. After the staff has shared their ideas, the management can describe how they envision everyone collaborating. Instead of a pyramid where the administrators are at the top and the staff is at the bottom, creating a sense of difference in attitude, management should foster a sense that everyone is working together as a circle in which everyone is equal and on the same level. Everyone is treated equally because every position is essential to achieving the organization's vision and mission. In addition, they may share a similar work ethic, dedication to the job and facility, and values (Toropova, Myrberg & Johansson, 2021).

Thus, it is essential to discuss the organization's philosophy, mission, and values on a periodic basis during various meetings to ensure that all employees are aware of why they are working in addition to their salary and are a part of the company's goodwill workforce. Having open discussions and involving employees by allowing them to share their views and perspectives on how to achieve company goals, and then the management side giving their own perspectives on how to fulfil the organization's mission, tends to create a

trusting work condition where everyone has a clear understanding of how to proceed (Dirks & Kurth, 2022).

**Building Trust:** Trust is essential for the effective and efficient operation of an organization (Amini & Kemal, 2021). The employer should have faith that his employees will act in the best interests of the organization, and employees should have faith that their employer is committed to providing them with the best possible career, salary, and working environment. Building a culture of trust is one of the most important things that can be done to foster a positive work environment, given that trust is the foundation of all relationships. The essence of trust is keeping one's word and being who one says they are. It involves demonstrating and convincing your employees that they are dependable, accountable, and responsible in everything they do, and that they can rely on you for consistency. When your words and actions are congruent, you inspire confidence. It will take time for your employees to realize that their employer is a person of his word; trust cannot be established overnight. Generally, if an employer keeps his word, he gains employees' trust; however, if his actions do not match his words, employees begin to lose faith, leading to an environment of mistrust and consequently a lack of work ethic. Consequently, effective working conditions necessitate a level of trust between both parties (Geiger & Pivovarova, 2018).

**Training & Development:** Increasing modernization generates demand for new products and services on a daily basis; therefore, at a time when change is more pervasive than

ever before, it is essential for organizations to keep up with the changes and train their employees in accordance with the demand and requirements (De Groen, Kilhoffer, Lenaerts & Mandl, 2018). Due to the intense level of competition in the current era, it is essential to be able to adapt to new circumstances. This holds true for both the individual and the organization as a whole. Therefore, it is recommended that regular training and development become a condition of employment. A company with a focus on training and development will have a well-defined plan for training their employees to maintain and increase the productivity of the organization as a whole and to remain competitive (Diamantidis & Chatzoglou, 2018). There are two types of abilities that can be acquired:

- Hard Skills: Hard skills are those that have a direct impact on work productivity, such as familiarity with a new database management system. These skills have nothing to do with production; rather, they pertain to administrative matters, such as planning and control, payments, order taking, financing, and promotion, etc.
- Soft Skills: Soft skills are those that can be directly applied to production tasks. Soft skills may include anything that is related to providing a service or producing a product, such as operating a machine or learning about software development.

A positive work condition includes routine training programmes to increase employee productivity and inculcate positive attitudes towards their work.

Team Spirit: As social beings, humans naturally seek support from their peers, and belonging to a group is crucial for having an impact. A team is a collection of individuals who work together to solve whatever problems exist. During times of difficulty, team members are instilled with a sense of unity, and employees will no longer feel as though they are working solely for themselves.

Being a part of a supportive work group satisfies this need for many people, as it is one of the most fundamental human characteristics that when we are a part of something greater than ourselves, we feel energized to accomplish great things. The most important aspect of a manager's job is to foster a sense of unity among the staff. This cohesiveness will help team members feel valued and at home. As a result, they will want to be at work, tardiness and absenteeism will be minimal, the team will function smoothly, employees will be able to interact with one another and offer assistance if anyone is having trouble with their work or needs guidance or support, and the unit will be better able to carry out the organization's missions and goals.

Appreciation: Invariably, rewards and surprises excite humans. When working hard, everyone anticipates some additional compensation. In order to encourage certain employee behaviors, incentives are necessary. It is also used in the management of organizational behavior: rewarding employees who exert effort in their work will encourage similar behavior in the future. By recognizing a diligent worker, you

encourage others to work diligently as well, and consequently, everyone strives to improve their performance in order to be recognized.

#### **2.2.4 Flexible Working Arrangements (FWAs)**

In the past six decades, the demographics of the workplace have shifted, with more women entering the workforce and assuming greater responsibilities (Galinsky, Aumann, & Bond, 2011). Consequently, the majority of families had to find a balance between work and social life. As a result, FWAs have gained worldwide popularity as a means of reducing work-life conflict (Joiner & Bakalis, 2006). FWAs include working overtime, a compressed work week, flextime, telecommuting, and job sharing. In a flexible work schedule, employees determine when they begin and end their daily responsibilities. This is intended to allow employees to meet personal obligations, respond to unpredictable and predictable circumstances, and reduce commuting time by beginning work before or after rush hour (Duncan & Pettigrew, 2012).

Telecommuting is a work arrangement in which employees perform a portion of their duties from home without being required to report to the office. This FWA allows employees to schedule their work around their family and personal obligations, reducing work-related expenses such as travel and commuting time, and allowing them to work in

a less stressful environment without interruption. This arrangement also accommodates disabled workers who are unable to leave their homes (Hill, Ferris, Hawkins, and Weitzman, 2001). However, Duncan and Pettigrew (2012) discovered that female employees, married employees, and employees with children are more likely to utilize telecommuting. According to the family and work institute, the prevalence of telecommuting has significantly increased over the past decade. In 2005, only 34% of the polled organizations permitted telecommuting, but in 2015, 67% of the organizations permitted the same flexibility (Matos & Galinsky, 2014).

Part-time employment is another flexible work arrangement that is popular in certain European nations. In the Netherlands, for instance, over 70 percent of female workers are part-time (Plantenga & Remery, 2009). Working part-time not only allows employees with health problems or those with insufficient free time, such as students, to participate in the labor force, but it also improves employee satisfaction. According to a survey on European Working Conditions, 85 percent of part-time employees who work less than 30 hours per week have no difficulty balancing their work and personal obligations. Moreover, part-time workers have the lowest rates of health issues. Therefore, part-time employment is a good way to balance family and work life (Clarke, Koch & Hill, 2004).

Job sharing is a type of FWA that permits two or more employees to work together to fill a single full-time position with shared hours and responsibilities. This is acceptable when a part-time arrangement cannot be accommodated. Job sharing, like part-time work, is an

effective way to balance work and family life (Lazar, Osoian & Ratiu, 2010). This study will focus on four WLB: leave policies, FWA welfare policies, and family obligations. Under Leave policies, the study will focus on annual leave, parental leave, medical leave, and study leaves. Regarding FWA, the researcher will focus on Flextime, Telework, Job-sharing, and Telecommuting.

### **2.2.5 Involvement**

Involvement refers to the psychological work and extracurricular activities of an employee. Greenhaus, Collins, and Shaw (2003) argue that involvement balance is defined as an equal level of psychological contribution to work and family. Similarly, a person who devotes and allocates a substantial amount of psychological involvement to their dual role (work and family) tends to demonstrate a positive balance in involvement, as opposed to a person who devotes an equal amount of psychological involvement to both roles (Greenhaus, Collins & Shaw, 2003). This psychological involvement exemplifies the physical and emotional attributes of a person's role.

One of the work-life balance dimensions that can impact employee job satisfaction is involvement balance. Balanced involvement is concerned with the employee's mental state at work and activities outside of work. When employees participate in decision-making, informal corporate members, and formal and informal events, they are more likely to be satisfied with their jobs. This is due to the fact that employees will perceive that they are needed, valued, and considered by the company, resulting in their job

satisfaction. Previous research has concluded that involvement balance has a substantial impact on job satisfaction (Amrutha Varshini & Ishwarya, 2014; Smith et al., 2016; dan Yadav, 2014).

## **2.3 Theoretical Review**

### **2.3.1 Spill-Over Theory**

Guest developed this theory in 2002. The conditions under which spillover between the work micro system and the family micro system occurs are postulated by the theory. It might be positive or negative. If interactions between work and family are rigidly structured in time and space, there will be negative spillover in terms of time, energy, and behaviour (Guest, 2002). When individuals are able to integrate and overlap their work and family responsibilities in time and space, positive spillover results, which is essential for achieving a healthy work-life balance. According to Guest (2002), the work and home environments are the determinants of work-life balance. Contextual determinants include work demands, work culture, home demands, and home culture. Work orientation (i.e., the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage are individual determinants. The nature of work life balance was objectively and subjectively defined. The objective indicators include hours worked and hours of free time outside of work. Subjective indicators refer to states of equilibrium and disequilibrium. He also noted that balance may be reported when both work and home are given equal weight, or when either home

or work predominates by choice. When one realm of life interferes with another, there is spillover. In addition, there are numerous outcomes of work-life balance, such as personal satisfaction and wellbeing at work, home, and in life as a whole, performance at work and at home, and impact on others at work, family, and friends. The relevance of this theory to the study is that management of hospitals are expected to adopt positive work-life balance policies that enable employees, to have a positive work-life balance, thereby increasing their satisfaction and commitment in achieving the organization's objectives.

### **2.3.2 Role Theory**

The term role theory refers to a large and diverse body of research that examines the relationships between social organisation, culture, and the performances that people give while interacting. Role stress theory, which emphasises the negative aspects of work-family interactions, has long guided work-family research. The focus has recently 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 debating the essence of work-life balance. Work-life balance is widely acknowledged to be essential for an individual's psychological health, and high self-esteem, satisfaction, and an overall sense of life harmony can be viewed as indicators of a successful work-family balance (Clark, 2000; Clarke, Koch, & Hill, 2004).

Generally, balancing work and family roles is necessary to avoid work-life and family role conflicts. According to Clarke et al. (2004), expectations associated with work and family roles can cause physical and psychological strain in at least two ways. To begin with, the expectations of two roles may compete for attention and energy, leading to inter-role conflicts. Second, expectations of dual roles can increase overall workload and feelings of overload in the work or family domains. The feeling of strain brought on by inter-role conflict and/or work overload results in a variety of negative affective responses, including decreased job satisfaction, life satisfaction, and organizational commitment.

Using Role Theory, the concept of work-life balance programmes in relation to job satisfaction can be explained. According to Clarke et al., work-family conflict/balance can influence 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 (2004). Work-life balance (WLB) programmes are intended to help employees achieve equilibrium rather than conflict between their work and personal responsibilities, thereby positively influencing their work outcomes. Work-life balance is said to exist for employees whose employers provide and encourage the use of WLB programmes, allowing them to balance their work and family responsibilities. When their needs and expectations, such as balancing work and family responsibilities, are met, employees develop a stronger affective attachment to the organization and experience high job satisfaction.

### **2.3.3 Herzberg Two Factor Theory**

The Two-Factor Theory, also known as the Motivator Hygiene Theory, is an attempt to explain job satisfaction and motivation. According to Angela (2012), the theory introduces two elements or factors that contribute to overall job satisfaction: motivators and hygiene factors. While the presence of motivators in the workplace can increase job satisfaction, the absence of hygiene factors can lead to discontentment. Hygiene factors allude to the surrounding environment and the context of the work. This can include compensation, working conditions, etc. Motivating factors are related to job characteristics. According to Aristovnik and Jaklic (2013), motivating factors are those aspects of a job that make people want to perform and provide satisfaction, such as work accomplishment, recognition, and opportunities for advancement. These factors are believed to be inherent to the job or the performed work (Hackman & Oldham, 1976). Hygiene factors include aspects of the workplace such as pay, company policies, supervisory practises, and other working conditions. Motivators and hygiene factors are not mutually exclusive, according to the theory. As a result, an increase in job satisfaction does not necessarily imply a reduction in job dissatisfaction, as the factors that influence satisfaction and dissatisfaction are distinct.

As much as Herzberg's theory explains why employees lack motivation despite high salaries and excellent working conditions, it is also applicable to this study because it explains how hygiene factors such as WLB programmes, when implemented within an

organization, affect employee job satisfaction. According to this theory, the causes of satisfaction and dissatisfaction are motivation and hygiene, respectively. WLB programmes are intended to assist employees in maintaining a balance between their paid work and personal obligations, which influences their work attitudes such as commitment, job satisfaction, and intentions to leave the organization, etc. It is argued that the use of Work-Life programmes satisfies certain employee needs, thereby enhancing their well-being, which contributes to a positive assessment of one's job satisfaction and loyalty to his or her organization. The importance of policies that address common personal and family needs to job satisfaction cannot be overstated. According to Aristovnik et al. (2013), in order to improve job attitudes and productivity, employers should focus on both factors, as opposed to assuming that an increase in job satisfaction leads to a decrease in job dissatisfaction.

It is essential to note that work-life balance programmes can either increase or decrease the job satisfaction of nurses. In contrast to Role Theory, which 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 WLB programmes as hygiene factors influence employees to either job satisfaction or dissatisfaction in its two-factor analysis.

#### **2.3.4 Affective Events Theory (AET)**

1996 saw the introduction of the theory by Howard M. Weiss and Russel Cropanzano (Phua, 2012). The Affective Events Theory describes the relationship between the internal influences of employees and their reactions to workplace events or decisions that affect their job satisfaction, organizational commitment, and performance. It proposes that both positive and negative emotional events at work have substantial psychological effects on job satisfaction and performance. The impact has long-lasting effects as demonstrated by job satisfaction, organizational commitment, and job performance.

According to Ashton-James and Ashkanasy (2005), research to date has supported the central tenets of AET, namely, that workplace events trigger affective responses in employees, and that these affective responses influence cognition and behavior in the workplace. They argue that both empirically and theoretically, AET is limited to events occurring within the organization. Additionally, the theory considers how specific events at work, apart from job characteristics, lead to particular emotional and behavioral responses (Briner, 2000). These actual events or occurrences at work, he argues, affect the well-being of employees, thereby influencing their level of satisfaction.

## **2.4 Empirical Review**

Using a descriptive survey research design, Ofor and Mayah (2022) investigated the effect of work-life balance on employee satisfaction in selected ministries in Nigeria. The sample consisted of Federal Ministries in Anambra State, Nigeria, and a structured questionnaire was used to collect primary data. With the aid of Statistical Package for the

Social Sciences, two research hypotheses were formulated, and a one-sample t-test was used to validate the study's hypotheses (SPSS). Job sharing has a positive and significant effect on employee satisfaction, according to the findings. On the other hand, it was discovered that work stress has a significant and negative impact on employee satisfaction in Nigeria.

Akinlade and Nwaodike (2021) examined the relationship between work-life balance and employee satisfaction at Murtala Muhammed Airport (MMA) and Victor Atah International Airport (VAIA). The study employed a mixed-methods approach. The population included 1,725 FAAN employees in MMA and 291 State employees in VAIA. The sample size of 604 was determined using Krejcie and Morgan's (1970) and Census approach. Utilized are multistage, Purposive, and stratified sampling techniques. Stratified sampling based on the premise that FAAN has 30 airports in six geopolitical zones across the country and that these airports cannot all be researched. The Victor Attah International Airport was chosen because it is one of Nigeria's five state-run airports. The data collection instruments were a questionnaire and an unstructured interview. Sixty-four questionnaires were distributed to employees of the two airports, with a response rate of 67%. For data analysis, descriptive and inferential statistics were utilized. The findings revealed that work stress has a negative impact on the home and family life of employees. Again, there is no job satisfaction among FAAN employees at MMA, whereas VAIA employees had job satisfaction.

Nwagbara (2020) investigated the relationship between the institution's organizational work life balance (WLB) policies and practices and the subsequent challenges encountered by Nigerian workers. The findings demonstrated that Nigeria's unique institutional context shapes and fosters difficulties for female workers. In addition, it was determined that institutional and sociocultural pressures on female employees indicate that the resulting challenges, while common to female workers in other countries, are more intense and difficult in Nigeria due to the country's unique institutions and context.

Adebayo, Oso, Akeju, Oduntan, Meya, Odunowo, and Ajala (2020) investigated the work-life balance and job satisfaction of female academic staff in Lagos State, Nigerian public universities. Adoption of a descriptive survey research design. A total of 93 female academics from University of Lagos (UNILAG), Akoka and Lagos State University (LASU), Lagos State, Nigeria were selected using the technique of purposive sampling. Work-Life Balance Scale (WOLBS) and Job Satisfaction Scale (JOSS) with respective reliability coefficients of 0.913% and 0.904% were utilized. At the 0.05 significance level, the hypotheses were evaluated using regression analysis. The findings indicate that flexible work hours, shift work, and study leave have a significant impact on the job satisfaction of female academic staff. About 21% of the variance in female academic staff job satisfaction was explained by the linear combination of independent variables (flexible-work hours, work-shift and study leave).

Aruna Shantha (2019) investigated the impact of work-life balance on job satisfaction in Sri Lanka, with a focus on ABC Private Limited. The study was conducted using a sample of 360 employees. A self-administered questionnaire was randomly distributed to 360 full-time employees. Utilizing factor analysis and the structural Equation model, the data were analyzed. The results revealed that the majority of employees appear to be dissatisfied with their jobs, preventing them from achieving a healthy work-life balance.

The objective of Ogechi and Nwaeke's (2019) study was to evaluate work-life balance and employee job performance in oil service companies in Nigeria's Niger Delta Region. They employed a descriptive survey design. Their findings revealed a significant disparity between staff opinions regarding the effect of leisure activities on worker productivity in oil service companies in the Niger Delta Region. In addition, it was discovered that staff opinions on the influence of delegation of duties on employee job commitment in oil service companies in the Niger Delta Region are uniform.

Khairunneezam, Suriani, and Nadirah (2017) examined the state of academics' perceived work-life balance satisfaction in Malaysian public universities. The techniques of purposeful sampling and snowball sampling were employed. According to their findings, academic members' general feelings of contentment with their work-life balance are inconsistent.

Adekanye and Nduka (2017) investigated work-family conflict, job satisfaction, and job performance of female librarians in nine selected federal academic libraries in Nigeria's

South-West. The gathered information was analysed using descriptive statistical methods. The study's hypotheses were tested using Pearson Product Moment Coefficient and Regression analysis at a significance level of 0.05. They demonstrated that work-family conflicts have little impact on female librarians' job satisfaction and performance. In addition, the overall job satisfaction score indicated that female librarians are satisfied with their positions.

Agha, Azmi, and Irfan (2017) examined the work-life balance and job satisfaction of Oman's higher education instructors. Work interference with personal life and personal life interference with work were found to have a negative correlation with job satisfaction, whereas work and personal life enhancement had a positive correlation with job satisfaction.

Oludeyi and Olajide (2016) investigated the impact of work-family interface on academic women's occupational and general well-being. Adopting a descriptive survey research design, a researcher-designed set of questionnaires with a 0.72 Cronbach alpha reliability coefficient was utilized. The selection of 220 participants from two tertiary institutions in Ibadan, Nigeria, using a stratified random sampling technique yielded 181 for data analysis. Work-family interface significantly correlates with and influences the occupational and general wellbeing of female lecturers, according to their findings.

Abiodun-Oyebanji and Sanni (2016) determined the correlation between work-life balance options and teachers' job satisfaction in secondary schools in Lagos State,

Nigeria. In this study, a descriptive research design was utilized. A questionnaire titled Work-life Balance and Teachers' Job Satisfaction Questionnaire was used to collect data from 742 secondary school teachers in Lagos State, Nigeria (WLBATJSQ). Using the Cronbach alpha method for testing reliability, the developed WLBATJSQ items yielded a reliability coefficient of 0.883%. Statistical Packages for the Social Sciences (SPSS) was used to analyze data using Pearson Product Moment Correlation (PPMC) and Regression analysis. The research demonstrated a significant joint and relative contribution of work-life balance options to the job satisfaction of teachers. The study also established a significant relationship between work-life balance and teachers' job satisfaction.

Between 2002 and 2014, Barlas (2016) investigated the evolution of the determinants of academic staff job satisfaction and commitment in a distinguished Turkish university's faculty across age, gender, and tenure groups. The analyses of two distinct time survey datasets revealed that positional tenure, age, gender, compensation, and marital status have distinct effects over a 12-year span. Regarding job characteristics, job level is essential for increasing academic staff's commitment to continuing employment. Males are less dedicated than females.

Adebayo (2016) conducted research on the work-life balance of academic staff at the University of Lagos in Nigeria. The author employed a case study methodology and

gathered data through interviews. The findings indicated that academic personnel recognize the significance of work-life balance.

Hafeez and Akbar (2015) provided a condensed summary of the literature regarding the importance of work-life balance and job satisfaction. The key independent variables of work-life balance are long hours of work, pressure/stress at work, intention to change jobs, and flexible working conditions/environments. These variables serve as an indicator of work-life balance, whereas the dependent variable job-satisfaction includes salary level, interpersonal relationships, spending time with family, work-life balance, and staff loyalty as its levers. A survey of 350 school teachers was conducted using a self-administered questionnaire and quota sampling, with an 83% response rate. Four sets of hypotheses directly related to the research question are developed. SPSS 19 is utilized to conduct analyses of reliability, description, correlation, and regression. The findings indicated that work-life balance has little effect on teachers' job satisfaction in schools.

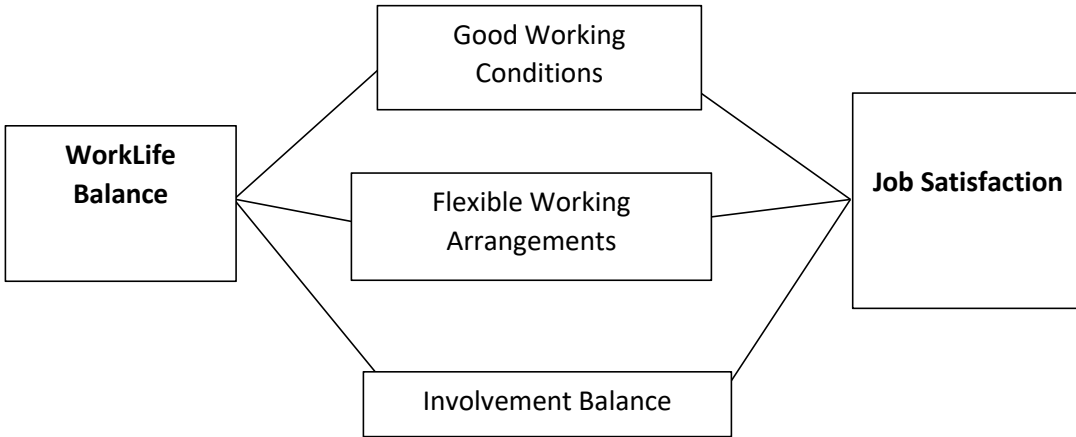
Fayyazi and Aslani (2015) investigated the effect of work-life balance (WLB) on job satisfaction and intention to leave among employees. The data collected from 265 questionnaires completed by employees of an Iranian industrial company were analyzed using regression analysis. Their findings revealed a significant positive relationship between job satisfaction and intention to leave the organization.

Using a case study methodology, Lewis (2016) investigated the work-life balance experiences of eleven full-time academic lecturers in Switzerland. He discovered that perceptions of available time are unrealistically expansive.

Arif and Farooqi (2014) determined the influence of work-life balance on job satisfaction and organizational commitment among Pakistani university professors. The analysis is based on a total sample size of 171 employees collected through stratified random sampling. The data was gathered via questionnaire and analyzed using SPSS. Their findings revealed a significant positive correlation between work-life balance and job satisfaction among university professors. The Pearson correlation results also indicated a positive relationship between university professors' work-life balance and organizational commitment.

Arif and Farooqi (2014) investigated the influence of work-life balance on job satisfaction and organizational commitment among university of Gujrat teaching staff. The analysis is predicated on a sample of 171 employees collected through stratified random sampling. The data was gathered via questionnaire and analyzed using SPSS. The correlation analysis revealed a significant positive relationship between university professors' work-life balance and job satisfaction. The Pearson correlation results also indicated a positive relationship between university professors' work-life balance and organizational commitment.

## **2.5 Conceptual Framework**



**Figure 2.1: Conceptual Framework showing Relationship between work-life balance programmes and job satisfaction**

**Source: Own Conceptualization (2022)**

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



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter presents a description of the methods and procedures that were used to carry out the research. The chapter included the research design, Research instrument, population of the study, the sample size and sampling technique. The chapter then moved to the measurement and operationalization of the variables, research instrument, method of data collection, data analysis methods and model specification.

#### **3.2 Research Design**

The study will adopt the descriptive survey research design. It involves 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, nor is it intended to determine cause-and-effect relationships. 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 Population of the Study**

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. The population as retrieved from the office of the Registry University of Benin Teaching Hospital on Thursday, 3<sup>rd</sup> February, 2022 is six hundred and sixty (660).

### **3.4 Sample and Sampling Technique**

Sampling techniques are considered to be the strategies used by researchers in the statistical sampling process (Cooper & Schindler, 2001). The researcher used the simple random sampling techniques. The adoption, of the sampling technique is to ensure fair and objective distribution of the population for better representation.

#### **3.4.1 Determination of the Sample Size**

Using the Taro Yamane's statistical formula to determine the adequate sample size from 766, which is the population of the study

$$n = \frac{N}{1 + N(e)^2}$$

In the formula 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;

$$n = \frac{660}{1 + 660(0.05)^2}$$

$$n = \frac{660}{1 + 660(0.0025)}$$

$$n = \frac{660}{1 + 1.65}$$

$$n = \frac{660}{2.65}$$

n=249 (Rounded)

After calculating the sample size by substituting the numbers into the Yamane formula, the sample size arrived at is 249.

### **3.5 Measurement and Operationalization of Variables**

The study examines the causal relationship between the dependent variable; job satisfaction and its explanatory variable work life balance (Good Working Conditions, Flexible Working Arrangements and Involvement). The preliminary analysis of the data will be conducted using descriptive statistics. The questions will be in statement format and participants will answer with their options on the statements given. The responses will be 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
<b>Dependent Variable</b>			
1	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
<b>Independent Variable</b>			
2	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
3	Flexible working arrangements	Flexible working arrangements is operationally seen as an alternate arrangements or schedules from the traditional working day and week.	Five point Likert-type questions

		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.	
4	Involvement	A working environment in which an employee participates more in the day-to-day decision-making which leads to a better relationship with the manager.	Five point Likert-type questions

(Source: Researcher, 2022)

### 3.6 Research Instrument

The instrument of data collection is a questionnaire, developed by the researcher. Questionnaire was used to obtain information about the study by linking all the items to the specific objectives. It contains 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 was in two sections. Section A solicits information on the respondents' demography. Section B consists of questions on the variables of the study.

Responses was rated on a 5 point Likert scale for which 1 (one) is strongly disagree and 5 (five) is strongly agree.

### 3.6.1 Validity of the Research Instrument

During questionnaire construction, various validity checks was adopted to ensure the instrument measure what it is supposed to measure and perform as it is designed to perform. Validity indicates the degree to which an instrument measures what it is supposed to measure; the accuracy, soundness and effectiveness with which an instrument measures what it intends to measure or the degree to which results obtained from the analysis of the data actually represents the phenomenon under study (Mugenda & Mugenda, 2007). The validity tests were conducted by use of face validity and content validity. Face validity tests if the questions appear to be measuring the intended sections. On the other hand, content validity tests whether all the important aspects of the sections are measured. The content validity of the instrument (questionnaires) was affirmed by the researchers' supervisor who is an expert in the field of management. His opinion, suggestions and recommendation was used to produce the final instrument.

### 3.6.2 Reliability of the Research Instrument

The Reliability is a measure of degree to which a research instrument yields consistent results after repeated trials Mugenda and Mugenda, (2007). 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 Data Collection Procedures**

In this study the main data collection instruments were the questionnaires containing just close ended questions. Questionnaires are preferred because they are effective data collection instruments that allow respondents to give much of their opinions pertaining to the research problem. The five Likert scale (from strongly agree to strongly disagree) was used for the questionnaire. The questionnaires were administered to nurses of University of Benin Teaching Hospital. The questionnaires had an introductory letter introducing the researcher to the respondents and explaining the purpose of the research. Respondents were assured of strict confidentiality of the information they have shared with the researcher and that the information will be strictly for research purposes. This will be 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 will describe 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 will be 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:

$$\text{Job Satisfaction} = f(\text{Work life Balance}) \text{-----}$$

--(3.1)

$$\text{Job Satisfaction} = f(\text{Good Working Conditions, Flexible Working Arrangements, Involvement}) \text{-----}$$

------(3.2)

$$JS = \beta_0 + \beta_1GWC + \beta_2FWAs + \beta_3INV + \epsilon \text{-----}$$

--(3.3)

Where;

JS – Job Satisfaction,

GWC= Good Working Conditions

FWAs – Flexible Working Arrangements.

INV – Welfare Policies.

FP – Involvement.

$\beta_0$  - Slope

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

$\varepsilon$  – Error term.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

This chapter focused on the analysis and presentation of data. The questionnaire was the instrument used to retrieve data. The study targeted a sample of two hundred and forty-nine (249) respondents who were employees of UBTH, Benin City, Edo State, in which two hundred (200) of questionnaire was filled, retrieved, cleaned and used for this study. This therefore indicates that 80.3% response rate was achieved for this study. The data collected were analyzed using SPSS version 24.0, the results were presented in descriptive format while regression analysis was employed to make findings on the research hypotheses.

#### 4.2 Demographic Profiles of Respondents

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

**Table 4.1: Demographic Profile of the Respondents**

S/n	Variables		Frequency (N)	Percentage (%)
1	Gender	Male	84	42.0
		Female	116	58.0
		<b>Total</b>	<b>200</b>	<b>100.0</b>

2	Age	18-25years	64	32.0
		26-30years	22	11.0
		31-40years	40	20.0
		41 & above years	74	37.0
		<b>Total</b>	<b>200</b>	<b>100.0</b>
3	Marital Status	Single	65	32.5
		Married	131	65.5
		Divorced	4	2.0
		<b>Total</b>	<b>200</b>	<b>100.0</b>
4	Educational Level	First School Leaving Certificate	-	-
		SSCE/GCE	-	-
		OND/NCE	36	18.00
		HND/BSC	123	61.5
		MSc/ MBA/Others	41	20.5
		<b>Total</b>	<b>200</b>	<b>100.0</b>

<b>5</b>	<b>Number of Years Worked in the Organisation</b>	less than 5 years	53	26.5
		5-10 years	104	52.0
		10 years and above	42	21.0
		<b>Total</b>	<b>200</b>	<b>100.0</b>

**Source: Author's Computation (2022)**

### **Gender**

In terms of the gender of the respondents, the above table shows that majority of the respondents were female. This category of respondents accounts for 116(58.0%) of the total respondents while 84(42.0%) were males.

### **Age Range**

On the age range distribution of the respondents, Table 4.1 indicates that most of the respondents were aged between 41 and above years. This category of respondents accounts for 74(37.0%) of the total respondents while 64(32.0%) were aged 18-25years, 22(11.0%) were aged between 26-30years, and 40(20.0%) were aged 31-40years.

### **Marital Status**

On the marital status category, Table 4.1 shows that majority of the respondents were married. This category of respondents accounts for 131(65.5%) of the total respondents while 65(32.5%) were married and 4(2.0%) were divorced.

## **Educational Level**

On the category of educational level, Table 4.1 indicates that majority of the respondents were HND/BSC holders. This category accounts for 123(61.5%) of the total respondents while 36(18.00%) were OND/NCE holders and 41(20.5%) were Msc/MBA/Others holders.

## **Number of Years Worked in the Organization**

On the issue of income level, Table 4.1 shows that majority of the respondents have worked in the organization for 5-10years. This category of respondents accounts for 104(52.0%) of the total respondents while 53(26.5%) of the respondents have worked in the organization for less than 5 years and 42(21.0%) have worked in the organization for 10years and above.

### **4.3 Descriptive Statistics of Wok Life Balance and Job Satisfaction.**

This section presents the descriptive analysis of effect of work life balance on job satisfaction.

#### **4.3.1 Descriptive Statistics Using SPSS Statistical Tool**

#### **Table 4.2 Descriptive Statistic of Good Working Conditions**

	<b>Descriptive Statistic of Good Working Conditions</b>
--	---------------------------------------------------------

S/N	STATEMENTS	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
6	The majority of my workplace environment is favourable to me.	82 (41.00)	70 (35.00)	26 (13.00)	12 (6.00)	10 (5.00)	4.01
7	The hospital ensures that everything need for employees to perform optimally is provided.	142 (71.00)	42 (21.00)	4 (2.00)	4 (2.00)	8 (4.00)	4.53
8	I am not required to perform work that exceeds my capabilities.	148 (74.00)	20 (10.00)	10 (5.00)	10 (5.00)	12 (6.00)	4.41
9	The working condition allows me adequate time for myself	102 (51.00)	60 (30.00)	20 (10.00)	10 (5.00)	8 (4.00)	4.19
10	Positive working condition is prevalent in the organisation.	78 (39.0)	62 (31.0)	40 (20.0)	10 (5.0)	10 (5.0)	3.94
<b>Overall mean (Grand mean)</b>							<b>4.22</b>

Source: Researcher's Fieldwork (2022)

From Table 4.2 above, majority of them 152(76.00%) agreed (Strongly agree + Agree) with the statement that the majority of their workplace environment is favourable to them with a mean score of 4.01, also, there was unanimous agreement 184(92.00%) with the statement “The hospital ensures that everything need for employees to perform optimally is provided” with a mean score of 4.53. Similarly, majority of the respondents 164(84.00%) agreed with the statement that they are not required to perform work that exceeds their capabilities with a mean score of 4.41 while majority of them 162(81.00%) also agreed with the statement that the working condition allows them adequate time for their self with a mean score of 4.14. Furthermore, majority of the respondents 160(80.00%) agreed that positive working condition is prevalent in the organisation with a mean score of 3.94.

The overall mean score of 4.22 indicates that majority of the respondents agreed to the items in Table 4.2; this further implies that there is a significant level of good working conditions in the organisation. Therefore, the overall (Grand mean) clearly indicates that majority of the respondents agree to the existence of good working condition in the organisation.

**Table 4.3 Descriptive Statistic of Flexible Working Arrangements**

<b>Descriptive Statistic of Flexible Working Arrangements</b>							
<b>S/N</b>	<b>STATEMENTS</b>	<b>SA</b>	<b>A</b>	<b>U</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
		<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	
11	I can pool my leave days to enable me adequate time to attend to personal and family matters.	10 (5.00)	10 (5.00)	10 (5.00)	134 (67.00)	36 (18.00)	2.12
12	Sometimes I can work while at home through telecommunication.	16 (8.0)	24 (12.0)	14 (7.0)	138 (69.00)	22 (11.00)	2.58
13	I can decide the start and finish time for specific tasks assigned	12 (6.00)	18 (9.00)	10 (5.00)	112 (56.00)	48 (24.00)	2.17
14	My duties and responsibilities are co-shared	12 (6.00)	16 (8.00)	12 (6.00)	148 (74.00)	12 (6.00)	2.34
15	I can work for long hours per	20	10	10	122	38	2.25

	week to get a day off	(10.00)	(5.00)	(5.00)	(61.00)	(19.00)	
	<b>Overall mean (Grand mean)</b>						<b>2.29</b>

**Source: Researcher’s Fieldwork (2022)**

From Table 4.3 above, majority of the respondents’ disagreed 170(85.00%) with the statement that they can pool their leave days to enable them adequate time to attend to personal and family matters with a mean score of 2.12 while majority of them 160(80.00%) also disagreed with the statement that sometimes they can work while at home through telecommunication with a mean score of 2.58. Also, there was unanimous disagreement 160(80.00%) with the statement “I can decide the start and finish time for specific tasks assigned” with a mean score of 2.17. Also, majority of the respondents 160(80.00%) agreed with the statement that their duties and responsibilities are co-shared with a mean score of 2.34. Furthermore, there was a unanimous agreement 160(80.00%) with the statement “I can work for long hours per week to get a day off” with a mean score of 2.25.

The overall mean score of 2.29 indicates that majority of the respondents disagreed to the items in Table 4.3; this suggest that most of the respondents felt that the hospital was not significantly practising a flexible working arrangement system.

**Table 4.4 Descriptive Statistic of Involvement in Organizational Activities**

<b>Descriptive Statistic of Involvement in Organisational Activities</b>							
<b>S/N</b>	<b>STATEMENTS</b>	<b>SA</b> <b>(%)</b>	<b>A</b> <b>(%)</b>	<b>U</b> <b>(%)</b>	<b>D</b> <b>(%)</b>	<b>SD</b> <b>(%)</b>	<b>Mean</b>
16	I am highly involved in policy formulation of the organisation	8 (4.00)	6 (3.00)	6 (3.00)	172 (86.00)	8 (4.00)	2.17
17	I participate in decision making of the organisation	10 (5.00)	10 (5.00)	12 (6.00)	154 (77.00)	14 (7.00)	2.24
18	I am entrusted with several responsibilities in the organisation	12 (6.00)	8 (4.00)	24 (12.00)	98 (49.00)	58 (29.00)	2.09
19	My duties within the organisation is multi-dimensional as a I have to perform several roles	14 (7.00)	6 (3.00)	22 (11.00)	132 (66.00)	26 (13.00)	2.26

20	I am highly involved in the organizational activities	14 (7.00)	0 (0)	14 (7.00)	152 (76.00)	20 (10.00)	2.18
<b>Overall mean (Grand mean)</b>							<b>2.19</b>

**Source: Researcher’s Fieldwork (2022)**

From Table 4.4 above, majority of the respondents’ 180(90.00%) disagreed with the statement that they are highly involved in policy formulation of the organisation with a mean score of 4.66 while majority of them 168(84.00%) also disagreed with the statement that they participate in decision making of the organisation with a mean score of 2.24. Also, there was unanimous disagreement 156(78.00%) with the statement “I am entrusted with several responsibilities in the organisation” with a mean score of 2.09. Also, majority of the respondents 158(79.00%) disagreed with the statement that their duties within the organisation is multi-dimensional as they have to perform several roles with a mean score of 2.26. Furthermore, there was a unanimous disagreement 172(86.00%) with the statement “I am highly involved in the organizational activities” with a mean score of 2.28.

The overall mean score of 2.18 indicates that majority of the respondents disagreed to the items in Table 4.4; this suggest that most of the respondents disagreed to be significantly involved in organisational activities.

**Table 4.5 Descriptive Statistic of Job Satisfaction**

<b>Descriptive Statistic of Job Satisfaction</b>							
<b>S/N</b>	<b>STATEMENTS</b>	<b>SA</b> <b>(%)</b>	<b>A</b> <b>(%)</b>	<b>U</b> <b>(%)</b>	<b>D</b> <b>(%)</b>	<b>SD</b> <b>(%)</b>	<b>Mean</b>
31	I would give my very best to ensure the success of this hospital.	78 (39.0)	62 (31.0)	40 (20.0)	10 (5.0)	10 (5.0)	3.94
32	I am totally committed to the hospital which is reflected in the care I give to the patients	122 (61.00)	38 (19.00)	10 (5.00)	20 (10.00)	10 (5.00)	4.21
33	I am satisfied with the management of the hospital	152 (76.00)	20 (10.00)	14 (7.00)	14 (7.00)	0 (0)	4.55
34	If perhaps I get a new job offer, I would reject to remain with the hospital	112 (56.00)	50 (25.00)	18 (9.00)	10 (5.00)	10 (5.00)	4.22
35	Overall, I am loyal to the	112	48	10	12	18	4.12

hospital implying total satisfaction of my job.	(56.00)	(24.00)	(5.00)	(6.00)	(9.00)	
<b>Overall mean (Grand mean)</b>						<b>4.208</b>

**Source: Researcher’s Fieldwork (2022)**

From Table 4.5 above, majority of the respondents’ 140(70.00%) agreed with the statement that they would give their very best to ensure the success of this hospital with a mean score of 3.94 while majority of them 160(80.00%) also agreed with the statement that they are totally committed to the hospital which is reflected in the care they give to the patients with a mean score of 4.21. Also, there was unanimous agreement 172(86.00%) with the statement “I am satisfied with the management of the hospital” with a mean score of 4.55. Also, majority of the respondents 162(81.00%) agreed with the statement that if perhaps they get a new job offer, they would reject to remain with the hospital with a mean score of 4.22. Furthermore, there was a unanimous agreement 160(80.00%) with the statement “Overall, I am loyal to the hospital implying total satisfaction of my job” with a mean score of 4.12.

The overall mean score of 4.208 indicates that majority of the respondents agreed to the items in Table 4.5; this suggest that most of the respondents agreed that they are satisfied with their job role in the organisation.

#### **4.4 Correlation Analysis on Work Life Balance and Job Satisfaction**

The correlation matrix is presented in Table 4.6. 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 4.6: Correlation Results on Work Life Balance and Job Satisfaction**

Covariance Analysis: Ordinary

Date: 29/12/22 Time: 10:57

Sample: 0001 0200

Included observations: 200

Balanced sample (list wise missing value deletion)

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Correlation

t-Statistic

Probability	JS	GWC	FWA	INV
JS	1.000000			
GWC	0.471701	1.000000		
FWA	0.101392	-0.061290	1.000000	

INV	0.391625	0.402317	0.070957	1.000000
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**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 and INV with a coefficient of 0.39 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 Ordinary Regression Analysis.

**4.5 Regression Analysis on Work Life Balance and Job Satisfaction**

The Ordinary Least Square regression analysis is conducted to ascertain the relationship (direction and magnitude) between each independent variables and the dependent variable of the study. The regression output as retrieved from the Eviews version 10 statistical app is presented in Table 4.6 below.



**Table 4.7: Ordinary Least Square for Work Life Balance and Job Satisfaction**

<b>Variables</b>	<b>Coefficient</b>	<b>T-Ratios</b>	<b>Prob.</b>
<b>Constant</b>	1.554	6.62	0.00
<b>GWC</b>	0.448	1.43	0.00
<b>FWA</b>	0.147	3.83	0.15
<b>INV</b>	0.148	3.36	0.00

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R<sup>2</sup> = 0.311  
F = 33.73      DW = 1.89  
Adjusted R<sup>2</sup> = 0.302

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

The result in Table 4.7 revealed that GWC with a coefficient value of 0.25, t-value of 6.533 and a probability value of 0.0000 which is less than the 5% confidence level positively and significantly affect JS. This implies that the greater the level of good working conditions, the greater the job satisfaction and vice versa. Contrarily, FWA with a coefficient value of 0.045, t-value of 1.434 and a probability value of 0.1525 which is greater than the 5% statistical significant level positively and insignificantly affect JS. This implies that the greater the level of the flexible working arrangements, the greater the job satisfaction, although, this effect is not statistically significant. INV is seen to have a positive and significant effect on JS (Coeff. = 0.147, t-value = 3.829 & p. value =

0.0002 < 0.05) implying that the higher the involvement, the higher the job satisfaction. The result of the R-squared value of 0.31 shows that a very low proportion of the variation in the dependent variable is accounted for by the independent variables. Specifically, it shows that only 31% of the variations in the dependent variable is accounted for by the explanatory variables of the study leaving 69% captured by the error or stochastic term. Hence, the model is not well-fitted and may not be depended upon for efficient and effective policy formulation. This is further stressed by the adjusted R<sup>2</sup> value of 0.30. Furthermore, the f-stat value of 33.73 is greater than 2 and the p. value of 0.0000 is less than 0.05 implying that there is a statistical significance joint relationship between the explanatory variables and the dependent variable. The Durbin Watson value (1.89) which is approximately equal to 2 implies the absence of serial correlation within the variables.

The mathematical representation of the model showing the magnitude of change and the direction of the effect of the independent variables on the dependent variable is as shown below:

$$JS = 1.55 + 0.25GWC + 0.04FWA + 0.15INV$$

The above equation shows that all the variables was consistent with the predicted *a priori* expectation stated earlier in the study.

#### 4.5.1 Test of Hypotheses

The hypotheses that are stated in the chapter one of the study are tested in this section using 5% level of statistical significance. The probability values for the test of hypotheses are derived from the regression result presented in Table 4.10.

### **Hypothesis One**

*There is no relationship between good working conditions and job satisfaction among employees in UBTH*

The regression results in Table 4.10 revealed that we fail to accept the null hypothesis that there is no relationship between good working conditions and job satisfaction among employees in UBTH and accept the alternative hypothesis which states that there is a relationship between good working conditions and job satisfaction among employees in UBTH (GWC Prob.  $0.0000 < 0.05$ ).

### **Hypothesis Two**

*There is no relationship between flexible working arrangements and job satisfaction among employees in UBTH.*

The results of the regression revealed that we accept the null hypothesis which states that there is no relationship between flexible working arrangements and job satisfaction among employees in UBTH and reject the alternative hypothesis (FWA Prob.  $0.1525 > 0.05$ ).

### **Hypothesis Three**

*There is no relationship between involvement in organizational activities and job satisfaction among employees in UBTH.*

The regression result revealed that we fail to accept the null hypothesis that there is no relationship between involvement in organizational activities and job satisfaction among employees in UBTH and accept the alternative hypothesis which states that there is a relationship between involvement in organizational activities and job satisfaction among employees in UBTH (INV Prob.  $0.0002 < 0.05$ ).

#### **4.6 Discussion of Findings**

It was found out that good working conditions significantly influences the job satisfaction. 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.

In addition, it was also discovered that workers were satisfied with their working conditions and environment, and this also affects their work output in a good way.

Furthermore, it was gathered that majority of worker's experience job satisfaction from the statistics collected. This in turn led to their ability to work better and to achieve better results in their various field of work.

More so, the statistical analysis showed that no worker was ready to work in another hospital even if there was another job vacancy elsewhere, and this could be seen as a result of good working conditions and job satisfaction. It was also gathered that majority of workers is satisfied with the management of the hospital. With this statistic the management system is flexible and satisfactory to its workers by dint of good work life balance.

Also, due to total job satisfaction of workers in the hospital, the statistics also showed how loyal workers in the hospital were to the hospital.

The analysis further revealed that flexible working arrangement does not significantly influences job satisfaction. 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); Aruna Shantha (2019); Ogechi and Nwaeke's (2019) revealed a significant relationship between flexible working arrangements on job satisfaction.

Lastly, the study revealed that there was a positive and significant relationship between involvement in organizational activities and job satisfaction. The finding was in line with Khairunneezam, Suriani, and Nadirah (2017); Adekanye and Nduka (2017); Agha, Azmi, and Irfan (2017); Oludeyi and Olajide (2016) involvement in organisational activities significantly correlates with and influences the occupational satisfaction, according to their findings.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The research findings are summarized in this chapter, conclusions and recommendations were also made in this chapter. The 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 work life balance on job satisfaction of employees in UBTH, Benin City, Edo state. To actualize the objectives of

this study, the study raised three research questions which was aligned to work life balance practices (good working conditions, flexible working arrangements and involvement in organizational activities). The study covered a sample size of two hundred and forty-nine (249), of which two hundred (200) of questionnaire was distributed, retrieved and used for data analysis. The findings arrived at after the empirical analysis is stated below:

1. Good working condition had a significant positive effect on job satisfaction.
2. Flexible working arrangements does not significantly influence job satisfaction.
3. The relationship between involvement in organizational activities and job satisfaction

### **5.3 Conclusions**

The main objective of this study was to examine work life 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 200 respondents for the study in which 200 was retrieved.

The quantitative data were analyzed using SPSS version 24.0 and Eviews 10. Considering the research objectives of the study; the findings of the study had demonstrated that work life balance significantly affects job satisfaction; while the study also demonstrated that factors such as good working conditions and involvement in organizational activities 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 work life balance practices of UBTH significantly affects their job satisfaction. Ultimately, work life balance practices has been proven in this study to be a significant factor in the determination of job satisfaction.

#### **5.4 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. 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 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 organizational performance.

### **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 work life 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 work life 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 two hundred and forty-nine employees in UBTH in which 200 was actually retrieved and used for the analysis. A further study on the effect of work life 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 work life balance on job satisfaction in Nigeria. The researcher also suggests that further studies could be carried out to understand the effect of work life balance on organizational citizenship behavior: The mediating role of organizational justice.

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## **APPENDIX**

**DEPARTMENT OF BUSINESS ADMINISTRATION**

**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 **‘Work life Balance and 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

**Imuze Esther EDOSE**

### **SECTION A: ORGANISATIONAL AND PERSONAL PROFILE**

**Please tick [] the option that applies to you**

1. Gender: Male [], Female []
2. Age range (years): 18-25years (  ) 26-30years (  ) 31-40years (  ) 41 & above years (  )
3. Marital Status: Single [], Married [] Divorced []
4. Educational Level: First School Leaving Certificate (  ) SSCE/GCE (  )  
OND/NCE (  ) HND/BSC (  ) MSc/ MBA/Others (  )
5. The number of years you have worked for the organization: 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	Good Working Conditions	SA	A	N	D	SD
6	The majority of my workplace environment is favourable to me.					
7	The hospital ensures that everything need for employees to perform optimally is provided.					
8	I am not required to perform work that exceeds my capabilities.					
9	The working condition allows me adequate time for myself					
10	Positive working condition is prevalent in the					

	organisation.					
<b>C</b>	<b>Employees' Flexible Working Arrangements</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
11	I can pool my leave days to enable me adequate time to attend to personal and family matters.					
12	Sometimes I can work while at home through telecommunication.					
13	I can decide the start and finish times for specific tasks assigned					
14	My duties and responsibilities are co-shared					
15	I can work for long hours per week to get a day off					
<b>D</b>	<b>Involvement in Organisational Activities</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
16	I am highly involved in policy formulation of the organisation					
17	I participate in decision making of the organisation					
18	I am entrusted with several responsibilities in the organisation					
20	My duties within the organisation is multi-					

	dimensional as a I have to perform several roles					
21	I am highly involved in the organizational activities					
<b>E</b>	<b>Job Satisfaction</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>D</b>	<b>SD</b>
22	I would give my very best to ensure the success of this hospital.					
23	I am totally committed to the hospital which is reflected in the care I give to the patients					
24	I am satisfied with the management of the hospital					
25	If perhaps I get a new job offer, I would reject to remain with the hospital					
26	Overall, I am loyal to the hospital implying total satisfaction of my job.					