



WORK-LIFE BALANCE AND EMPLOYEES' PERFORMANCE IN THE FEDERAL POLYTECHNIC, ILARO

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Abstract

Employees take an essential part in the overall performance of every organization including the well-being of their family. The study investigated the Work-Life Balance and Performance of Employees at the Federal Polytechnic, Ilaro. This study employed descriptive research technique to achieve its objectives. The targeted population comprised all employees who are currently working in the Federal Polytechnic, Ilaro, Ogun State. A structured questionnaire which consists of sixteen items was used to elicit data from the respondents which were selected using a simple random sampling technique. The researcher sent out one hundred (100) copies of questionnaires and eighty (80) copies were duly completed and retrieved. The researcher, therefore, used a total of eighty (80 copies) of the questionnaire for the purpose of analysis. Data obtained were analyzed using STATA 12.1 statistical software. The findings revealed a notable influence of work-life balance on the efficiency, effectiveness and job attitude of employees in the Federal Polytechnic, Ilaro. The study concluded that when employees are capable of managing their family as well as their work activities effectively, their performance will improve. It was therefore recommended that employers should always encourage their employees to give priority to their work and life undertakings. When they are able to succeed in this regard, they will be stirred to perform their duties professionally and commendably. This is because employees are happier and get more committed to an organization and also put in their best when they are able to balance their work and the demands of life.

Keywords: Work-life Balance, Performance, Organization, Job, Employee Performance

Introduction

Employee performance is a crucial component of achieving organizational goals in the workplace of today. In a situation where this is not put into consideration, employees may likely encounter several challenges that stand as an impediment to the organization to which they belong. In order for its staff to contribute their best, organizations explore different means of inspiring them.

The performance of employees in ensuring the success of an organization cannot be overemphasized since employees play a fundamental role in attaining its whole goals. Because of this, businesses look at several employee motivation strategies. Every policy in a business ought to be focused on enhancing employees' productivity. This is a result of the fact that staying ahead of the competition requires an organization to monitor and enhance the effectiveness, efficiency, and job attitude of workers; otherwise, it will be exposed to numerous challenges that may impede organizational performance (Obiageli, Uzochukwu, and Ngozi, 2015). The level of internal job satisfaction of an employee affects their performance. According to Harter et al. (2002), individuals are more motivated to work successfully toward achieving organizational goals if they are comfortable with the work they do and the organization in which they work.

Work-life balance is a significant concept that disturbs various workers in both private and commercial sectors. Family and work according to Komal and Yasir, (2014) are two fundamental aspects of an individual's existence. It is necessary to satisfy certain expectations from both family and work if a person is to sustain a healthy balance in life. Due to unpredictable role expectations, globalization, and advancement in technology, the workplace is getting further demanding. The capability to manage both family and work is a critical issue that poses serious challenges for both employers and employees.

The concept of "work-life balance" does not mean the same distribution of time between work and workers' life activities; likewise, it does not refer to a tightrope walk between two poles acting as organizational commitments and



home needs simultaneously. Work-life balance is defined by Sturges and Guest (2004) as fulfillment and worthy operating with the least amount of inter-role conflict at work and at home and they contend that, occasionally, this can be characterized by the nonexistence of intolerable levels of disagreement between non-work and work requirements.

In the opinion of Fatima and Sahibzada (2012), work-entails more than just giving one's professional and personal lives a top priority. This is because a person's mental, economic, and emotional wellbeing are also affected. All of these factors are reflected in the individual's output, which eventually affect how effectively they perform at the work place. The efficiency of an organization can be affected by employee attitudes, behaviors, and work-life balance (Eby, Casper, Lockwood, Bordeaux, and Brindley, 2005). Issues with work-life balance affect employees' psychological and emotional well-being, which can lead to decreased performance, such as poor quality services and health-related issues. There are two views on work-life balance, based on the submission of Chimote and Srivastava (2013); Shankar and Bhatnagar (2010): one is from the individual (personnel) level and the second is from the organizational level. Is it the responsibility of the person to establish and maintain work-life balance, or does the organization? Is it the responsibility of the organization? The two most important areas of a career person's life are job and home (or family), consequently, being able to ensure a balance between work and life is important for every single worker.

Work-life balance is essential for developing a performance culture in terms of growth, customer service, productivity, quality, and overall contribution to the value of the shareholders (Purcell et al. 2009). According to Collins and McClean (2011), efforts to foster work-life balance increase staff engagement and establish a positive relationship that drives people to contribute to the attainment of organizational goals. Job satisfaction, commitment to the organization, work-related stress, and intention to leave the company are the key effects of introducing work-life balance strategies. All of these elements have an impact on customer satisfaction, employee performance, direct and indirect absenteeism expenses, and expenditures related to losing and replacing important personnel, as well as organizational broad success. According to Ali and Ali (2018), an employee with a improved work-life balance can add meaningfully to organizational accomplishment and development. When the work is flexible, enabling employees to have time for other personal needs, work-life balance can be realized.

Stress is a common problem that bedevils workers. This is attributed to the fact that most workers have various tasks and duties both at the workplace and at home. A lot of employees are faced with the issues of balancing their works and family in today's dynamic work environment. With the competition in educational institutions, employees are given excessive workloads in order to achieve the goal of the institution. Hence, employees will always put in effort to remain in the institution. This may either directly or indirectly have an effect on the employees' personal life, children's upbringing, and social life. When there is an imbalance between home and job responsibilities, there is typically a disagreement between the two, which, if not handled appropriately, can result to tension and even stress, and these may drastically affect the performance of an employee negatively. Also, work-life imbalances can lead to the non-commitment of employees because if there is a non-alignment between their roles at work and roles at home the job may suffer. Employees have a variety of roles to play at work and at home, and they must effectively manage these roles in order to prevent employee burnout in today's changing workplace environment. Hence, this present study looked into the correlation between Work-Life Balance and the Performance of Employees at the Federal Polytechnic, Ilaro.

Objectives of the Study

The main objective of this study was to explore the relationship between work-life balance and employee performance at the Federal Polytechnic, Ilaro. Specifically, the objectives are to:

1. determine the extent to which work-life balance impacts employees' efficiency in the Federal Polytechnic, Ilaro.
2. find out the extent to which work-life balance influences employees' effectiveness in the Federal Polytechnic, Ilaro.
3. establish the extent to which work-life balance influences employees' job attitude in the Federal Polytechnic, Ilaro.



The following propositions were statistically tested:

- H₀₁:** Work-life balance will not have any significant influence on workers' efficiency in the Federal Polytechnic, Ilaro.
- H₀₂:** Work-life balance will not have any significant influence on workers' effectiveness in the Federal Polytechnic, Ilaro.
- H₀₃:** Work-life balance will not have any significant influence on workers' job attitudes in the Federal Polytechnic, Ilaro.

Methodology

In the conduct of this present study, the researchers adopted the descriptive survey. All staff of the Federal Polytechnic Ilaro served as population. A sample size of one hundred staff was selected from different departments and units across the institution through a simple random sampling technique. The study used Cronbach's Alpha correlation and regression to establish the core reliability of the items in the questionnaire, the reliability result of 0.93 reveals an indication that the questionnaire used was vastly consistent. Data obtained were analyzed through inferential statistics involving simple linear correlation and multiple regression. The analyses were carried out with SPSS Version 25. For the acceptance of the hypotheses or otherwise, a Null Hypothesis was rejected if the P-value was greater than 0.5 level of significance and the alternative hypothesis was accepted.

Results

Hypothesis 1

H₀₁: Work-Life Balance and Efficiency of Staff in the Federal Polytechnic, Ilaro.

Table 1: - OLS-Based Linear Regression Estimate Results

EFFE	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
WLB	0.248	0.092	2.69	0.009	0.065	0.432	***
Constant	2.357	0.293	8.06	0	1.774	2.939	***
Mean dependent var		3.134	SD dependent var		0.434		
R-squared		0.085	Number of obs		80		
F-test		7.244	Prob > F		0.009		
Akaike crit. (AIC)		89.300	Bayesian crit. (BIC)		94.064		

Source: Field survey, 2023 (Stata Output)

The table above revealed that the probability value of 0.006 indicates the test is statically sufficient to the relationship between ensuring a work-life balance and workers' efficiency in the Federal Polytechnic, Ilaro.



H₀₂: Work-Life Balance and Effectiveness of Staff in Federal Polytechnic Ilaro.

Table 2: H₀₂- OLS-Based Linear Regression Estimate Results

EFF	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
WLB	0.519	0.084	6.22	0	0.353	0.685	***
Constant	1.593	0.265	6.02	0	1.066	2.121	***
Mean dependent var		3.219	SD dependent var		0.459		
R-squared		0.331	Number of obs		80		
F-test		38.650	Prob > F		0.000		
Akaike crit. (AIC)		73.369	Bayesian crit. (BIC)		78.133		

Source: Field survey, 2023 (Stata Output)

The table above revealed that the probability value of 0.00 indicates the test is statically sufficient for the relationship between the work-life balance and staff effectiveness in the Federal Polytechnic, Ilaro.

It was also discovered that R² value of 0.331 means the model explains 33.1% of the variables in the output. The results also show that the co-efficient of 0.519 which reveals that a unit increase in work-life balance will yield at 5.19% increase in worker effectiveness. With the p-value of 0.000 is less than the usual significance level of 0.05, we fail to accept H₀₂ and conclude that the balance between work and life does have a substantial inference on workers' effectiveness in the Federal Polytechnic, Ilaro. The outcomes support the assertion made by Affum-Osei et al. (2014) that there is an existence of a noteworthy connection between work-life balance and the performance of employees.

H₀₃: Work-Life Balance and Job Attitude of Staff in the Federal Polytechnic Ilaro

Table 8: H₀₃- OLS-Based Linear Regression Estimate Results

JA	Coef.	St.Err.	t-value	p-value	[95% Conf	Interval]	Sig
WLB	0.316	0.11	2.88	0.005	0.098	0.534	***
Constant	2.047	0.348	5.89	0	1.355	2.74	***
Mean dependent var		3.038	SD dependent var		0.519		
R-squared		0.096	Number of obs		80		
F-test		8.320	Prob > F		0.005		
Akaike crit. (AIC)		116.915	Bayesian crit. (BIC)		121.679		

Source: Field survey, 2023 (Stata Output)

The table above revealed that the probability value of 0.00 indicates the test is statically sufficient for the relationship between work-life balance and staff job attitude in the Federal Polytechnic, Ilaro.

Lastly, it was also discovered that R² value of 0.096 which means the model explains 9.6% of the variables in the output. The results also show that the coefficient of 0.316 on the extent of the independent variable on the dependent variable reveals that a unit increase in work-life balance will yield a 3.16% increase in worker effectiveness. With the p-values of 0.005 less than the usual significance level of 0.05, we fail to accept H₀₃ and conclude that maintaining a balance between work and life demands does have a substantial inference on workers' job attitudes in the Federal Polytechnic, Ilaro.



Discussion of Findings

From the findings of this study, the researchers recorded that there exist a notable affirmative relationship between work-life balance and the performance of the members of staff in the Federal Polytechnic Ilaro. It was also recorded in the analysis that the test is significantly sufficient to the relationship between the impact of work-life balance and workers' efficiency in Federal Polytechnic Ilaro. This implies that when employees are able to meet up with the demands of their personal life at home, their minds will be settled and they will pay full attention to their work activities. It was revealed that R^2 value of 0.085 means the model explains 8.5% of the variables in the output. The results also show that the coefficient of 0.248 of the independent variable on the dependent variable reveals that a unit increase in work-life balance will yield a 2.48% increase in worker efficiency. With a p-value of 0.009 which is less than the usual significance level of 0.05, it was concluded that there exists a notable influence of work and life balance on the efficiency of staff in the institution.

The result of the second hypothesis revealed the existence of a significant relationship between the balance between work-life requirements and the effectiveness of staff in the institution. The response and the analysis show the test is statically sufficient to the relationship between the impacts of work-life balance on workers' effectiveness in the Federal Polytechnic, Ilaro.

The result of the third hypothesis revealed the extent to which work-life balance influences job attitude at the Federal Polytechnic, Ilaro. Findings indicated the significant influence of work-life balance on workers' job attitudes in the institution. The residual also explains low results in the relationship between the dependent and independent. The researchers rejected the null hypothesis since the p-value is not up to the usual significance level of 5%.

Conclusion

This study came to the conclusion that an organization could actually gain an advantage from a work-life balance concept. This is due to the fact that each employee's social and psychological life must be properly managed if they are to be an asset to the organization rather than just a resource for carrying out daily tasks. In order to improve employees' efficiency, effectiveness and job attitude, it is crucial for employers to explore new strategies of work-life balance. This can be achieved by assisting them in setting priorities for their job as well as their personal obligations. The personnel is then motivated to provide their service successfully and efficiently after this is accomplished.

When workers can successfully manage work and personal obligations, they are happy, and management finds that employees' efficiency, effectiveness and job attitude are also improving. Fostering a positive working connection between employees and management enhances effective communication within the company. Organizations must be able to monitor and enhance employee performance if they want to maintain their leadership positions. Maintaining a healthy work-life balance remains part of the behaviors that research has linked to employee effectiveness in an establishment.

Recommendations

- Management of the Federal Polytechnic, Ilaro should ensure they implement diverse strategies that address work-life issues and this will in turn help in improving the performance of employees.
- Management should also continue to fashion out diverse activities that help in refining employee recreation time, e.g. sports activities, etc.
- Employees should take procedures that are within their control that permit them to adequately carry out their roles energetically. They should participate in the relaxation of different types which do not impede their job to pull through from known work-life balance issues.

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