RELATIONSHIP BETWEEN WORK-LIFE BALANCE AND EMPLOYEES' PERFORMANCE

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ABSTRACT
This research was a survey which elicited opinions of staff of selected private schools in Anambra State, Nigeria. The simple random sampling method was used to obtain the sample units. The study selected at random 500 teachers from 25 selected private schools in Anambra State. The convenience sampling method was used to select the school due to ease in accessing them. The simple random sampling method was then used to obtain the sample units. The primary source of data sourced was used in the study. The Spearman’s rank correlation was used in testing the required hypotheses at 5% level of significance. The results revealed a significant positive relationship between work-life balance and employees’ timely and effective decision making. It was also found that work-life balance has significant positive relationship with employees’ problem solving skills. The result also shows that there is no significant relationship between work-life balance and employees’ productivity. These lead to the conclusion that not all aspects of employees’ performance have significant relationship with work-life balance. Based on the findings in this study, it is recommended that organizations, private schools in particular should strike a work-life balance for improved decision making, productivity and problem solving skills. Organizations should also create a robust and flexible working routines so that employees can have time to attend to family and other non-job tasks.

Keywords: work-life, decision making, performance, employees’ productivity

INTRODUCTION
Work as an important aspect of life, provides a sense of achievement, recognition and means of income to the individuals. Life also is a set of pursuits that involves family, health, wealth, career, social obligations,
intellectual satisfaction and spiritual enlightenment. Changes in the workplace over the years have brought about the need for a balance between an employee’s work and personal life. Work life balance means the harmonious and holistic integration of work and non-work so that people can achieve their potential across the domains in which they live (Kar & Misra, 2013). Work-life balance practices are deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. Lazăr, Osoian and Rațiu (2010) argue that work-life balance does not mean to devote an equal amounts of time to paid work and non-paid roles; It is a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life. Work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life. Work-life conflict is a serious problem in today’s demanding work environment that impacts workers, their employers and even the communities. It is obvious that employees’ retention is one of the most pressing issues that Human Resource Professionals face today. This problem becomes critical when the employee is unable to maintain the balance between work life and family relationship. Work life balance (WLB) is a common challenge throughout the industrialized and developing world. Employees all over the world are facing challenges on how to balance work and personal life (Ramachandra & Suman, 2007).

**Objectives of the Study**
The main objective of this study is to ascertain the role of work-life balance on employees’ performance. The specific objectives include:

i. To determine the relationship between work-life balance and employees’ timely and effective decision making.

ii. To ascertain the effect of work-life balance and employees problem solving skills.

iii. To find out the effect of work-life balance on employees productivity.

**Research Hypotheses**
The following null hypotheses are of interest in this study:
i. H0: there is no significant relationship existing between work-life balance and employees' timely and effective decision making.

ii. H0: work-life balance has no significant effect on employees' problem solving skills.

iii. H0: work-life balance does not have significant effect on employees' productivity.

**REVIEW OF RELATED LITERATURE**

This study adopts the Wickens' (1984) multiple resource theory (MRT). Wickens’ theory posits that the human operator has different pools of resources that can be tapped concurrently, and these resources, depending on the nature of the task, may sequentially process information if the tasks require the same pool of resources, or can be processed in parallel if the task requires different resources. Wickens’ theory sees a decrease in performance as a shortage of the diverse resources in the human operator. The theory further describes humans as having limited capability for processing information and that excess workload which might cause work-life imbalance can cause problems and result in errors or slower performance of task. The role of work-life balance has been found to have a direct relation in employee’s decision making in organisations; job attitudes such as job commitments, satisfaction and personal reasons which may be positive and negative feelings towards the organization. Thompson and Prottas (2006) found a link between informal organizational support and turnover intention. More recent studies found significant links between the employee support policies in place and the levels of employee turnover (Yanadoria & Katob, 2010).

Bajpai & Pandey (2013) presented an integrated model of retaining IT professionals in the organization and emphasized on Work Life Balance Retention (WLBR) Model as an important weapon to retain the hi-tech employees through encouraging Work Life Balance in the organization. The Work Life Balance Retention (WLBR) Model revealed that work-life balance is both important for the organization and for its employees, particularly in current dynamic organizational scenarios. It helps the organization to improve efficiency, productivity, morale competitiveness, and hence gain a competitive edge. Similarly employees are benefited from work-life balance
initiatives through increased motivation to work, enhanced satisfaction, empowerment, commitment and ultimately retention in the organization.

Buzza (2017) examined how different levels of work-life balance and job advancement affects potential job seeker’s attractiveness to a position. The experiment was a 2 x 2 between subjects factorial design. The participants in the study included 95 males and 71 females college students enrolled in business classes from a medium sized private university in the northeast. The participants were asked to review an example job posting, which varied among conditions, and rate their attractiveness to the position. The results showed that the participants were able to tell the difference in conditions, and they were significantly more attracted to the position when there were high levels of work-life balance. The study also found that there was no significant difference with the work-life balance and job advancement conditions. The results indicate that job advancement is important when considering a job; only work-life balance that makes an impact. The study therefore recommended that corporations can use the findings in this study to properly recruit millennial talent and use the right resources to attract this group of talent.

Lazăr, et al (2010) established whether work-life balance initiatives and practices can be considered as strategic human resource management decisions that can translate into improved individual and organizational performance. The results of a number of studies reviewed that despite the fact that work-life conflict has significant business costs associated with absenteeism, lack of engagement, low productivity turnover rates, and creativity or poor retention levels, there were some factors of organizational work-life culture that may compromise availability and use of these practices. The study concluded that building an organizational culture which supports work-life balance is a long term process for large organizations and it involves changing the way people think and talk about their work and about work-life balance so that using flexible working options and other work-life initiatives becomes accepted and normal for everyone regardless of their gender, seniority within the organizational or personal commitments.

Singh & Dubey (2016) identified the issues and factors that are related to work life balance which can contribute to the employee retention. The study employed descriptive approach with a target populations of 500 employees selected from the service sector to participate. The study concluded that
work-life balance negatively affects stress. It implies that if the organisation and individual make concerted efforts, stress can be reduced to a very great extent and employees may therefore in a better position to strike a proper balance between their professional and personal life.

Babu & Raj (2013) examined the impact of childcare assistance on employee retention as part of a work-life balance practice based on empirical evidence drawn from IT Sector in Hyderabad, India. The study employed a total of 300 samples with 30 samples from each company based on simple random sampling. Managerial personnel from Marketing, HR, Operations, Finance and Technical functions were included in the study. The study shows that when the average childcare assistance score increases, the average employee retention score also increases proportionately. Thus revealing a positive correlation and significant association between Employee Retention and childcare assistance.

Nasir & Mahmood (2018) identified the impact of human resources management practices on employee retention in higher education sector in Pakistan – Karachi. The questionnaire was distributed to collect primary data, and it is directly conducted from the employees to identify the factors what make them committed to serve their present organization. The findings of the study revealed positive correlation between employee retention and supervisor support, reward & recognition and work-life policies. The study concluded that a blend of factors helps in employee retention, and organizations must strive to implement practices related to retention of employees.

Deery (2008) examined literatures relating to retention of good employees and the role that work-life balance (WLB) issues have in an employee’s decision to stay or leave an organisation. The paper provided an overview of the key employee turnover literature within the hospitality and tourism industry as well as a theoretical and practical framework for industry to develop strategies to reduced employee turnover, with a focus on the role that balancing work and family plays in these strategies. The key findings focused on job attitudes such as job satisfaction and organisational commitment, personal attributes such as positive and negative affectivity, the role of WLB in employee turnover and, finally, the strategies provided to alleviate high turnover rates. The study recommended need for legislation on maximum, as well as minimum working hours, good role models at the workplace, flexible
working hours and arrangements, sound recruitment and training opportunities and company family friendly work policies.

Nair & Malewar (2013) explained the association between leadership and its impact on employee’s work-life and employee retention. The study tried to explain theoretically how effective leadership can help balancing the work-life of employees and consecutively leads to help the Organization identify its quality employees and tap their efficiencies for a long-term through employee retention.

Hashim, Azman, Ghani & Sabri (2016) examined the relationship between the factors of work-life balance and employee retention among middle-level management at World Vest Base, Malaysia. The factors of work-life balance adapted in the study include: job schedule, job sharing, and job burnout. The study also collected and analyzed 85 sets of questionnaires using correlation and regression testing. The correlation analysis showed that there was a significant positive relationship between work-life balance and employee retention. The results of the study can contribute in increasing knowledge and understanding of the significant relationship between work-life balance and employee retention, and thus allows the practitioners to be more aware on the important factors that could impact in retaining employees particularly the talented and experienced ones in the organization. The study concludes that the neglect of organization’s work-life balance among the employees could lead to negative consequences towards the employees in which directly affect the organization itself.

Gamage & Jayatilake (2019) determined the impact of five work life balance practices on retention of women employees; as an attempt to identify the reasons for most significant factors affecting female employee retention in Sri Lanka. The sample consist of 200 women employees in leading manufacturing organization in Sri Lanka. Data was collected using a structured questionnaire with five research variables of Job Security, Working Hours, Company Leave Policy, Work Load and Employee Training. Correlation and multiple regression analysis were used to determine the relationship between independent variables and dependent variable. The study found that there is a positive correlation between all independent variables and employee retention. The findings showed that company leave policy, job security and employee training have strong effects on employee retention. The study recommended improving the quality of work life balance of employees so that
employees will become loyal and willing to stay in the organization for long because of higher job satisfaction and satisfied happy personal life. Much of the work-life balance studies investigates the concerns of business with a focus on work-family policies’ impact on recruitment, retention and productivity; employee morale, absenteeism, tardiness, job satisfaction as well as stress –outcomes that reflect the “business case” concerns that motivate employers to implement family-supportive policies.

**METHODOLOGY**
This research was a survey which elicited opinions of staff of selected private schools in Anambra State, Nigeria. The simple random sampling method was used to obtain the sample units. The study selected at random 500 teachers from 25 selected private schools in Anambra State. The convenience sampling method was used to select the school due to ease in accessing them. The simple random sampling method was then used to obtain the sample units. The primary source of data sourced using questionnaire which was divided into two sections was employed in the study. Questions on the effect of work-life balance on employees’ timely and effective decision making; employees problem solving skills; and employees productivity were asked. The Spearman’s rank correlation was used in testing the required hypotheses at 5% level of significance.

**RESULT AND DISCUSSION OF FINDINGS**
The results of the test of various hypotheses in this study is presented and discussed in this section. 475 valid questionnaires were returned and subsequently used in the analysis. The Spearman’s correlation coefficient and associated tests was employed in testing the desired hypotheses at 5% level of significance.

**Hypothesis 1:**
H0: there is no significant relationship existing between work-life balance and employees’ timely and effective decision making. Versus
H1: there is significant relationship existing between work-life balance and employees’ timely and effective decision making.
Hypothesis 1 was tested at 5% level of significance. The decision rule is to reject the null hypothesis, if the P-value associated with the test statistics is less than 0.05 (5%) level of significance. The result of the hypothesis 1 is presented in table 1

<table>
<thead>
<tr>
<th>Spearman's rho</th>
<th>work-life balance</th>
<th>Correlation Coefficient</th>
<th>decision making</th>
<th>Correlation Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.000</td>
<td>.792</td>
<td></td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.003</td>
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<tr>
<td>N</td>
<td>25</td>
<td>25</td>
<td></td>
<td>475</td>
</tr>
</tbody>
</table>

**Decision:**
Since the p-value of the hypothesis is less than the level of significance we reject $H_0$ and conclude that there is a significant positive relationship between work-life balance and employees’ timely and effective decision making. This suggests that as employees attain optimum work-life balance, they will tend to achieve timely and effective decision. On the other hand, as work-life balance skews away from employee’s equilibrium point, the decisions becomes untimely and ineffective. This may be as a result of interference of none-work roles with work or paid roles. The result also reveals that 79.2% linear relationship exist between work-life balance; and timely and efficient decision making. This means that a unit improvement on work-life balance (up to equilibrium point), may bring about improved decision making and vise-versa. These days, employers are shifting decision-making to workers. This has forced employers to be more innovative in order to remain competitive (SHRM, 2012). This shift in decision making points in an organization would necessitate a well-balanced work-life environment for timely and effective decisions.
Hypothesis 2:
H0: work-life balance has no significant effect on employees' problem solving skills.
H1: work-life balance has significant effect on employees' problem solving skills.
Hypothesis 2 was tested at 5% level of significance and the result is presented in table 2.

<table>
<thead>
<tr>
<th>Spearman's rho</th>
<th>work-life balance Correlation Coefficient</th>
<th>problem solving skills Correlation Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.000</td>
<td>.582</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.03</td>
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</tr>
<tr>
<td>N</td>
<td>475</td>
<td>475</td>
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</table>

Decision:
since the p-value of the associated correlation test is less than the level of significance, the null hypothesis is accepted and thus the conclusion that there is significant positive relationship between work-life balance and employees' problem solving skills. This result suggests that improved work-life balance brings about improved problem solving skills and vice-versa. A correlation coefficient of 0.582 was observed. This means that 58.2% linear relationship exist between work-life balance and employees’ problem solving skills. This suggests that a unit change in work-life balance brings about a proportionate change in problem solving skills of the employee. On the job skills are related to employee’s performance. (June, Kheng, & Mahmood, 2013) described job performance as the outcome of two facets that individuals may possess, their skills (acquired) and abilities (natural) that can be a good source of motivation for a better job performance. Problem solving skills may come to full potential in a well balance work-life environment. Organizations today
cannot just emphasize on the importance of skillful employees, but also on creating a well balance employee specific work-life environment.

**Hypotheses 3**

H0: work-life balance does not have significant effect on employees’ productivity.

H1: work-life balance has significant effect on employees’ productivity.

<table>
<thead>
<tr>
<th>Table 3: Correlation Measures of work-life balance and employees’ productivity</th>
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<tbody>
<tr>
<td>Spearman's rho work-life balance</td>
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<tr>
<td>----------------------------------</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
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<tr>
<td>N</td>
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<tr>
<td>employees’ productivity</td>
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<tr>
<td>Sig. (2-tailed)</td>
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<tr>
<td>N</td>
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</tbody>
</table>

**Decision:**
since the p-value of the hypothesis is greater than the level of significance we fail to reject H0 and conclude that there is no significant but relationship between work-life balance and employees’ productivity. This suggests that the productivity of staff in the selected schools may not be as a result of work life balance policies available to staff. It also suggests that the level of work-life balance in the selected schools may not be high enough to translate into meaningful productivity levels. Although the findings of Kumar & Chakraborty (2013) reveal that work-life balance has a lot to do with organizational efficacy because there is an active interplay between work-life balance and organization effectiveness. This current work dwells more on individual employees’ productivity.

**CONCLUSION AND RECOMMENDATION**
The findings in this study have been presented in previous section. The result revealed a significant positive relationship between work-life balance and employees’ timely and effective decision making. It was also found that work-
life balance has significant positive relationship between work-life balance and employees' problem solving skills. The result also shows that there is no significant relationship between work-life balance and employees' productivity. These lead to the conclusion that not all aspects of employees' performance have significant relationship with work-life balance. Based on the findings in this study, it is recommended that organization, private schools in particular should strike a work-life balance for improved decision making, productivity and problem solving skills. Organizations should also create a robust and flexible working work routines so that employees can have time to attend to family and other non-job tasks.

REFERENCES


