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WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE IN HIGHER INSTITUTION IN WARRI DELTA STATE

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ABSTRACT

This study investigates the effect of work-life balance and employee performance on College of Education, Warri staff. Studies had shown that work-life balance plays an essential role in attaining effective employee performance and actualizing set goals and objectives. Three research questions and three research hypotheses were formulated for this study. A survey method was employed in this study whereby a self-structured questionnaire was adopted as the instrument for data collection, which was administered to purposely select 135 staff of College of Education Warri without recourse to age, gender, rank, or department. Regression and correlation analysis was used to test the hypothesis. It was discovered that there is a significant positive relationship between leave policy, ICT, flexi-time, and employee performance. The findings revealed that ICT, flexi-time, and leave policy increases employee performance. Therefore, the researcher recommends that management of college education, Warri, prioritize creating various work-life balance practices and incentives to improve employee performance

Keywords: Gender, Equality, Gender Equality, Empowerment, Safety, Self-Efficacy.

INTRODUCTION

Employee performance deals with the job-related activities expected of a worker and how well those activities are carried out. Assessment of the performance of employees of most business

firms is carried out on an annual or quarterly basis to help them point out suggested areas for improvement. An effective employee performance management system is imperative for a business organization to utilize human resources and augment the organization successfully. Performance is defined as the record of outcomes produced on a specified job function or activity during a specified period (Bermudian & Russell, 2012). According to this definition, performance deals with results made during a specific period. Also, employee performance signifies individuals' work achievement after exerting required effort on the job, which is associated with getting meaningful work, engaging profile, and compassionate colleagues/employees (Hellriegel, Jackson & Slocum, 2017; Karakas, 2010).

On the other hand, many people face balancing family life and work in today's ever-demanding work environment. Very few have found an acceptable definition and concept despite the worldwide quest for work-life balance. Work-life balance will not always be equal; it is adjusting the working patterns to combine work with other responsibilities, including caring for children or elderly relatives. Work-life combines different activities and areas of one's life.

Work-life balance goes beyond prioritizing the work role and one's personal life. It also affects the individual's psychological, economic, social, and mental wellbeing. All these are reflected in the output of the individual, which affects their performance in the workplace in the long run. The competition in the educational sector may lead to the management of various institutions giving their employees excessive workload to meet their target. Employees do their best to be retained in the organization by putting in more time at work may directly or indirectly affect their personal life. All these may affect the upbringing of children, lead to broken and unhappy homes and poor social life.

Research Objective

The primary aim of this study is to determine the extent to which work-life balance affects employee performance among the Staff of the College of Education, Warri. The specific objective is to:

- i. Ascertain if ICT determine employee performance
- ii. Examine if flexi-time assess employee performance
- iii. Investigate if leave policy evaluate employee performance

Hypotheses

Ho₁: ICT does not determine employee performance

Ho₂: There is no significant relationship between flexi-time and employee performance

Ho₃: Leave Policy does not determine employee performance

REVIEW OF RELATED LITERATURE

Conceptual Review

Employee Performance

The business dictionary defines employee performance as the job-related activities expected of a worker and how well those activities were executed. Many business personnel and directors assess each staff member's employee performance on an annual or quarterly basis to help them identify suggested areas for employee performance, relating to others, with similar job nature. The level of work is related to the nature of an employee's work because it indicates how efficiently the employee is performing the tasks required for the position (Tarurhor, 2017a). Moreover, an employee's work level may be graded objectively or perceived more subjectively

by their manager. In addition, an employee's work can be evaluated in the same way, regardless of the nature of the work performed. Assess an employee is done relative to his position within the company. Although, you may not necessarily grade an entry-level employee like you would a manager. In terms of specific tasks, most companies have an established rubric by which they grade employee performance.

Employees may perform satisfactory work, superior work, or even sub far work if the work does not meet the company's expected standards. This is a means of measuring the level of the employee work, as opposed to its nature. In terms of company complexity of the job, organizations are all structured in different ways, but in nearly all organizations, the more complex work is performed by those at the high end of the food chain. These are the managers and executives responsible for running the organization. The nature of these roles and their work is typically more complex than the work performed by those in entry-level positions (Lewis, 2019)

Measurement of Employee Performance

The researcher used the following variables to measure employee performance.

Quality of Work: quality of work is the value of work delivery by an individual, team, or organization. This can include the quality of task completion, interactions of the deliverable. Work quality is a common consideration in managing the program's performance, project, vendors, and individuals (Spacey, 2017). In addition, it is the ambition of every worker to do well in their job. In doing this, the employee needs to understand what the organization expects. However, the nature of employment differs at different levels in an organization. For example, the expectation for the cleaners is different from that of a lecturer, and as such, performance should not be measured generally. One will say that a cleaner does not have much work to do compared to a lecturer. However, performance is calculated based on the quality of work performed by the employees in an organization.

Employee Commitment: if employees are dedicated to their organization, they love their work and want to continue in such organizations. This means that they work in line with the organizations' goals and objectives and satisfy all requirements. More so, organizational commitment is the bond employees experience with their organizations. Employees committed to their organization generally feel a connection with their organization. They also think that they fit in and understand the organization's goals. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity, and are more proactive in offering their support.

Service Delivery: according to Love and Wirtz (2004), Orubu, Onyeizugbe, and Chukuemeka (2015) indicate where, when, and how the services product is delivered to customers. Services delivery is essential for the satisfaction of customers. Most organizations create feedback to know if the customers are satisfied with the quality of the product and services rendered. Organizations create this feedback due to the competitiveness of businesses today. However, service delivery is used with others during a performance appraisal.

Work-Life Balance

Work-life balance is the process of balancing work and other life roles. In most cases, work-life can be achieved when the work is flexible, allowing the employee to attend to different needs. More so, work-life balance is a broad concept that includes appropriate equilibrium between career and aspiration on the one hand, compared with pleasure, vacation, and family life. Long

working hours, strength, and intensity of work have consistently emerged as the two topmost concerns of the worker. Work-life balance was initially visualized in terms of results. Family conflicts are defined as the simultaneous occurrence of two or more sets of pressure such that compliance with one will make more difficult compliance. Most employees face the challenge of balancing their work-life/ family life. Work-family conflict arises when participation in either role is incompatible with the involvement in the other functions. Lack of work-life balance thus influences individual working performance at the workplace and personal life. An employee with a better work-life balance can contribute more significantly to organizational growth and success (Ali and Ali, 2018).

Measurement of Work-Life Balance

Flexi-Time: According to the English Cambridge Dictionary, flexi-time is a working system in which people work a set number of hours within a fixed period but can change the time they start or finish work. Flexi-time allows an employee to coordinate other responsibilities and the workplace's responsibility. Flexible working hours have been introduced to benefit parent/caring employees to help them fulfill work and life responsibilities and achieve work-life balance. In the recent work-life balance survey, researchers found that employees believe that flexible working practices improve workplace morale, positively influencing work-life balance; employees think the employer can help them balance their work and life roles. As an example, flexible working hours is one of the best activities to increase employee wellbeing, as it allows the employee to deal with responsibilities outside the work

More so, flexible working practices are beneficial for both employee and employer; hence, in the first place, flexibility was introduced to the workplace to help employees with kids or employees who care about siblings to manage their time between work and life. As flexibility gives employees the ability to control when, where, and how much time to work, flexibility contributes to allocating work and life responsibilities. Thus, an employee might fulfill their working and non-working roles efficiently. Achievement of inside the job and outside the work responsibilities leads to finding work-life balance, which increases overall life satisfaction. However, it might be said that the use of flexible working practices positively influences the employee's work-life balance and overall life satisfaction.

Leave Policy: leave Policy is a set of rules, procedures, and guidelines put up by an organization that falls in line with federal and local laws, which govern the time frame and reporting procedures for the time taken off work. Leave Policy to ascertain the amount of time that can be taken off work, how much time will be reported and paid, and the process for requesting time off. According to Orubu, Onyeizugbe, and Chukwuemeka (2015), leave is the amount of hours/days employees of an organization are permitted to be away from their employment position within a period without consequences. This time off is paid by the company, and employees can request the time for any reason they wish to be off work. It also gives the ability for the employee to release themselves from work stress and create a balance between work and their family activities. This work-life balance helps the employee perform other duties outside work, balancing work activities. There are different types of leave policies that are

- i. **Annual Leave:** this is a type of Leave that an employee is entitled to after working with their employer for an extended period. This is made possible for the employee to refresh himself or relieve himself from work pressure. However, most employees use the opportunity to go on vacation.

- ii. **Parental Leave:** This type of Leave is officially given to employees responsible for taking care of a child. Women are entitled to 12 weeks maternity leave with half pay, but the customer benefits are more generous with maternity leave fully paid. However, female employees benefit from this type of leave policy because maternity leave allows a nursing mother to be away from work for three months in Nigeria.
 - iii. **Paid Family and Medical Leave:** This type of Leave is an officially granted leave of absence from work to attend to dependent care challenges or personal health concerns of the employee.
 - iv. **Sick Leave:** Sick Leave is the type of Leave that enables an employee to take some time from work to take care of or attend to personal health and safety needs without losing pay.
 - v. **Study Leave:** This type of Leave is given to any employee undertaking an approved study course. This purpose is to enable self-development.
- FFF

Theoretical Framework

The study is hinged on the Spill Over theory by Guest (2002), which postulates the conditions under which spill-over occurs between the work microsystems. It can either be positive or negative. If work-family interactions are rigidly structured in time and space, then spill over in times, energy and behavior are negative. When flexibility occurs, enabling individuals to integrate and overlap work and family responsibilities in time and space leads to positive spill-over, which is instrumental in achieving a healthy work-life balance (Mmakwe, Kido, and Ukona, 2018).

In addition, Guest opined that the determinants of work balance are located in the work and home contexts. Contextual determinants include work demands, the culture of work, needs of the home, and home culture. Individual determinants have work orientation (i.e., the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage. The relevance of this theory to the study is that organizations are expected to adopt favorable work-life balance policies that will enable employees to have a positive work-life balance, making them effectively committed to achieving the organization's goals. (Orubu, Onyeizugbe, Chukwemeka, 2015).

Empirical Review

Several kinds of research have been conducted individually on the effect of work-life balance and employee performance. However, no empirical evidence has been documented on the due as they affect staff performance. So this review is on studies

Orubu, Onyeizugbe, and Chukwemeka (2015) studied work-life balance and employee performance in selected higher institutions in Lagos State using a descriptive survey as the research design. The study population was 759, and the sample size was 262 using the Taro Yamen formula. The hypothesis was tested using Pearson Product moments of these correlation and regression analyses. The findings revealed a significant relationship between leave policy and service delivery. It was recommended that these banks' managers prioritize creating work balance incentives.

Mendis and Weerackkody (2014) researched the relationship between work-life balance and employee performance regarding the telecommunication industry of Sri Lanka, using the cluster sampling method as the research design. The target population of this research is executive-

level married employees in the telecommunication industry in Sri Lanka. The hypothesis was tested using univariate and bivariate statistics methods. The data were analyzed through SPSS 20.0 software to determine the relationship between variables. The findings revealed a strong relationship between work-life balance and employee performance. The connection is positive and has a significant level. The research finding gave evidence that the better work-life balance of the employees leads to increased employee performance.

Mmakwe, Kido, and Ukoha (2018) studied work-life balance and employee performance in Nigerian banks, Port-Harcourt city, River State. The study population consisted of 769 employees in 4 higher institutions in Port-Harcourt, randomly selected, and the sample size was 400, derived from using the Taro Yamen formula. The Spearman Rank Order Correlation Coefficient was the appropriate statistical technique to analyze the data. The findings revealed a strong correlation between the measures of work-life balance and employee performance measures. The study recommends that organizations in the banking sector promote policies and structures that foster a balance between the personal commitment and responsibilities of an employee and his organizational roles and duties to enhance employee performance effectively.

RESEARCH METHOD

This study used a co-relational survey design which will guide the researcher to obtain data for the study. The survey method is considered more appropriate as it can collect all relevant variables needed in this study (Milgo, Namusonge, Kaneli & Makokln, 2014, Tarurhor & Emudainohwo, 2020 and Tarurhor, 2021). To get data from the Staff of College of Education, Warri, 140 staff was purposely selected by the researcher from among the entire Staff of College of Education, Warri. The choice of Staff was irrespective of age, gender, department, rank, etc. Data were elicited from the respondents using a self-structured questionnaire "Work-life Balance and Employee Performance in College of Education. A total of 140 questionnaires were distributed and 135 were retrieved with complete information used for the analysis.

The instrument was subdivided into two sections (A and B). Section A will contain the respondent's demographic variable, including age, sex, years of working experience, and others, while section B will contain Twenty-Five (20) items. A five-point Likert response scale will be used for the study. Below is the explanation of the Likert scales: S.A. = Strongly Agree, A = Agree, U = Undecided, D = Disagreed, SD = Strongly Disagree. The data were analyzed using the simple table frequencies and percentages, and the 5-point Likert scale measurement was used in the designed questionnaire to determine the level of relationship. However, the Spearman Rank Co-relation Coefficient analysis with the aid of Statistical Package for Social Sciences (SPSS) software was used to test the hypothesis to determine the effect of the independent variables on the dependent variable of the study. The ideas were tested at a .05 level of significance. The rule for accepting or rejecting the hypothesis is that: if the computed x-value is greater than the critical y-value, the null hypothesis is accepted but rejected if the calculated x-value is lesser than the critical y-value.

Model Specification

The study adopts a multiple regression model to capture the relationship between the employee performance (dependent variable) and the explanatory variables (ICT, Flex-time, Leave Policy) in line with the studies of Tarurhor, 2017b and Tarurhor, 2018.

$$\text{empl perf} = f(\text{ict}, \text{flt}, \text{lpc})$$

$$\text{empl perf} = \alpha_0 + \alpha_1 \text{ict} + \alpha_2 \text{flt} + \alpha_3 \text{lpc} + \epsilon_t$$

Where empl perf = Employee Performance

ict = ICT

flt = Flex-time

lpc = Leave Policy

ANALYSIS AND DISCUSSION OF FINDINGS

Descriptive Analysis of Research Objectives

In the descriptive analysis, the variable is ranked by referring to standard deviation and mean values. The highest average deviation value from the mean indicates that the independent variables produce the highest impact on the dependent variables.

Table 1
Descriptive Statistics

Variables	N	Mean	Std. Deviation
ict	135	3.84	.794
flt	135	3.61	.710
lpc	135	3.41	.678
empl perf	135	3.75	.724

Based on the table above, ICT has the highest mean value corresponding to 3.84 and a standard deviation value of 0.794, indicating that ICT is highly correlated with employee performance. Flexi-Time scores the second highest mean value corresponding to 3.61 and an average deviation value of 0.710, indicating that Flexi-Time is also correlated with employee performance. Leave Policy has the lowest mean value corresponding to 3.41 and a standard deviation value of 0.678, indicating that Leave Policy is fairly correlated with employee performance.

Regression Analysis

A Durbin-Watson value of 2 indicates no autocorrelation—a value approaching 0 means a positive correlation, and a value towards four standards a negative correlation. The rule of thumb is that a fit model is predicted by a minimum of 60 percent variance in the dependent variable making the model for the research a good fit by having a value of Adjusted R Square higher than 60 percent. The Durbin-Watson test calculates the autocorrelation of the residual from the regression analysis, which states that the acceptable range for Durbin-Watson is within the scope of 1.5-2.5.

Table 2
Model Summary

Model	R	R-Square	Adjusted R Square	Std. An error of the Estimate	Durbin-Watson
1	.729	.641	.623	.3175	1.715

a. Predictors (Constant), ICT, Flexi-Time, Leave Policy
b. Dependent Variable: Employee Performance

According to the above table, the R square value is 0.641, indicating that independent variables can predict 64.1 percent of the dependent variables. The adjusted R square is 0.623, which shows that the model has a good fit as the value is more than 0.60. The Durbin-Watson value shows no autocorrelation among the selected respondents for this study as the value falls in a range of 1.5-2.5. Additional analysis will be on coefficients where the range of p-value of 0.05, 0.001, or 0.01 is used to explain the significance of the variable.

Table 3
Coefficients

Model		Unstandardized Coefficients		Std. Coef.	T-Stat.	Sig.
		β	Std. Error			
1	(Constant)	1.617	.391		4.611	.000
	ICT	.273	.064	.241	4.412	.003
	Flexi-Time	.581	.052	.446	7.917	.000
	Leave Policy	.221	.090	.193	3.071	.001

a. Dependent Variable: Employee Performance

Table 3 shows the regression analysis of employee performance variables. The result shows that Flexi-Time has the largest value ($\beta = 0.446$, $t = 7.917$, $p < 0.001$), indicating that Flexi-Time had the highest impact among the independent variables in determining employee performance. ICT had the second-highest value ($\beta = 0.241$, $t = 4.412$, $p < 0.01$), followed by Leave Policy ($\beta = 0.193$, $t = 3.071$, $p < 0.01$). All the variables had significant values since the correlation between the independent variables, and employee performance (dependent variable) has a p-value of 0.5.

Discussion of Findings

The results indicate that ICT has a significant positive impact on employee performance. This supports Karakas (2010) that states that ICT can influence employee productivity. London (2003) expressed that, with the development of ICTs, even the most remote areas of the world have the opportunities to gain access to the highest quality working resources. Nworgu (2006) rightly put it that an organization must function effectively, especially in this country. The organization must go technologically in its basic operations. Therefore, ICT enhances employees' working skills, eventually increasing performance. III: Accepted

Table 4

Summary of Hypothesis

Hypothesis	Beta value	Value Sig.	Result
H ₁ : There is a significant relationship between ICT and employee performance	0.241	0.003	Accepted
H ₂ : There is a significant relationship between flexi-time and employee performance	0.446	0.000	Accepted
H ₃ : There is a significant relationship between Leave and employee performance	0.193	0.001	Accepted

Also, the results show that Flexi-time has a significant positive impact on employee performance. This supports Sezgin (2005) that flexi-time dominates all actions and decisions and innovativeness and creativity of employees. According to employees, flexi-time provides an opportunity to rest, and flexible working hours motivate employees. Flexi-time that allows employees to designate their time of arrival and departure at work is very appealing to

employees, and organizations allowing this tend to have high organizational loyalty (Sezgin, 2005). Therefore, there is a significant relationship between flexi-time and employee performance.

Finally, the results show that the Leave policy has a significant positive impact on employee performance. This supports Orubu et al. (2015), which states that Leave Policy enables self-development. The left Policy makes it possible for the employee to refresh himself or relieve himself from work pressure. This work-life balance helps the employee perform other duties outside work, balancing work activities. Therefore, there is a significant relationship between leave policy and employee performance.

Based on the analysis and the interpretation of data, the findings of the study can be summarized as follows:

- i. The study revealed that information and communication technology (ICT) enhances employees' working skills, eventually leading to increased performance, which is a positive relationship between ICT and employee performance.
- ii. Flexi-time has a significant positive impact on employee performance, with a substantial relationship between flexi-time and employee performance.
- iii. Leave Policy has a significant positive impact on employee performance, which has a substantial relationship between leave policy and employee performance.

CONCLUSION

This study examines work-life balance and employee performance. The researcher concludes from the findings above that work-life balance practices such as ICT, flexi-time, and leave Policy play an essential role in evaluating employee performance. This is because if these variables are available, it will boost the performance of employees.

Recommendation

In light of the research findings, the researcher recommends the following:

- i. Management should ensure that the correct work-life balance practices enhance employees' performance.
- ii. The management of the College of Education, Warri should ensure that Staff is sent on course in human relations. This will help increase their leadership skills and improve their relationship with employees.
- iii. The management of the College of Education, Warri should have equity in their treatment of employees. This is because the perception created in the mind of employees can affect their confidence and performance.

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