

# Work-Life Balance and Employee Performance

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## ABSTRACT

The study examined work-life balance and employee performance in Nestle Nigeria Plc using an inferential statistics on a sample 312 respondents. Data collected were analysed using regression technique of the Ordinary Least Square (OLS). Results revealed that all the four coefficients of the model - task characteristics, knowledge characteristics, social characteristics and work context - significantly influence employee performance in Nestle Nigeria Plc. In descending order, the individual coefficients of the model as revealed in the table showed that task characteristics, knowledge characteristics, social characteristics and work context have variously influenced the employee performance with 51.5%, 35.8%, 32.3% and 27.6% respectively. Based on the findings of this study, it was recommended that there is need for organizations to design programmes that will enhance task characteristics because it have been discovered to significantly improve employee morale, reduce absenteeism, and retain organizational knowledge. Organizations should also come up with programmes that will improve employees Knowledge characteristics, Social characteristics, and work context which have been found not to be significant and therefore suggest that attention should be given to these areas to improve affective commitment in organisations. More job autonomy should be given to low hierarchy group to help improve their job commitment. This was found to be one of the reasons they lack commitment. Management of organizations should conduct training programmes in relation to work-life-balance through which organization can improve the work-life-balance of their staff in the area of time management and personal effectiveness, effective work load management, personal and professional development training courses and life management training courses.

**KEYWORDS:** *Work-Life Balance, Employee Performance, Task Characteristics, Knowledge Characteristics, Social Characteristics, Work Context*

## 1. INTRODUCTION

Work-life balance has become an increasingly pervasive concern to both employers and employees of most organisations in recent time. There has been an upsurge in the consideration of the pressures that work has on family as well as life of employees. This has triggered research bordering on work-life. In an environment where there is high level of competitive pressures stemming largely from efforts to deliver quality service, the weight of this on employees are enormous (Uzoечи and Babatunde, 2012). Work is generally considered as a part of life. Though

separated by certain physical, psychological and temporal boundaries, the two concepts are operational within the same context of time and space. The nature of work itself has changed from the 9-to-5 affair to a 24-hour, 7-day society, where customers expect services at times that suit them (CIPD, 2007 as cited in Adetayo, Olaoye and Awolaja, 2011). For example, the situation in the banking sector has called for a serious concern where both couples work in the bank and they no longer have time to take care of their family and children. Attending to social function

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is even challenge. Another challenging situation is the people working in the hospitality industry like hotels, these categories of work for almost 12 to 18 hours per day. These situations are what motivated this study.

The human resource professionals seek options to positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends (Dhas & Karthikeyan, 2015). According to Lazăr, Osoian and Rațiu (2010) 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. Extant literature has been in congruity in explaining the concept of work-life balance (Mwangi, Boinett, Tumwet & Bowen, 2017). It is basically the positive relationship between work and other equally important activities in life which include family, leisure, personal development and community development issues. The relationship cannot be clearly defined and varies from person to person according to their life demands. Work life balance is intended to allow employees greater flexibility in their working patterns so that they can balance what they do at work with the responsibilities and interests they have outside work. It is also about effectively managing the juggling act between paid work and other activities that are important to us - including spending time with family, taking part in sport and recreation, volunteering or undertaking further study. Work-Life Balance refers to the successful management and organization between remunerative work and the other roles and responsibilities that are important to people as 'individualized' human beings and as a part of the society. (Yadav & Rani, 2015; Dhas & Karthikeyan, 2015).

People who are constantly tied to their jobs deal with the symptoms of stress and burnout. If a person doesn't have a time to relax and recharge, their ability to do their job decreases and their performance level suffers. Thus, from a management point of view, it is important to encourage a person to take time off from work instead of putting in long hours. Creating a schedule that allows a person to do activities they enjoy will help them to be better employees, friends, and family members. Once the time to work is over the person needs to learn to walk away from the laptop and not answer the cell phone for work calls. This type of balance is not easy to achieve because there will always be people who want to make demands on an individual's time. People need to learn that it is okay to say no and only agree to take on additional tasks if they are important. Without

creating a work-life balance a person isn't able to take time to enjoy the life they have worked so hard to create. They aren't available for friends and family members, and often take their stress out on the ones they love. They can also suffer from illness and physical disorders that stem from prolonged stress such as heart disease. Arguably, it is plausible and logically discernible that the importance of work-family balance, whether implicit or explicit, to the organisations and employees cannot be ignored. In line with the aforementioned challenge of work-life balance, it is important that organizations implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits.

### **Statement of the Problem**

Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization. Committed employees give a big contribution to organizations because they perform and behave on achieving organization's goals. Workers who are committed to their organization are happy to be members of it; believe in and feel good about the organization and what it stands for, and intend to do what is good for the organization. However, balancing their work and family lives becomes a teething problem for the employees in their effort to give their best to the organization. Perceptibly, an employee needs some level of job autonomy, control or empowerment to be consistent in his commitment to achieving organization's goals. Some aspects of job autonomy that can aid an employee in his commitment to achieving organization's goals include task characteristics, knowledge characteristics, social characteristics and work context. These indicators arguably help employees in enhancing their performance in their organization. It is against this backdrop that this study tends to investigate the perceived rising level of stress and burnout among employees in various organizations in Nigeria arising from the challenge of work-life balance, a scenario that has generated a litany of health challenges among workers. Long work hours and highly stressful jobs not only hamper employees' ability to harmonize work and family life but also are associated with health risks, such as increased smoking and alcohol consumption, weight gain and depression. Work life conflict has been associated with numerous physical and mental health implications (Meenakshi, Subrahmanyam & Ravichandran, 2013). Mmakwe and Ojiabo (2018) observed that "Job related stress can be mostly immobilizing because of its possible threats to family

functioning and individual performance. Job related stress can create a difference between demands on families and the ability of families to provide material security for them.” And that inability to maintain a reasonable balance between family life and work life results in work to family conflict which in turn causes stress and ultimately decreases the employee performance. Available literature suggest that there is limited research in this area of study thus, warranting an empirical investigation on work-life balance and employee performance.

**Objectives of the Study**

The main objective of this study is to examine work-life balance and employee performance. The specific are to ascertain the influence of task characteristics, knowledge characteristics and social characteristics, work context on affective commitment.

**2. METHODOLOGY**

**Area of Study**

The study was carried out in Nestle Nigeria Plc. Nestle Nigeria Plc is a subsidiary of Nestle Group which was originated from Switzerland by Henri Nestle in the year 1866. The company started with the development of infant food in 1867 and merged with Anglo-swiss condensed milk company in 1905 which formed the Nestle Group today. Nestle Nigeria plc was founded in 1961 and conducted trading under the name of Nestle Products Nigeria Limited and later became Nestle Nigeria Plc. It’s first operations was in distribution and sales of Nestle products imported, before they began the manufacturing of local goods. Nestle Nigeria Plc has four branches: Agbara Manufacturing Complex, Ogun State, Flower gate factory shagamu, Abaji factory, Abaji and Nestle Headquarters, ilupeju. Nestle Nigeria Plc has various brands like, Maggi, cerealac, Nutrend, Milo, Nestle Purelife water e.t.c.

**Population of the Study**

The population or unit of analysis of the study consists of employees of Nestle Nigeria Plc. The researchers were able to obtain the records of the employees of Nestle Nigeria Plc whose total number is 2300 employees, these employees consists of contract staff, full time staff and various employees who work on shifts, some of these employees who work on shifts are quality monitoring technicians, supply chains and production, kitchen staff, forklift operators, store keepers, electrical and automation technicians e.t.c.

**Sample Size and Sampling Technique**

The sample size for the study was obtained using Taro Yamane formula. The formula is stated thus:

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

Where: n=sample size  
 N=population  
 e=Margin of error (5% or 0.05)  
 I=Constant

Substituting in the above formula:

$$\begin{aligned} n &= \frac{2300}{1+2300(0.05)^2} \\ &= \frac{300}{1+2300(0.0025)} \\ &= \frac{2300}{6.75} \\ &= 340.7 \\ &= 341 \end{aligned}$$

**Method of Data Analysis**

Out of the 341 questionnaires distributed only 312 were dully completed and returned. Data collected was analyzed using the linear regression analysis of the Ordinary Least Square (OLS). Linear regression model of the Ordinary Least Square (OLS) approach was used to analyse the objectives in order to ascertain the influence and also determine the relationship between the independent variables and dependent variable in the conceptualized model of the study.

Thus, the model of this study, is stated as follows:

*The functional form of the model is*  
 AFC = f(TCHA, KCHA, SCH A, WCNT).....(1)

*The mathematical form of the model is*  
 AFC = β<sub>0</sub>+β<sub>1</sub> TCHA +β<sub>2</sub> KCHA +β<sub>3</sub> SCH A +β<sub>4</sub> WCNT.....(2)

*The econometric form of the model is*  
 AFC = β<sub>0</sub>+β<sub>1</sub> TCHA +β<sub>2</sub> KCHA +β<sub>3</sub> SCH A +β<sub>4</sub> WCNT +α<sub>i</sub> ..... (3)

Where; AFC = Affective Commitment  
 TCHA = Task Characteristics  
 KCHA = Knowledge Characteristics  
 SCH A = Social Characteristics  
 WCNT = Work Context  
 β<sub>0</sub> = Intercept of the model  
 β<sub>1</sub> – β<sub>4</sub> = Parameters of the mode  
 α<sub>i</sub> = Stochastic error term

Decision rule: Accept the null hypothesis when the probability value is greater than the alpha value, otherwise we reject.

Level of Significance = 0.05

### 3. PRESENTATION OF EMPIRICAL RESULT

This section summaries the analysis of the data collected from the field and they are presented in the tables below to highlight the major findings.

#### Regression Result

In this subsection, multiple regression analysis was used to determine whether independent variables (task characteristics, knowledge characteristics, social characteristics and work context) simultaneously impact the dependent variable (affective commitment). As a result, the subsection examines whether the multiple regression equation can be used to explain the causal theory of work-life balance and employee performance. To investigate the influence of task characteristics, knowledge characteristics,

social characteristics and work context on affective commitment, the model used for the regression analysis was expressed in the general form as given below:  $AFC = \beta_0 + \beta_1 TCHA + \beta_2 KCHA + \beta_3 SCHA + \beta_4 WCNT + \alpha_i$ . For this model, affective commitment was used as the dependent variable (AFC) and independent variables included TCHA, KCHA, SCHA and WCNT. The relationships between the dependent variable and independent variables, and the results of testing significance of the model have been respectively interpreted. In interpreting the results of multiple regression analysis, the three major elements considered were: the coefficient of multiple determinations, the standard error of estimate and the regression coefficients. These elements and the results of multiple regression analysis were presented and interpreted accordingly. Table 1 below presents the result on the employees' commitment model.

**Table 1: The Affective Commitment Model Summary**

Mo del	R	R Squared	Adjusted R Squared	Std Error of the Estimate
1	0.664	0.661	0.660	3.0324

Source: Field Survey, 2019.

Table 1 reports the model of affective commitment with the coefficient of determination  $R^2 = 0.660$  at 0.05 a significant level. The coefficient of determination indicated that 66.0% of the variation in the affective commitment for the sample of 312 can be explained by Task characteristics, Knowledge characteristics, Social characteristics, and work context while 34.0 % remains unexplained. The results of the summary Analysis of Variance (ANOVA) are presented and interpreted in Table 2.

**Table 2: Summary ANOVA**

		Sum of squares	df	mean square	F	Sig
Model	Regression	79.116	5	15.823	15.0	0
	Residual	13.751	38	1.020		
	Total	117.867	43			

Source: Field Survey, 2019.

Table 2 reports the summary ANOVA and F statistic which reveals the value of F (15.0) being significant at 0.05 confidence level. The value of F is large enough to conclude that the set of independent variables: task characteristics, knowledge characteristics, social characteristics and work context as a whole were contributing to the variance in affective commitment. The results of the affective commitment regression model using the four independent variables were presented and interpreted in Table 3.

**Table 3: Affective Commitment Regression Model**

	B	Std. Error	t-value	Prob. value
Constant	0.011	1.532	0.007	0.111
Task Characteristics	0.515	0.025	20.600	0.000
Knowledge Characteristics	0.358	0.056	6.393	0.018
Social Characteristics	0.323	0.045	7.177	0.006
work context	0.276	0.019	14.526	0.002

Source: Field Survey, 2019.

Dependent variable: Affective Commitment

Table 3 evaluates and interprets the standardized coefficients of correlation (beta). In estimating the contribution of each independent variable in the study, it was established that all independent variables significantly

contributed in variance of the affective commitment at significance level of 0.05. However, the relative importance of each independent variable was different. Also, since the significance values are less than 0.05, the coefficients are significant and therefore the regression equation would be:

$$Y = 0.011 + 0.515 \beta_1 + 0.358 \beta_2 + 0.323 \beta_3 + 0.276 \beta_4$$

#### 4. CONCLUSION AND RECOMMENDATIONS

This study has examined work-life balance and employee performance. The regression result revealed that all the four coefficients of the model - task characteristics, knowledge characteristics, social characteristics and work context - significantly influence employee performance. In descending order, the individual coefficients of the model as revealed in the table shows that task characteristics, knowledge characteristics, social characteristics and work context have variously influenced the employee performance with 51.5%, 35.8%, 32.3% and 27.6% respectively. The findings of this study is also corroborated by findings from extant literature. Kamau, Muleke, Mukaya and Wagoki (2013) investigated the effect of work-Life Balance Practices on Employee Job Performance at Eco Bank Kenya. The study revealed a significant correlation between employee job performance, job characteristics and the flexibility in working hours in the organization. The results also revealed that there was a significant correlation between the employee assistance programmes and job autonomy in place and employee commitment at ECO Bank Kenya. Harjit (2012) investigated the influence of work-life balance and training and development on employee performance in Sabah forest industries. The findings among others showed that training and development have significant effect on employee performance. In a related study, Mehwish and Muhammad (2016) found that there is significant and positive relationship between work life balance and employee performance. In addition, family role and demographics plays a significant role as moderators for maintaining proper Work Life Balance in organizations.

Based on the findings of this study, it was recommended that there is need for organizations to design programmes that will enhance task characteristics because it have been discovered to significantly improve employee morale, reduce absenteeism, and retain organizational knowledge. Organizations should also come up with programmes that will improve employees Knowledge characteristics, Social characteristics, and work context which have been found not to be significant and therefore suggest that attention should be given to

these areas to improve affective commitment in organisations. More job autonomy should be given to low hierarchy group to help improve their job commitment. This was found to be one of the reasons they lack commitment. Management of organizations should conduct training programmes in relation to work-life-balance through which organization can improve the work-life-balance of their staff in the area of time management and personal effectiveness, effective work load management, personal and professional development training courses and life management training courses.

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