

THE EFFECT OF WORK LIFE BALANCE ON EMPLOYEES' PRODUCTIVITY

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Abstract

The study examined the effect of work life balance on employees' productivity using Nigeria Bottling Company Ibadan as a study. The objective of this research is to determine the effect of work life balance on employee performance as it affects employees' productivity. The study adopts descriptive survey research design. The population of the study is 300 and the sample size is 75 on using Taro Yamane's formula. The data collected was analyzed using statistical package for social science (SPSS). The hypotheses were tested using descriptive statistics and multinomial regression analysis. Cronbach alpha was used to test the reliability of the instrument. The result of the findings reveals a significant positive relationship between work life balance and employees' productivity. It was also observed from the Nagelkerke test that about 95% variation in employees' performance is attributed to effect of work life balance. Finally the study reveals that life balance practice is an important factor in increasing employee performance. It is therefore recommended that managers of organizations should prioritize creating different work life balance incentives that will improve employee performance and one's life.

Keywords: Work life balance, leave policy, telecommuting, employee, productivity, service delivery, performance.

1.0 INTRODUCTION

Every individual is an integral part of the family in particular and the society in general. In today's business world, employee performance is key determinant in the achievement of organizational goals. As a result, organizations look for different ways of motivating their employees, in order for them to give their best to the organization. Employee performance is a focal point in any establishment. Every policy should be geared towards increasing the employee performance. For organizations to remain on top they should be able to improve their employee performance and monitor it. In a situation where this does not occur, they are liable to face several challenges which stands as a set back to the organization in the sector where they belong. Work life balance is a very important phenomenon that is of great concern to various employees in both private and public sector. It goes beyond prioritizing the work role and one's personal life. It also affects the social, psychological, economical and mental well-being of the individual. All these are been reflected in the output of the individual, which affects his or her performance in the work place on the long run. Work life balance has implication on employee attitudes, behaviours, wellbeing as well as organizational effectiveness (Eby, Casper, Lockwood, Bordeaux & Brindley, 2005). The competition for market leadership in both public and private sector, may lead managers giving their employees excessive work load in order to meet up with their target. Employees try their best to be retained in the organization by putting in more time at work which may be at detriment of their personal life. All these may affect the upbringing of children, lead to broken and unhappy homes and poor social life.

The multi-faced demand between work and home responsibilities have assumed increased relevance for employees in both public and private sector in recent years. This is due to demographic and workplace changes, such as transformation in family structures, growing reluctance for 'long number of hours' acceptance culture, greater number of women in the workforce and technological advancement. All these may result in the employees having difficulty in prioritizing between their work roles and their personal lives. When some organizations have a poor working organizational culture such as buying of work-leave of employees, inconvenient period of leave for employees and the inability of employers to keep to leave policy in their employment agreement. All these may lead to stretched workloads which bring about different issues in the employee. These issue involves both the psychologically and the emotional well-being of employee and these action may result in reduction in employee performance such as poor service delivery and health related issues.

Clark (2000) defined work life balance as “satisfaction and good functioning at work and at home with a minimum of role conflict”. It could be called a condition of equilibrium where the demand of a person’s work equals to that of his personal life. The demands of work domain of life were the working hours, work intensity and the proportion of working hours actually spent in work. If more hours were subtracted from home hours keeping the work intensity high, the imbalance may produce fatigue, anxiety and other physiological impact that could have a negative effect on family domain of life. He assumed that family demands as the roles of people as father, mother, wife etc. family commitments like children upbringing, taking care of the senior family members and related house chores etc. Nevertheless, if awareness programs come to life, best combination of Work life balance practices could make a huge positive impact on the quality of employee’s life. This study envisions the new perception of the historical work on work life balance and presents specific suggestions for the organizations willing to adapt the culture that can encourage the installation of work life balance practices making better all career stages of employees at work.

Inadequate work life balance is a problem that poses a big risk to workers well-being, their performance as well as the organizational performance. Many employees often have difficulties in attempting to balance employment responsibilities with their social life. However, competing demands between work and home have assumed increased relevance for employees in recent years, due to demographic and workplace changes such as rising numbers of women in the labour force, an ageing population, longer working hours and more sophisticated communication technology enabling near constant contact with the workplace. In response to these changes and the conflict they generate among multiple roles that individuals occupy, organizations are increasingly pressured to implement work practices intended to facilitate employees’ efforts to fulfill both their employment-related and their personal responsibilities. There is need of conducting a comprehensive study on the effect of work life balance on employee productivity and the way it can be achieved.

To this end, this study hypothesizes the following:

H₀₁: There is no significant effect of Work life Balance on Employee Productivity.

H₀₂: There is no significant relationship between Flexible working hours and Employee Productivity.

2.0 REVIEW OF LITERATURE

2.1 Conceptual framework

Work life balance refers to the effective management of multiple responsibilities at work, at home, and in the other aspects of life. It is an issue that is important both to the organizations and to employees. In the current economic scenario, organisations are hard pressed for higher productivity and need employees with improved work-life balance as an employee with better work-life balance will contribute more meaningfully towards the organisational growth and success (Naithani, 2010). This issue has come to the fore due to multitude of changes in the work place, in employee demographics and in the family sphere. Global labour market is becoming highly competitive and companies are outsourcing to reduce the labour costs. As a consequence, the employees feel impelled to put in longer hours to achieve and possibly exceed the employers' expectations in order to secure their jobs. Thus, the 'long hours culture' and '24/7 life style' has come to dominate the lives of highly educated and skilled professionals and managerial personnel. A few decades earlier, it was widely expected that new technology would shorten the working hours and bring respite and leisure to the work force. But instead of bringing relief and leisure, the developed technology has left the workers, especially professionals, with little time free from paid work. In fact, technology has blurred the line separating office from home and now the employees are expected to be available for office work, even while at home, because of the facilities that IT networking has placed at our disposal. The present global environment has thrown up new challenges where workforce has to coordinate with the western markets that are almost 10 hours behind. Thus, the work has become more taxing and burdensome. These pressures and demands of work, reflected both in longer hours, more exhaustion and the growth of evening and weekend work, leaves little 'quality' time for the family leading to problems like, juvenile crime and drug abuse among the children. Moreover, these work pressures are also having a direct impact on the health of the employees.

Again, due to rapidly changing business environment, the organizations are not able to provide secure employment and that is why the attitudes and values of people in work are also changing and they are less willing to display unconditional commitment to the organization and as noted by (Guest), 2002, the decline of work as central life interest along with conflicting demands of work results in an imbalance between work and rest of life. The attitude towards life too is rapidly changing among the youths today. They believe in working hard and partying harder.

They like to travel, socialize, pursue hobbies, take up adventure sports etc. When they do not get time for these activities, they are gripped by frustration and unhappiness.

2.2 Theoretical Framework

Several theories have been propounded to explain the work family linkage. These include Segmentation, Compensation, Spillover and the Border theory. The earliest view of the relationship between work and home was that they are segmented and independent and do not affect each other. They explained that for workers in unsatisfying or un-involving jobs, segmentation of work and home is a natural process. The separate spheres pattern viewed the family as a domestic haven for women and work as a public arena for men (Zedeck, 1992). However, this view of segmentation was challenged by researchers who demonstrated that work and family are closely related domains of human life (Bruke and Greenglass, 2007; Voydanoff, 1987).

The Compensation theory proposed that workers try to compensate for the lack of satisfaction in one domain (work or home) by trying to find more satisfaction in the other (Lambert, 1990). Piotrkowski (1979, p.98) also concluded that men “look to their homes as havens, look to their families as sources of satisfaction lacking in the occupational sphere”. Two forms of compensation have been distinguished in the literature (Edwards and Rothbard, 2000). First, a person may decrease involvement in the dissatisfying domain and increase involvement in a potentially satisfying domain (Lambert, 1990). Second, the person may respond to dissatisfaction in one domain by pursuing rewards in the other domain (experiences that may fulfill the person’s desires, Champoux, 2008). The latter form of compensation can be either supplemental or reactive in nature (Zedeck, 1992). Supplemental compensation occurs when individuals shift their pursuits for rewarding experiences from the dissatisfying role to a potentially more satisfying one. For example, individuals with little autonomy at work seek more autonomy outside of their work role. On the other hand, reactive compensation represents individuals' efforts to redress negative experiences in one role by pursuing contrasting experiences in the other role such as engaging in leisure activities after a fatiguing day at work.

The most popular view of relationship between work and family was put forth by Spillover theory. Several researchers suggested that workers carry the emotions, attitudes, skills and behaviors that they establish at work into their family life (Belsky, 1985; Kelly and Voydanoff, 1985; Piotrkowski, 1979; Piotrkowski and Crits-Christoph, 1981) and vice-versa (Belsky et al.,

1985; Crouter, 1984). Spillover can be positive or negative. Positive spillover refers to fact that satisfaction and achievement in one domain may bring along satisfaction and achievement in another domain. Negative spillover refers to the fact that difficulties and depression in one domain may bring along the same emotion in another domain (Xu, 2009).

2.3 Empirical Review

A number of studies have been carried at that is related to work life balance. Typically Vishwa, (2015) investigated Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance. The aim of the research was to analyze the relationship between work life balance policies and employee job satisfaction. Questionnaire was filled by 240 respondents who were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data using correlation. The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction.

Azeem and Akhtar (2014) investigated the influence of work life balance and job satisfaction on organization commitment of health care employee. This was aimed at exploring the influence of work life balance and job satisfaction has on organization commitment among healthcare employee. Questionnaire was distributed to 275 respondents in the healthcare sector. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including correlation and reliabilities. The finding of the empirical test shows that employee in the health care sector have a moderate level of perceived work life balance, job satisfaction and commitment. There is a positive relationship between work life balance, job satisfaction and organization commitment.

Ojo, Salau and Falola (2014) investigated the concept of work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector. The types of Work Life Balance initiatives available in the three sectors were explored and the barriers to implementation of the Work Life Balance initiatives were identified. Quantitative method was used to investigate the work-life balance practices in three sectors of the Nigerian Economy. This was achieved using an in-depth case study analysis of these sectors. The data set comprised of responses from both managers and employees in the Banking sector with five hundred and eighty six copies of the questionnaire retrieved. The Educational sector comprised of both managers and employees with five hundred and thirty one copies of the questionnaire retrieved; while five hundred and seven copies retrieved from the Power Sector. The findings reveal that there is diversity in terms of how respondents perceive the

concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including Anova .There is a wide gap between corporate Work Life Balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies in the studied sectors.

Fapohunda (2014) investigated on the exploration of the effect of work life balance on productivity. The aim of the study was to explore the connection between work life balance and organization productivity and whether work life balance practice possibly decreases employee turnover and absenteeism. 200 respondents in the banking industry were used for the survey. A structured questionnaire was used to collect data. Chi square was used to analyze the data. The finding of the result was that there is a positive relationship between work life balance practice and employee turnover. It also found out that management support was not satisfactory.

3.0 METHODOLOGY

3.1 Research Design and Methodology

This research evaluates the effect of work life balance on employees' performance in Nigeria Bottling Company Ibadan. Empirical data are collected by examining questionnaire on the staff of the company. This research considered questionnaires that covered the entire staff of the company at Ibadan office. Yamene (1967) was then employed to determine the appropriate sample size of 75, which were selected from each departmental population using Proportional Stratification sampling technique. Thereafter, a Cronbach's Alpha reliability test was carried out on the responses gathered and this gives a statistic of 0.927 which implies 92.7% reliability on the survey.

3.2 Data Analysis

The analytical technique adopted for this research is Multinomial Logistic regression. Basically, under logistic regression analysis, we employed the following procedures:

- Fitting logistic regression model
- Wald Test of significance
- Goodness of fit, which are of
 - i. Cox and Snell's test goodness of fit

- ii. Hosmer and Lemeshow Chi Square test of goodness of fit.
- iii. Nagelkerke Goodness of fit test

The specified multinomial logistic model from the research is expressed as;

$$Y = \pi(X) = \frac{e^{\beta_0 + \beta_1 X_1}}{1 + e^{\beta_0 + \beta_1 X_1}} + e_i \quad (1)$$

Where β_0 is the constant value (intercept) which predicts the level of employees' productivity when variable of work life balance is kept constant. β_1 is the coefficient of predictor variable work life balance. X_1 is the measures of Work life balance and Y is the measure of employees' productivity.

4.0 PRESENTATION OF RESULTS

Table 1: Multinomial regression model result

Variables	Estimator	Estimates (-2log-likelihood)	Significance
Model information	Intercept only	129.519	0.000
Constant	β_0	12.981	0.000
WLB	β_1	46.488	0.006

Where,

WLB stands for work life balance

Table 2: Table of Pseudo R-Square

Estimator	Estimate
Cox and Snell	0.903
Nagelkerke	0.950
McFadden	0.778

Table 3: Table of Hypothesis testing for Individual predictor variables

Predictor	Wald Value	Df	Significance
Constant	0.367	1	0.000
WLB	0.468	1	0.006

4.1 INTERPRETATION OF RESULTS

Table 1 specified the multinomial logistic model result. The final model information value of 129.519 with significance value of 0.000 which is less than 0.05 signifies that the intercept significantly contribute to the model at 5% significant value of work life balance. Thus, the fitted model from the result in table 1 can be expressed as:

$$Y = \pi = \frac{e^{12.981+46.488WLB}}{1 + e^{12.981+46.488WLB}} \quad (2)$$

The multinomial logistic estimate of 46.488 shows a unit improvement on employee productivity as a result of work life balance. The significance value of 0.006 which is less than 0.05 equally shows that work life balance has impacted significantly on employee productivity. Based on reported co-efficient of determination presented in table 2, the three pseudo R-squared value of Cox and Snell (.0903), Nagelkerke (0.950), McFadden (0.778) measure the goodness of the fitted model. This result implies that 95% variation in employee productivity can be attributed to the measures of work life balance in this research.

Thus, it is evident that the model fitted captured goodness of fit which serves as a tool in predicting the employees' productivity as impacted by the measured factor of work life balance.

Table 3 presents the Wald test of significance. The Wald test for the work life balance is 0.468 with a significance value of 0.006 and this implies that at 5% significance level the null hypothesis will be rejected and thereby concluded that there is significance relationship between employee productivity and work life balance.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

This study concludes that work life balance philosophy is associated with real benefits for an organization. This is because the social and psychological life of every employee needs to be rightly put in check for them to be an asset and not just an employee that is used to carry out

day to day operations of the organisation. In line with Vans Cotter (2000) high employee performance lead an organization to have greater opportunities for employees than those who have low performance. Therefore it is important for employer to look for better ways in improving employee performance. This can be done by helping them prioritize their work and life activities. When this is achieved, employee is motivated to render their service efficiently and effectively

5.2 Recommendations

In light with the findings and conclusion drawn from the study, the following recommendations were made:

In order for an organisation to enhance sustainable performance, it must appreciate the importance of progressive leave policy at all levels of employee operations. Organisation should establish a work leave plan for its employees to have the days disposed of. This will enhance work life balance.

Organizations should equally appreciate the influence work life conflict has on employee performance. Organizations should encourage their employee to fix their leave at their convenient period after performing all their work related duties. Similarly, Management should create activities that improve employee leisure time. Management should also create forum for get together between employee and their family and award ceremonies in which their immediate family will be involved.

Organizations should provide all employees with internet and phone facilities to enhance opportunities for teleworking. This will relieve employees the pressures associated with work life conflict and balance, as they are able to attend to work related issues while they equally deal with pressures of their personal life.

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