

**WORK-LIFE BALANCE AND EMPLOYEES JOB PERFORMANCE IN TERTIARY  
INSTITUTION IN NIGERIA**

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**Abstract**

*This study examines Work-Life Balance and Employees Job Performance in Tertiary Institution in Nigeria using Osun State University Osogbo as a case study. The objective of the study is to examine the work-life balance schemes available to employees in Osun State University, Osogbo, to ascertain work-life balance scheme that aids employee's job performance in Osun State University, Osogbo, to investigate employees coping strategies to work and family life stress and to examine socio-environmental factors that hinders a work family life balance among employees in Osun State University, Osogbo The findings reveals that, Osun State University, Osogbo has different work life balance scheme in their organisation. The result also shows that, majority of the staff have agreed that if they are involved in performing domestic work after their job, that it will have an impact on their performance at work. The findings also reveals that, that majority of the staff have agreed that domestic factor is a major factor that hinders family life balance among female employees in Osun State University, Osogbo. The study therefore recommends that, top-up salaries should be provided by employers to enable employees hire the services of domestic servants/staff.*

**Key words: Work-Life, Balance, Employee, Job, Performance**

**INTRODUCTION**

Work-life balance considered a personal issue was first used in the United States in 1996 to give an insight on the trend of people spending more time on work-related tasks and very little time on other aspects of their personal lives (Emslie& Hunt, 2009). Experts in the recent past had predicted that technology would increase productivity and thus majority of employees would spare more time for nonworking activities. On the contrary, employees are giving more hours driven by consmeristic culture that promotes value of productivity necessitated by substantial intensification of work caused by economic

uncertainty, employee restructuring, and increase in business competition (Green, 2001). This has the merits of other pursuit such as parenting or volunteering one's time thus Human Resource managers especially from large organisations became aware of the increased rate of burn-out in their personnel in the nineties (Litting, 2008).

The concept of work-Life balance was initially conceived to mean the conflict between work and family Kahn (1994). Greenhaus and Beutell (1990) on the other hand defined work life balance as a form of inter role conflict where work-life roles are mutually incompatible in some respect. Frone (1992) further amplifies conflict points as extensive irregular or inflexible work hours, work overload, extensive travel, career transitions and unsupportive supervisor or organisation can interfere with personal life. Work life balance has the ability to enhance behaviours and attitudes and also an employee performance. In this context work is considered as the paid employment. Life on the other hand refers to the non-work, and more-free time spent on leisure or with family (Lowry, 2008). The difference on two concepts is complicated due to the fact that they are intertwined with time as the constant. Life interferes with work, and so does work interferes with life, so as stress interferes with employees job performance. The constant strife makes it difficult for most employees' in determining what should take precedents (Emslie& Hunt, 2009).

On the other hand employee job performance is a common fact that has been found to raise adverse well-being and performance worries in various organisational and behavioural studies (Babatunde, 2013). Utmost of the words or expressions are stated in 'negative' terms that is, 'stress' is perceived as something bad. For instance, words like depression, feeling out of control, overworked, time pressures, panic attacks, anxiety are frequently used to definite what performance means to us individually. Some organisations do use performance management program. They view the problems of employee job performance as something in-built to the person, and this allows them to blame the individual. It means that they present a program that aims to help the employee handle with the performance situation, but do nothing to eradicate the source of the stress. Other organisations attempt to manage the stress situation without considering the needs of the individual. The relationship between work life balance and employees' productivity or job performance has been examined in number of studies as to determine whether work life balance and occupational stress principles were associated with employees' performance. However, the study equally showed the prevalence of employee job performance conflict between high performance and work-life balance practices within the firms (White Hill, McGovern, Mills, &Smeaton, 2003). Work life balance policies and practices come in handy in managing employees' work and family lives.

Organisations all over the world are implementing employee job performance management and work life balance programs to minimize on its negative outcomes. Benefits realized through stress management and work-life programs include increased productivity, increased employee morale, increased customer service, increased employee loyalty, reduced absenteeism, reduced operations cost as well as attract, and maintain talented workforce (Hughes, 2007). Companies are now avoiding the business cost associate between imbalances between work-life and employee job performance which include reduced productivity, high absenteeism, turnover and expenditure on sickness benefits (Todd, 2004). To build morale, job satisfaction, and work efficiency, a wide variety of work-life balance initiatives for employees have been incorporated by numerous organisations. These initiatives include flexible work hours, job sharing, parental leave on-site child care facility and telecommuting (Hartel et al. 2007).

Over the years, considerable research has been conducted on employee job performance and work-life balance and their effects on employees' job performance in developed countries. In Europe for instance, efficiency at work, and harmony at home research revealed glaring imbalances that still needs to be addressed. In developing countries for instance a research done in Pakistan by Nadeem and Abbas (2009), indicate that job performance and productivity at top level of management has negative correlation with family to work interference and work to family interference. Another study conducted in India by Dev (2012) findings, indicates that work-life balance significantly correlated with job satisfaction, and performance. Fatima and Sahibzada (2012) further, in advancing Dev (2012) findings, indicates that

female employees in India are more in need of facilities such as flexi time, job sharing, and child care, to gain their employee commitment and high level of trust and productivity.

In Africa, the concept of occupational stress, work-life balance and job performance has received less attention from Human Resource managers. According to a study conducted in Nigeria by Mordi and Ojo (2011), most employees suffer work-life and stress conflict. Lack of jobs and an overwhelming working environment in Nigeria force employees to disrupt their family lives for the sake of the growth and profitability of their organisation. In a South African study that examined the relationship among work-life balance, employee job performance, Patel et al (2006) revealed a growing conflict among the three. Women were the most affected as demands for home life and responsibilities clashed with their commitment to work compared to their male counterparts (Greenhaus&Beutell, 1985 cited in Brink & De la Rey, 2001).

In Nigerian context, various companies have instituted work life balance facilities to mitigate work-family related conflict that can have negative impact on employee job performance. Employee job performance and work life balance has tremendous impact on Human Resource personnel as it affects nearly all the Human Resources functions (Muna&Mansor, 2009). Work life balance is both the responsibility of the management and employee's in ensuring that there is a system, policy or strategy put in place to minimize work-life conflict. Employee job performance and work-life balance programs include those covering flexible work hour arrangements, part-time employment, and parental leave, paid and unpaid leave modalities for sabbatical, cultural or volunteer reasons, dependent care services, and employee assistance programs. There are no research findings that indicate the relationship among work-life balance, employee job performance and productivity. However the extent to which this affect productivity and job performance have not been researched, or documented. This study seeks to find the correlation or lack thereof of work life balance and employee job performance.

Globally, employees continue to experience major work-life balance trying to balance work, family, and other private matters related to their life (Brought, Holt, Biggs, & Ryan, 2008). As a result, employee burn out stress and under performance continues to pervade challenging constructive performance and productivity programs instituted by organisations. Cases where employees forfeit their leave days, or accumulate them beyond reasonable scope are numerous. The reason why leave policy exists is to give employees time to attend to personal life issues, time off to rejuvenate, and enhance focus and productivity while back at work. This seems not to be the case at Osun State University, Osogbo. Currently, there exists situations where employees have accumulated 60 to 90 days leave days, yet at the same experience work burn-out, stress, out-right loss of focus and concentration at work resulting to low productivity, inability to meet deadlines, low client orientation, poor problem solving skills and absenteeism (Fagnani, 2006).

### **Research Questions**

The following research questions guide the study. They are:

1. What are the work-life balance schemes available to employees in Osun State University, Osogbo?
2. What are work-life balance schemes that aid employee's job performance in Osun State University, Osogbo?
3. What are employees coping strategies to work and family life stress?
4. What are the socio-environmental factors that hinder a work family life balance among employees in Osun State University, Osogbo?

### **Objectives of the study**

The objective of the study is to:

1. To examine the work-life balance schemes available to employees in Osun State University, Osogbo

2. To ascertain work-life balance scheme that aids employee’s job performance in Osun State University, Osogbo
3. To investigate employees coping strategies to work and family life stress
4. To examine socio-environmental factors that hinders a work family life balance among employees in Osun State University, Osogbo

**METHODOLOGY**

This study adopted a descriptive survey design. The reason for adopting descriptive survey design is that it could afford the researcher to collect data from the field without manipulation of the variables of interest. Thus the descriptive survey research method was used to investigate the relationship that exists between work life balance and employees’ performance. The statistical information was used to ascertain if independent variables relating to work life balance could have any impact on employees’ job performance.

Osun State University is a multi-campus university established by Osun State Government under the administration of Prince Olagunsoye Oyinlola. The university currently operates six campuses distributed across the six administrative/geopolitical zones of the state. Nigeria's National Universities Commission approved Osun State University on December 21, 2006, as the 30th State University and the 80th in the Nigerian university system. It has its campuses in Osogbo, Ikire, Okuku, Ifetedo, IpetuIjesha and Ejigbo which serves as campuses for Health science, Humanities and Culture, Social science and Management, Law, Education and Agriculture respectively. Osun State University had its first convocation ceremony in 2011 under the administration of state Governor Ogbeni RaufAregbesola. The university had a reputation of not being involved in the Nationwide ASUU strike until the 2013 ASUU strike which lasted for over five months. The university also has a reputation as one of the fastest universities in Nigeria, based on the quick academic calendar the school operates.

The study covers all female staff in Osun State University, Osogbo, Osun State, Nigeria. The purpose of limiting the study to Osun State University, Osogbo only is to allow for in-depth study and to cover all categories of the workers in the all the campuses of Osun State University, Osogbo

<b>S/N</b>	<b>CAMPUSES</b>	<b>STAFF STRENGTH</b>
1	Osogbo Main Campus	15
2	Okuku	10
3	Ejigbo (College of Agriculture)	11
4	Ipetu-Ijesa (College of Education)	14
5	Ifetedo (College of Education)	14
6	Ikire (College of Humanities and culture)	10
	<b>TOTAL</b>	<b>74</b>

Source: Osun State University, 2017

This implies a proportion of the population, which was taken as a representation of the whole population and on which conclusion made on them based on the data, which they give, was taken to be peculiar to all members of the whole population. In relation to this study, the researcher decided to study the entire population of seventy four (74) respondents since it is manageable. Therefore there is no need for sample size determination.

The data collected through the structured questionnaire was coded and typed into statistical package for social science (SPSS 20). SPSS was used to analyse the data. The statistical techniques that was employed in analysing data collected from the respondents were; Frequency tables with percentage while content analysis was adopted in analysing the responses of the respondents based on the objective of the study

**RESULTS**

**Section A: Analysis of the Socio-Demographic Characteristics of the respondents**

**Table 4.1: Socio-Demographic Characteristics of the respondents**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Sex</b>		
Female	74	100.0
Total	74	100.0
<b>Age</b>		
20-30yrs	10	13.5
31-40years	23	31.1
41-50yrs	19	25.6
51yrs and above	12	16.2
Total	74	100.0
<b>Marital Status</b>		
Married	57	77.0
Single	14	18.9
Separated	3	4.1
Total	74	100.0
<b>Religion</b>		
Islam	27	36.5
Christianity	47	63.5
Total	74	100.0
<b>Ethnic Group</b>		
Yoruba	57	77.0
Igbo	13	17.6
Hausa	4	5.4
Total	74	100.0
<b>Length of service</b>		
Below 1years	9	12.2
1-5years	12	16.2
6-10years	36	48.6
11years and above	17	23.0
Total	74	100.0
<b>Qualification</b>		
HND/BSC	5	6.8
MBA/MSC	62	83.7
Ph.D	7	9.5
Total	74	100.0
<b>Family Pattern of Living</b>		

Nuclear	16	21.6
Extended	49	66.2
Polygamous	9	11.7
Total	74	100.0

**Source: Field Survey, 2017**

In view of the table above, it above, 74 respondents representing 100% were female. This indicates that the entire respondent were female academic staff. The table also shows that 10 respondents representing 13.5% were between the ages of 20-30 years, 23 respondents representing 31.1% were between the ages of 31-40years, 19 respondents representing 25.6% were between 41-50yrs while 12 respondents representing 16.2% were between the ages 51yrs and above. This puts the majority of respondents between 20-30 years of age. The data presented in the table 4.1 above show that 57 respondents representing 77.0% were married, 14respondents representing 18.9% were single while 3respondents representing 4.1% were separated. This revealed that the majority of respondents were married. Table 4.1 also showed that 27 respondents representing 36.5% were Muslim while 47respondents representing 63.5% were Christians. This shows that majority of respondents are Christian. Table 4.1 revealed that 57 respondents representing 77.0% were Yoruba, 13 respondents representing 17.6% were Igbo while 4 respondents representing 5.4% were Hausa. This shows that majority of the respondents were Yoruba. Table 1 revealed that 9 respondents representing 12.2% have spent below 1 year in their organisation, 12 respondents representing 16.2% have spent between 1-5years, 36 respondents representing 48.6% have spent between 6-10years while 17 respondents representing 23.0% have spent 11years and above. This shows that majority of the respondents have spent between 1-5years in their organisation. In view of the above table 4.1, 5respondents representing 6.8% have HND/B.Sc qualifications, 62 respondents representing 83.7% were MBA/MSc holders while 7 respondents representing 9.5% were Ph.D holders. This puts the majority of respondents as MBA/MSC certificate holders. The table above also revealed that 16 respondents representing 21.6% has nuclear family as their family pattern of living, 49 respondents representing 66.2% has extended family as their family pattern of living while 9 respondents representing 66.2% has polygamous family as their family pattern of living. This depicts that majority of the respondents has extended family as their family pattern of living.

**Presentation of responses on Work-Life Balance and Employees' Job Performance in Osun State University, Osogbo**

**Table 4.2: Work-life balance schemes available to employees in Osun State University, Osogbo**

Questions	Frequency	Percentage
<b>Are there work life balance scheme in your organisation?</b>		
Yes	54	73.0
No	20	27.0
<b>Total</b>	<b>74</b>	<b>100.0</b>
<b>If yes, tick the ones available in your organisation from the list</b>		
Flexible starting times	15	20.3
Leaving time when requested	10	13.5
Part-time working arrangement	9	12.2
Time off in an emergency	14	18.9
Reduced work hours for nursing mothers	6	8.1
Maternity leave arrangement	20	27.0
<b>Total</b>	<b>74</b>	<b>100.0</b>

**Source: Field Survey, 2017**

The table 2 above revealed that 54 respondents representing 73.0% accepted that there is work life balance scheme in their organisation while 20 respondents representing 27.0% said there is no work life

balance scheme in their organisation. This means there is availability of work life balance scheme in Osun State University, Osogbo. The table above depicts that 15 respondents representing 20.3% said the available work life balance scheme in their organisation is provision of flexible starting times, 10 respondents representing 13.5% said the available work life balance scheme in their organisation is leaving time when requested, 9 respondents representing 12.2% said the available work life balance scheme in their organisation is part time working arrangement, 14 respondents representing 18.9% said the available work life balance scheme in their organisation is time off in an emergency situation, 6 respondents representing 8.1% said the available work life balance scheme in their organisation is through reduced work hours for nursing mothers while 20 respondents representing 27.0% said the available work life balance scheme in their organisation is through maternity leave arrangement. This revealed that Osun State University, Osogbo has different work life balance scheme in their organisation as shown above in the table 2 presented.

**Table 3: Work-life balance scheme that aids employee’s job performance in Osun State University, Osogbo**

Question	Frequency	Percentage
<b>Have you ever used any of them?</b>		
Yes	70	94.6
No	4	5.4
Total	74	100.0
<b>If “yes” please tick the one(s) you have used.</b>		
Flexible starting times	9	12.9
Leaving time when requested	12	17.1
Part-time working arrangement	5	7.1
Time off in an emergency	12	17.1
Reduced work hours for nursing mothers	8	11.4
Paid overtime work	8	11.4
Maternity leave arrangement	16	22.9
Total	70	100.0
<b>Do you think the available work-life balance scheme help increase employee’s job performance?</b>		
Yes	63	85.1
No	11	14.9
Total	74	100.0
<b>If you are involved in performing domestic work after your job, do they impact on your performance at work?</b>		
Yes	61	82.4
No	13	17.6
Total	74	100.0

Source: Field Survey, 2017

The table 3 above revealed that 70 respondents representing 94.6% accepted that they have used the available work life balance scheme in their organisation while 4 respondents representing 5.4% said there is no that they have that they have not used the available work life balance scheme in their organisation. This means majority of the staff have used the available of work life balance scheme in Osun State University, Osogbo. Table 3 above revealed that 9 respondents representing 12.9% said they flexible time as the available work life balance scheme in their organisation, 12 respondents representing 17.1% said they have used leaving time when requested as the available work life balance scheme in their organisation, 5 respondents representing 7.1% said they have used part time working arrangement used as the available

work life balance scheme in their organisation, 12 respondents representing 17.1% said they have used time off in an emergency situation as the available work life balance scheme in their organisation as the available work life balance scheme in their organisation, 8 respondents representing 11.4% said they have used reduced work hours for nursing mothers as the available work life balance scheme in their organisation, 8 respondents representing 11.4% said they have used company crèche as the available work life balance scheme in their organisation while 16 respondents representing 22.9% said they have used maternity leave arrangement as the available work life balance scheme in their organisation as the available work life balance scheme in their organisation. This revealed that majority of the staff in Osun State University, Osogbo has used almost all the available work life balance scheme in their organisation as shown above. The table 4.3 revealed that 63 respondents representing 85.1% accepted that the available work-life balance scheme help increase employee's job performance while 11 respondents representing 14.9% said the available work-life balance scheme cannot increase employee's job performance. This means majority of the staff have agreed that the available work-life balance scheme help increase employee's job performance. The table 4.3 revealed that 61 respondents representing 82.4% accepted that if they are involved in performing domestic work after their job, that it will have an impact on their performance at work while 13 respondents representing 17.6% said no in their responses. This means majority of the staff have agreed that if they are involved in performing domestic work after their job, that it will have an impact on their performance at work

**Table 4: Employees coping strategies to work and family life stress**

Questions	Frequency	Percentage
<b>Do you think you are not able to balance your work with your family roles?</b>		
Yes	57	77.0
No	17	23.0
Total	74	100.0
<b>Would you say that family friendly policies in your organisation have significantly influenced your ability to cope with multitasks?</b>		
Yes	53	71.6
No	21	28.4
Total	74	100.0
<b>If no, would you say the individual/personal support arrangements at home have helped you cope with multitask?</b>		
Yes	21	100.0
Total	21	100.0
<b>What could this organisation do to further help you balance your work and family life?</b>		
Regular review and implementation of the available work life balance scheme	38	51.3
Medical checkup for all staff	12	16.2
Establishment of recreational centres	10	13.5
Availability of nearby childcare facilities	14	18.9
Total	74	100.0

**Source: Field Survey, 2017**

The table 4 depicts above that 57 respondents representing 77.0% accepted that they are not able to balance their work with their family roles while 17 respondents representing 23.0% said no in their responses which means that they are able to balance their work with their family roles. This means majority of the staff have agreed that they are not able to balance their work with their family roles. 53 respondents



representing 71.6% accepted that family friendly policies in their organisation have significantly influenced their ability to cope with multitasks while 21 respondents representing 28.4% said no in their responses which means that the family friendly policies in their organisation have not significantly influenced their ability to cope with multitasks. It can be concluded that majority of the staff have accepted that family friendly policies in their organisation have significantly influenced their ability to cope with multitasks. Also, 21 respondents representing 100% said no in the previous question because they think individual/personal support arrangements at home have helped them cope with multitask. It can be concluded that individual/personal support arrangements at home have helped some staff to cope with multitask. 38 respondents representing 51.3% said the organisation should carry out regular review and implementation of the available work life balance scheme as this will help the organisation to further help in the balance of work and family life of the workers, 12 respondents representing 16.2% said medical check-up for all staff should be provided as this will help the organisation to further help in the balance of work and family life of the workers, 10 respondents representing 13.5% said the organisation should carry out regular review and implementation of the available work life balance scheme as this will help the organisation to further help in the balance of work and family life of the workers while 14 respondents representing 18.9% said availability of nearby childcare facilities as this will help the organisation to further help in the balance of work and family life of the workers.

**Table 5: Socio-environmental factors that hinders a work family life balance among employees in Osun State University, Osogbo**

Questions	Frequency	Percentage
<b>If you are involved in performing domestic work after your job, do they impact on your performance at work?</b>		
Yes	65	75.5
No	9	12.2
Total	74	100.0
<b>Are you directly affected by these domestic chores that must be carried out in order to satisfy members of your household?</b>		
Yes	58	74.4
No	16	21.6
Total	74	100.0
<b>Which of the following household responsibilities do you think is more challenging for female employee in Osun State University, Osogbo?</b>		
Cooking for the family	33	44.6
Cleaning the house	19	25.7
Doing the children's homework	12	16.2
Taking care of the elderly in the family	10	13.5
Total	74	100.0
<b>Which of the following interfere the most with your life?</b>		
Work roles	41	52.0
Family roles	33	48.0
Total	74	100.0
<b>What major factor hinders family life balance among female employees in Osun State University, Osogbo?</b>		
Domestic factor	62	83.8
Social factor	12	16.2
Total	74	100.0

**Source: Field Survey, 2017**

65 respondents representing 75.5% accepted that if they are involved in performing domestic work after their job that it will have an impact on their performance at work while 9 respondents representing 12.2% said no in their responses which means that if they are involved in performing domestic work after their job that it will not have an impact on their performance at work. It can be concluded that majority of the staff have agreed that if they are involved in performing domestic work after their job that it will have an impact on their performance at work. 58 respondents representing 74.4% accepted that they will be directly affected by domestic chores that must be carried out in order to satisfy members of their household while 16 respondents representing 21.6% said no in their responses which means that they will not be directly affected by domestic chores that must be carried out in order to satisfy members of your household. It can be concluded that majority of the staff have agreed that they will be directly affected by domestic chores that must be carried out in order to satisfy members of their household. From the data presented in table 4.5, 44.6% of the respondents said the household responsibilities that they think is more challenging for a bank employee is cooking for the family, 25.7% of the respondents said the household responsibilities that they think is more challenging for a bank employee is cleaning the house, 11.8% of the respondents said the household responsibilities that they think is more challenging for a bank employee is doing the children's homework while 13.5% of the respondents said the household responsibilities that they think is more challenging for a bank employee is taking care of the elderly in the family. Majority of the respondents said the household responsibility that they think is more challenging for a bank employee is cooking for the family. 41 respondents representing 52.0% accepted that their work role interfere most with their life while 33 respondents representing 48.0% said family role interfere most with their life. It can be concluded that majority of the staff have agreed that their work role interfere most with their life but it also be deduced that family role also interfere most with their life. 62 respondents representing 83.8% said domestic factor is a major factor that hinders family life balance among female employees in Osun State University, Osogbo while 12 respondents representing 16.2% said social factor is a major factor that hinders family life balance among female employees in Osun State University, Osogbo. It can be concluded that majority of the staff have agreed that domestic factor is a major factor that hinders family life balance among female employees in Osun State University, Osogbo

**Discussion of Findings**

The result from the data analysis and presentation above revealed that there are available work life balance scheme in Osun State University, Osogbo. The study revealed further that the availability of work life balance scheme in Osun State University, Osogbo has the capability of influencing employee job performance. As Jacobs & Gerson (2004) find, even though the average work week has changed little over time, educated and highly-skilled workers' work hours have risen significantly. According to recent estimates, the percentage of professional women working at least 50 hours a week has more than doubled, from 6.1 percent in the 1970s to a whopping 14.4 percent in recent times. The percentage increase in the number of men's working hour also ranges between 34 to 37.8 percent during the same time interval; increase in men's work hour has been rather more modest as compared to women's (Williams & Boushey, 2010). A significant finding by Presser, (2003) revealed that in almost 30 percent of all dual-earner couples with children, at least one of the parents work a nonstandard flexible work time schedule, and in almost half of these couples at least one spouse works during the weekend. Employers of labour ordinarily will expect their employees to be highly committed to their work, reward long work hours, and depend greatly on communication technologies, which have contributed to the disappearing of confines between workplace and the home

The result of the research was also confirmed by Karatepe (2010, p. 837) that the impact of work life balance on organisational commitment and employee performance as well as individuals' social life to be family-work imbalance; while work-family imbalance or conflict deals with inter-role conflict or stress

connected to performing family related responsibilities. In what follows, attempts will be made to determine how Nigerian female employees could be motivated to be more economically viable in order to provide for their families as well as be able to put in their best in their workplaces. This is crucial in sustaining organisational growth and enhancing individual commitment to work. In their studies investigating the boundaries between family and work, Eagle, Miles, and Icenogle (1997) revealed that professional boundaries are not much penetrable whereas family boundaries are (Kasper, Meyer, & Schmidt, 2005). Furthermore, Carnicer, Sánchez, & Pérez (2004) postulated that those with higher education may have the opportunity to be promoted and to be posted to another location. When accepted, such benefits may create WFC as they need to take on more responsibilities increasing their work commitment.

### **Conclusions**

Research results indicate that such work-life balance significantly influence employees' job performance. Vast number of literature across the world revealed that managing responsibilities of work and family remain a high profile task for working parents. In Nigeria, the situation is not different, a great number of couples are finding it difficult to blend work with family chores or talks; and this is affecting their productivity at work place and performance at home. It is also responsible for stress, physical and emotional health challenges among many couples in the country. In view of the acknowledge challenges in this study, and thus recommended a balance and proper integration of work with family life as a panacea for reducing worker (spouses) stress, increase their performance at home and workplace as well as help in keeping the individual workers and family physically and emotionally healthy.

### **Recommendations**

Based on the above, the following are hereby recommended;

- Most family/couples suffered combining work with child parenting because of lack of nearby childcare facilities. Organisations that share the same premises can jointly provide child-care facilities at a nearby location to cater for their staff with children between the ages 0 to 2 years.
- Childcare is not just the responsibility of women. Men play significant role too. While maternity leaves are granted to women in Nigeria, heads of formal organisations should make policies that will enable men to go on paternity leave as is obtainable in most developed or advanced industrialized countries. These calls for relevant legislative bodies in the country to make laws that eliminate all forms of discriminations at workplace. This will enable men and women in formal organisations to enjoy the same privilege when it comes to leave and other family-related fringe benefits.
- Employers of labour can reschedule talks or jobs at workplace to provide more flexible time for workers to alternate between work and their families. It includes providing time for break, school-runs, and weekend holidays for workers. Flexible time should include time for arrival and time to leave the workplace.
- Top-up salaries should be provided by employers to enable employees hire the services of domestic servants/staff.

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