

EFFECT OF WORK LIFE BALANCE (WLB) ON EMPLOYEE'S PERFORMANCE IN NIGERIA BANKING SECTOR

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ABSTRACT:

Ability to balance work and lifestyle by employees has become a major issue in many business environments. This study examined the effects of Work Life Balance (WLB) on employees' performance in Nigeria banking sector. Primary data were collected with the aid of questionnaires in four selected banks. Descriptive statistics, Analysis of Variance (ANOVA) and Regression methods were used to analyze the data with the aid of SPSS 23 software. The result revealed that Busy Schedule and Health Package have positive effects on employee performance. However, Work's Stress and Personal life style have negative effect on Performance. The F- statistic has the P-value of 0.001 which indicates that work life balance has significant effect on employees' performance in the selected banks examined. Hence, this study recommends more time for recreations to reduce the work stress. Also, adequate time should be given to employees to attend to personal/family issues prevent domestic conflicts that could affect employee(s) performance.

Keywords: Work Life Balance, Work Stress, Employees, Performance, Banking.

1.1 INTRODUCTION

Work life balance in a business environment has become one of the major issues that employees are facing all over the world. Most of the time, employers are interested in the growth and productivity of their organisation without taking into consideration the welfare and satisfaction of their employees in meeting the set targets especially in banking industries. Employees at times face some pressures that adversely affect their family and social lives. In an environment where there is high level of competitive pressures stemming largely from efforts to deliver quality services, the weight of this on employees is enormous. (Uzoechi & Babatunde 2012)

Primarily, work life balance deals with an employee's strength to systematically prioritize their ability between work and their lifestyle, social life, health status, family affair, career and so on. In a situation where there is proper balance between work and life, employees tend to put in their best efforts at work because the family is happy.

Work Life Balance (WLB) simply means the amount of time an individual spends doing a job compared with the amount of time spent with family and for recreation. In 1985, Barnett and Baruch as cited by Mwangi (2017) traced the origin of research on work-life balance when women who were most influential and hard working began to have multiple roles in their chosen careers. In a situation where there is inadequacy in work life balance, it will pose a big risk to workers'

welfare and well-being of both the employees and organization performance at large. Mwangi and Bowen (2017) discovered that ECO Bank introduced programs to assist the employees in achieving a balance work life which include; flexible working hours, employees assistance programs and leave programs in given the benefits of work life balance practices and the potential to help improvement of employee job performance in terms of increase organization commitment, job satisfaction and reduction on the turnover rate. On the perspective of employee, work life balance is maintenance of a balance between responsibilities at work and at home also employers as well view the benefits or the working conditions that they provide to help employees balance the family and the work domains as work life benefits. (Russell & Bowman, 2000; Mendis & Weerakkdy, 2017). This has led to increase attention from government, researchers, and management and employee representatives. The aim of this study is to identify if there is any significant impact of work life balance on employee performance most especially in the banking industry.

1.2 Statement of Problem

There are quite a number of valuable studies by researchers, government agencies with regard to work life balance and employee performance in various sectors but few studies emanated from banking industries as to determine the success of the work life balance program in the bank (Jeff, 2017). In some cases, employees find it difficult to balance their social life with employment responsibilities. The study intends

to proffer solution on how work life balance can be greatly achieved and enhanced in the field of human resource management.

LITERATURE REVIEW

2.0 Concept of work- life balance

Work life balance is the ability to experience sense of control and to stay productive and competitive at work while maintaining a happy, healthy home life with sufficient leisure. It's attaining focus and awareness, despite seemingly endless tasks and activities competing for your time and attention. (Jeff, 2014)

Work life balance entails having some breathing space for you each day; feeling a sense of accomplishment; while not being consumed by work; and having an enjoyable domestic life without short- changing career obligations. And it's rooted in whatever fulfilment means to you within 24-hour days; seven- days in each week and however many years you have left.

Work life balance as a practice that is concerned with providing scope for employees to balance their work with the responsibilities and interest they have outside work which enables them to reconcile the competing claims of work and at home meeting their own needs as well as those of their employers (Vijaya & Janakiram, 2017) Work- life balance is defined as an individual ability to meet their work commitment as well as other non- work and family commitment. (Delecta, 2011)

Dundas (2008) argued that work life balance is about effectively managing the juggling act between paid work and all other activities that are important to people such as family, community activities, voluntary work, personal development and leisure and recreation.

According to Jeff (2017), there are six components of work life balance which include:

- ❖ Self Management
- ❖ Time Management
- ❖ Stress Management
- ❖ Change Management
- ❖ Technological

2.0.1 Importance of work – Life Balance

Mwangi & Bowen (2017) pointed out that organizations can systematically implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities; gain improvements in well-being and make

provision for organizations benefits. Majorly, there are large varieties of family-friendly policies which include but are not limited to the following: Flexible working hours, job sharing, part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility. Employers may provide a range of benefits related to employees' health and well-being, including extended health insurance for the employee and dependents, personal days, and access to programs or services to encourage fitness; physical and mental health. Other practices may support children's education, employees' participation in volunteer work, or facilitate phased retirement.

Flexi Time: Flexi time is a flexible way of working which allows employees to fit their working hours around their individual needs; and accommodate other commitments outside of work. Employees do this by communicating with their employer to create an adaptable work schedule that is different to the set timings of the standard working day (e.g 9- to -5pm). Most of the time, employees may decide to work from home or make a little adjustment on the time to start and end the day around the core hours. It would then be up to the employees to choose when they work (with their employers permission); provided that the total hours add up to the amount required by their contract.

2.0.2 Employee Performance

Performance can be defined as the attained outcomes of actions, with skills of employees who perform in some situation. Whenever an employee is given an opportunity to exhibit his/her skills that will promote the image of the organization; the outcome will always be an exciting one for the organisation goals and objectives. (Kato & Prasetya, 2011; Kolade, 2018)

According to Ibrahim (2017) he sees performance of an employee as an important activity that provides both goals and methods to achieve the organizational goals and also provide the achievement level in term of output. Performance of an employee is his/her resultant behaviour on a task that can be observed and evaluated. Employee performance is the contribution made by an individual in the accomplishment of organizational goals. Performance of an employee is normally analyzed in terms of outcome and behaviour.

Employee performance can be measured in various ways which include;

productivity, effectiveness, quality profitability measure, efficiency etc.

2.0.3 Theoretical Review

Several theories have been propounded to explain the concept of work family linkage and the various aspects of the relationship between work, personal and family life. The first two theories that are fundamental to role conflict and its overall impact on work life balance are boundary and border. Later, other theories were developed based upon the foundation that was laid by the above named theories. These include: structural functionalism theory, ecology system theory, segmentation theory, compensation theory, resource drain theory, spillover theory, work enrichment theory, integration theory and overall appraisal theory.

According to Vijaya and Janakiram (2017) these theories are summarized below:

Structural Functionalism Theory is mainly concerned with two separate spheres: productive life and emotional life; the former helps one to produce a product or a service and emotional life which is at home majorly centres around spending time for oneself, spouse, parents, child care, leisure, health care etc. This theory that concludes work and life balance can be kept when man works and women take care of home related affairs.

Ecology System Theory propounds that work and life are joint function of methods, processes, person, situation and time characteristics and lucrative effect on the work life experience.

Segmentation Theory discussed both the aspects of work and life as separate entities that do not influence or interfere with each other as every person restrains work related thoughts, feelings, emotions and behaviours on the life domain; do the same at work by suppressing personal life thoughts, emotions and problems or pleasure at work.

Compensation Theory argues that there exists a contradictory relationship between work and life, so individuals make an attempt to satisfy voids from one sphere with satisfactions from the other.

Spill over Theory proposed the most popular view of relationship between work and family. Workers carry the feelings, emotions, attitudes; skills and behaviour that they establish at work into their family life and vice versa.

Enrichment Theory discussed that

experience in one role either works or family will enhance the quality of life in the other role. Above all, each theory discussed has its own uniqueness that is geared towards the dimension of work life balance.

2.0.4 Empirical Review

Mendias and Weerakkody (2017) conducted a research on the impact of work life balance on employee's performance with reference to telecommunication industry in Sri Lanka. They make use of univariate, bivariate and multivariate statistics method to find out the relationship between variables. Their findings revealed that there is a strong relationship between work life balance and employee job satisfaction and a strong relationship between employee job satisfaction and employee performance. All these relationships are positive and have significant levels. Also the better work life balance of the employees leads to increased employee performance and produce job satisfaction.

Also, Mwangi & Bowen (2017) discussed the effects of work life balance on employees' performance in institutions of higher learning where they discovered that work life balance has positive relationship between work and other equally important activities in life which include family, leisure, personal development and community development issues. The study revealed that work life balance is an important aspect of work and family most especially in institutions of Higher Learning which should be embraced to improve employee's performance. Organizations should come up with ways of balancing what employees do in their jobs and how they cater for their family needs to reduce the imbalance and thus improve their performance. Therefore, the study revealed that there is significant effect on employees performance in the selected banks that were examined that commensurate with other authors finding.

3. DATA AND METHODS OF RESEARCH

3.1 Research Design:

This research adopted a survey design technique. In this study, the researcher is interested in the perception of respondents (employee of four selected banks in Osun State) Therefore, the distribution of self administered copies of questionnaire across the four banks in Osun state. The questionnaire items were measured on three point likert scale (high 3,2,1 low). It was divided into two sections.(1) To

collect information about the profile of the respondents and (2) to sample the opinion on the variable of interest to the researcher. Descriptive statistics and Regression analysis were adopted to analyse the data.

3.2 Modeling

To examine the effect of work life balance on employees performance using primary data as explained above, this study used four mechanisms to measure work life balance namely busy schedule, work stress, health package and time for personal family/care. Employees' performance is rated based on their office rank. Hence one can say; Performance is a function of work life balance. Performance = $f(\text{Work life balance})$ (1)

Performance = $f(\text{Busy Schedule, work- stress, Health packages, personal/family life})$ (2)

Performance = $\beta_0 + \beta_1 \text{Busyschedule} + \beta_2 \text{work stress} + \beta_3 \text{health that} + \beta_4 \text{personal life} + u_t$ (3)

Where:

- β_0 = Constant
- $\beta_1 - \beta_4$ = Co efficient of variable
- U_t Error term

4. PRESENTATION AND ANALYSIS OF DATA

4.1 Descriptive Statistics

80 copies of questionnaire were distributed; 65 were returned with only 50 respondents providing a usable information. Table 1 summarizes the profile of the respondents with 50% and 20% of them holding at least BSC/HND degree and fall within the age group of 31-40, a very active and educated group. Most of the respondents (at least 44%) have considerable working experience of above 10 years in the banking job.

Table 1: Profile of Respondents

Description	Frequency	Percentage
Age(Years)		
< 30	16	32
31- 40	22	44
41-50	10	20
>50	2	4
Total	50	100
Education Qualification		
OND/NCE	15	30
BSC/HND	25	50
MBA/MSC/PHD	10	20
Total	50	100
Experience as a banker		
<5 year	8	16
6-10 year	22	44
11-15 years	12	24
Over 15 years	8	16
Total	50	100

Source: Field Survey 2019

4.2 Descriptive Interpretation

From the demographic analysis above, the age distribution of respondents shows that 16 (32%) falls within the range of 30 years old, 22 (44%) are within the age of 31 – 40 years, 10 (20%) are within the age of 41-50 years and above. This connotes that about 64% of the respondents are the main determinants in terms of age. The educational qualification shows that 15 (30%) are OND/NCE holders, 25 (50%) are BSC/HND holders while 10 (20%) are MBA/MSC/PHD holders. This means about 80% of the respondents are either OND holders or BSC/HND. Hence, the desire to pursue further studies like MBA, MSC or PHD could further affect the work life balance. On the experience as a banker, 8 (16%) have spent 5 years or below, 22 (40%) have spent between 6 – 10 years, 12 (24%) have spent 11 -15 years while 8 (16%) have over 15 years of experience in industry.

The first 2 variables centred on work aspect. While the third and the fourth variables are on life aspect. The fifth variable stands for performance. The first 2 variables had 2.58 and 2.68 respectively as their mean values. These are approximately closer to 3 than 2. This implies strength of work is on the high side.

The 3rd and 4th variables had the mean value of 1.40 and 1.48 respectively. These are approximately closer to 1. Hence, the strength of life aspect is on the low ebb. Work is on the high strength while life is on the low strength these 2 needs to be balanced. Work life balance was not fully in practice in Nigeria banking sector as revealed from this survey.

The performance had a mean value of 2.04. This implies a moderate performance. The performance could be better if there is full practice of work life balance.

Variables	N	Minimum	Maximu	Mean	Std. Deviation
Busy_Schedule	50	1	3	2.58	.609
Work_Stress	50	1	3	2.68	.653
Health_packages	50	1	3	1.40	.728
Personal/family lifestyle	50	1	3	1.48	.762
Perfomance	50	1	3	2.04	.699
Valid N (listwise)	50				

Source: Researchers' computation (2019)

4.3 Regression analysis

Table3 and table 4 were jointly explained together. Table3 is ANOVA table and Table 4 is regression analysis. The regression result in table 4 shows that busy schedule has positive (0.598) and significant effect (0.046) on employees' performance. Work stress has negative (-0.194),

but insignificant (0.473) effect on employee's performance. Health packages have positive (0.381) and significant (0.004) effect on employee performance. Personal/family lifestyle contributes negatively to employee performance but no significant effect (0.004). This shows that adequate provision should be made to reduce the work stress which contributes negatively to the employee performance. Also, adequate time should be given to employees to attend to personal/family issue in order to translate to better performance.

Table 3: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.251	4	2.063	5.924	.001 ^b
	Residual	15.669	45	.348		
	Total	23.920				

Table 4: Regression Analysis

Dependent Variable: Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.313	1.409		2.351	.023
	Busy_Schedule	.598	.292	.521	2.048	.046
	Work_Stress	-.194	.268	-.181	-.724	.473
	Health_Packages	.381	.126	.397	3.020	.004
	personal/family lifestyle	-.529	.294	-.578	-1.798	.079

Source: Researchers' computation (2019)

On the overall significance of the model, Table 3 which is analysis of variance (ANOVA) revealed that the regression model has the F-

statistic of 0.5924 and the sig value of 0.01 < 0.05 level of significance. This shows that we cannot accept the null hypothesis. The alternate hypothesis has to be accepted. Hence, the variables that represent the work life balance have significant effect on employees performance in the selected banks in Osun State.

5. CONCLUSION AND RECOMMENDATION

This study revealed that the employees work life balance in the banking sector in Nigeria has significant effect on employees' performance. Hence, adequate measure should be put in place to reduce the work stress that is usually associated with banking job. More recreational facilities and time should be provided for the employees to ease their work stress. More time should also be given to employees to attend to personal/ family issue in order to avoid family conflict which could hinder the employees' performance at their point of duty. Also, employees of the banking industry should have access to adequate health facility such as Health Insurance scheme that will enhance their effectiveness and efficiency on the job. Effective work life balance will translate to better employee's performance in Nigeria banking sector. Hence, all organizations should ensure that policy of Work Life Balance prevails in their entire system.

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