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Industry in Nigeria**



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The Impact of Work-Life Balance on Employee Performance: An Evaluative Study of Health and Safety Industry in Nigeria

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Abstract

Purpose: The purpose of this research is to explore the impacts of work-life balance on the performance of employees in the Nigerian health and safety industry using interviews and quantitative based online questionnaire involving one hundred participants from ten different companies.

Methodology: Eighty three fully completed and returned questionnaires were utilized for the purpose of the research. The questionnaire encompasses the demographic survey of participants, well-being, job satisfaction and job performance-oriented questions. Statistical Package for Social Sciences (SPSS) was used in developing a linear statistical relationship between employee performance and productivity as the dependent variable and employment factors - extent of work-life balance and impact of work-life balance as the independent variables respectively.

Findings: 2.6295, 3.1325 and 2.8554 mean values were recorded for data generated from Work-Life Balance; Company Policies and Performance and Company Support Policy on Work-Life Balance respectively. Based on the mean values obtained, normality of the variables under study is statistically attainable. Findings from the study depict positive relationship for the variables under study. It also implies less stress in the work environments under study. Similarly, findings in terms of work environment, team support, area of specialization, workload, flexibility, supervisors' commitment to employee's personal lives, work force and discipline have indicated that the teaming population of health and safety employees have, to a reasonable degree, a control over their time and personal lives. Additionally, the company's support and policies for work-life balance are said to be reasonable enough as they pave ways for sound employees' performance.

Unique contribution to theory, practice and policy: companies should improve on support and policies/programs that have direct impact on work-life balance - telecommuting, compression of work week; strict adherence to the work hours stipulated by law and any extra hour(s) spent by an employee should be adequately compensated; develop and implement a business continuity plan and carry out manpower audits to determine areas of under manning with a view of providing the qualified manpower to man the company operations. These will pave ways for the employees to develop themselves educationally, create time for families and friends, thereby, aiding the concept of meaningful work-life balance.

Keywords: *Work-Life Balance, Company Support Policies and Performance, Work Load*

1.0 INTRODUCTION

1.1 Background of the Study

Everyone in the working class is already stretched thin. Mother, daughter, wife, colleague, breadwinner, doctor, department head, and sister, are all acceptable titles for this individual. Conflicts between work and other parts of life are inevitable. Finding a balance between your personal and work life will help you get everything done without letting work consume you (Thorntwaite, 2004). Scheduling time for both work and leisure activities regularly is essential for achieving and maintaining a good work-life balance. Vacation time is often spent with friends and family (Campbell et. al., 1970). The phrase work-life balance was coined in the 1980s in the United States to characterize the prevalent propensity of working people to prioritize their careers above their personal lives (Wayne et. al., 2004).

Moreover, work-life balance are two characteristics coexist permanently despite their frequent conflict. When the interests of many parties are in direct competition, conflict is inevitable. Discord arises when one area of life intrudes on another, such as when one's job starts to interfere with one's personal life. One's connections are usually the first to suffer when work starts interfering with one's life. Stress, tension, unhappiness, loyalty, turnover, and complaints about the quality of life all increase when a conflict starts at work. As the company expands and has a greater impact on the community, each employee plays an increasingly important role (Carlson et. al., 2006).

Primarily, the goal of any policy should be to boost productivity. Businesses that want to remain competitive must continually assess and raise their employees' output. With this, they will succeed more in their chosen field (Cegerra-Leiva et. al., 2012). Academics and professionals have recently become increasingly interested in the boundary between work and personal life. Several factors have been proposed to explain this renewed interest, including changes in the labor market's demographic makeup, increases in the quantity and speed with which work must be completed, and more time spent in direct office activity. Your health and happiness need to strike a balance between work and play. Doing so will pay dividends in the form of greater personal fulfillment and professional success. Anyone today who wants to improve their quality of life truly should make work-life balance one of their top priorities. As a result, many people in the public and private sectors struggle to distinguish between their professional and personal lives (Campbell et. al., 1988).

Therefore, establishing a good work-life balance is just the first step. It affects a person's material well-being, social standing, and mental health. The individual's output reflects all of these factors, which in turn influence their level of success (Cohen-Charash et. al., 2001). A more equitable work-life balance can benefit employees' morale, output, and health. Managers at health and safety

firms may overwork their staff to differentiate themselves from competitors. Concerned about their future in the workforce, some employees may be willing to sacrifice their time in exchange for longer hours at the office. Any one of these problems has the potential to adversely affect children's growth, family bonds, and overall well-being.

Nigeria relies heavily on the health and safety industry for revenue, which contributes to the country's reputation for a heavy workload and a culture of long hours. Due to the high-stress levels in their jobs, they are less likely to enjoy a healthy work-life balance (Helge et. al., 2010). There are policies in place to encourage a healthy work-life balance, but figuring out how to implement them is a major challenge. By instituting and upholding policies that value work-life harmony, health, and safety, business leaders can increase output for their clients. The kidnapping of ex-pats, the high turnover of contract workers, and the lack of adequate benefits for contract workers sparked conversations about the work-life balance of industry employees (Bono and Judge, 2003).

More so, Managers have raised the bar for employee performance despite a less generous compensation structure. In pursuing the industry goal, the staff will likely neglect their own needs. Therefore, it is crucial to investigate the effects of a good work-life balance on productivity. In recent years, focus on work-life balance has become increasingly important in the health and safety industry. Several factors, such as shifts in traditional family configurations, a diminishing social tolerance for putting in a "long number of hours," rising female labor force participation, technological advances, and so on, have contributed to this phenomenon (Karriker and Williams, 2009). This could make it more difficult for workers to maintain a healthy work-life balance. Issues such as employees having to pay for time off work, employees taking extended periods off, and employers not adhering to the agreed-upon leave policy are all symptoms of a dysfunctional organizational culture in the health and safety sector (Rotundo and Sackett, 2002).

Furthermore, employees face various challenges due to the greater likelihood of overburdened workloads resulting from numerous factors (Sackett et. al., 1988). Workers' productivity may suffer if their emotional and mental well-being is ignored. Problems with service delivery or health are two examples of how this can manifest itself. Businesses risk losing valuable employees if they fail to provide family and caregiver support, such as paid leave, flexible scheduling, and financial aid.

Consequently, large number of health and safety workers feel pressured to put their careers ahead of their personal and family lives, leading to unintended consequences like higher divorce rates and less time spent mentoring children. Staff members in the Health and Safety industry may need more motivation to provide stellar service to clients because of internal problems. Customers may express dissatisfaction over these issues and threaten to stop patronizing the affected Health and

Safety companies (Schmidt et. al., 1998).

Theoretically, this study adopted the concept of spillover theory. Pleck (1995) put forward the concept of spillover as a work-life balance phenomenon where job roles affect family roles and vice versa. Spillover theory is divided into two (2) namely: positive and negative spillovers. According to Vijayakumar and Janakiram (2017), positive and negative spillovers simply means positive experience(s) in one strata of life is tantamount to both the attainment(s) and fulfilment(s) in another life strata and vice versa. Empirically, male employees translate positive or negative spillovers from work places to families while female employees translate positive or negative spillovers from families to work places. This theory was adopted simply because it is often and mostly employed in investigating work-life balances for developing relationships involving works and family lives (Rincy and Panchanatham, 2014).

1.2 Problem Statement

Even if there are endless studies that have concentrated on the concept of work-life balance, it still looks to be a challenges in the Nigerian Health and Safety industry. The research problem, thus, is to explore how the work-life balance challenges are having a negative influence on employee performance in Health and Safety industry in Nigeria and how the organizations can improve their work-life balance strategies to improve employee performance. The core problem is in the health and safety industry. The industry is rapidly changing and the challenges are ever growing. It has become important to read this concept and upgrade it from time to time especially after all the pandemic.

1.3 Aim of the Research

The research project aims to explore the impacts of work-life balance on the performance of employees in the Nigerian market, especially in the health and safety industry. This research set out to respond to the impact of work-life balance on employee performance in the health and safety industry in Nigeria by researching more about how things like flexible scheduling and other measures of work-life harmony affect a better work-life balance, health, and wellness initiatives. Employee accountability for resolving personal matters is a potential factor in increasing productivity in Nigeria's health and safety industry.

1.4 Research Objectives

The research objectives are as follows:

- To understand the Nigerian Market and the factors that impact the performance in the same.

- To assess the level of work-life balance being present in the health and safety industry employees in Nigeria
- To evaluate the impact of work-life balance on the performance of health and safety industry employees in Nigeria.
- To recommend policies that can promote work-life balance and a positive performance outcome in the health and safety industry in Nigeria.

1.5 Research Questions

The research questions of the project work are:

1. Which factors contribute to the performance of the employees especially in Nigerian Market?
2. To what extent do the employees in the health and safety industry in Nigeria have work-life balance?
3. What is the impact of work-life balance on the performance of the health and safety industry employees in Nigeria?
4. What are possible solutions to boost work-life balance in Nigeria's health and safety industry to improve employee performance?

2.0 LITERATURE REVIEW

2.1 Work-Life Balance

Work-life balance has been one of the key pillars in improving employees' overall performance. To do this, people use strategies that help them balance their involvement in their careers and their families (Deery, 2008). Work-life balance solutions provide many benefits for both individuals and businesses. Increased work-life practices support family stability, reduce social problems, and prepare employees to care for their children by guiding them and engaging in other parenting activities. Improving the health and quality of life of the elderly is also essential to their care. Along with the social benefits, employees benefit from having more time for charitable endeavors and education, which increases their output.

The term work-life balance, which is more inclusive, is frequently used to describe policies once referred to as family-friendly but have since spread outside the home. The term "work-life balance" refers to flexible work schedules that enable parents and non-parents to use schedules that strike a balance between work obligations and personal commitments (Emslie and Hunt, 2009). Work-life conflict is the foundation upon which work-life balance strategies are built. A work-life conflict occurs when an employee's obligations conflict with those of another position, such as a spouse or

parent, or participation in other religious or recreational activities. According to the concept of work-life conflict, most people have several jobs (Frone et. al., 1997). Work-life balance strategies minimize Work-Life Conflict while also addressing its causes. Problems with work-life balance can have a variety of root causes, including excessive workloads and job demands.

2.2 Importance of Work-Life Balance

In order to maintain a general sense of harmony in life, the concept of life balance is sometimes linked to finding a balance between how much time and effort a person devotes to their job and hobbies. We must be aware of the many demands on us and the personal resources, time, and energy we may use to meet them if we achieve a work-life balance. People with some degree of control over their workplace are less likely to suffer stress-related disorders, which significantly impact work-life balance (Greenhaus et. al., 2003). Organizations can adopt work-life initiatives in various ways that may help employees better balance their personal and professional lives, improve wellness, and be profitable for the company. Flexible work schedules, job sharing, part-time employment, shortened work weeks, maternity leave, telecommuting, and on-site childcare facilities are just a few of the many family-friendly policies available (Greenhaus and Powell, 2006). Research on work-life balance has dramatically increased our understanding of the phenomenon, but there are still many situations where the results are unequal, particularly in non-Western nations.

2.3 WLB Policies in Nigerian Companies

Complex demands between work and home responsibilities have become increasingly relevant for employees in the Nigerian workplace as a result of several workplaces and demographic shifts, such as changing family structures, a culture where working long hours is less accepted an increase in the number of women in the workforce, and technological advancements (Grzywacz, 2000). The workers are trying to combine their career and personal lives owing to the various expectations put upon them. Even though the work-life balance is relatively new in Nigeria, scholars have explored the subject. In the following paragraphs, we will further analyze various current studies.

Work-life balance is inclusive and all-inclusive, so the credit would go to employers who actively engage with their workforce to develop strategies that consider job demands and non-work-related areas of employees' lives. Since they are essential to the long-term success of Work-Life Balance practices and policies, employers are also involved. This is only possible with cooperation between business and labor (Hammer and Clarke, 2005). According to studies conducted in Nigeria, employees were more productive when given more leeway in their schedules and responsibilities. Employers may save money, boost productivity, and reduce turnover by supporting workers' efforts to maintain personal and professional relationships outside the office.

2.4 Components of Work-Life Balance

Work-life initiatives can be broadly categorized into four categories, according to a review of the work-life literature: dependent care assistance, child care arrangements, and creche, flexible working arrangements, home working, compressed hours, leave arrangements, annual leave, parental leave, and general services Employment Assistant Programs. Policies that support work-family balance, are family-sensitive, or are family-friendly are all methods for assisting people in striking a better work-life balance. This strategy is known as work-life balance in the literature. There must be a balance between work and other life activities like education, travel, sports, volunteer work, personal development, downtime, and elder care. The term "work-family balance" has recently been replaced by work-life balance (Heather, 2011). The term work-life balance is frequently used to describe how committed or "fit" a person is to their various commitments.

2.5 Workers Efficiency and Performance

A critical component of the workplace is the efficiency of the workforce. It might allow the business to expand while retaining its current workforce. Effective service delivery and participation affect every aspect of the organization. To start this business, policies that reward employee performance must be created. An employee's ability, effort, and opportunity all impact or contribute to how well they carry out their responsibilities. However, measurements could be made in terms of outcomes or results. Performance is the history of results attained while carrying out a specific job function or activity over a predetermined period (Hudson and Hudson, 2005). This definition describes the performance as a collection of results generated over a certain period. The achievement of objectives of the tasks provided to employees within a set amount of time is the researchers' working definition of employee performance for the study (Lambert, 2010). Performance includes assessment and judgment procedures and being relevant to the job. Performance refers to how workers carry out their responsibilities and includes observable, measurable actions. A business needs productive employees to succeed and gain a competitive advantage. Employee performance, as defined by the business lexicon, is a person's capacity to complete the tasks assigned to them at work. The performance of the workforce has an impact on the performance of the company. Therefore, a manager must have a thorough plan to manage and direct their team. Customers come first for oil and gas companies because they are in the service sector. There is a connection between employee output and the services that customers receive (Muse et. al., 2008). Employees go above and beyond the duties of their positions when they offer exceptional customer service. The quality of service a customer receives impacts how popular a company's products are. A company's workforce plays a significant role in determining its success in the service sector. As a result, management must consider a range of strategies to improve

worker performance.

2.6 Family Commitments and WLB

If they could strike a better balance between their job and personal life, they could feel less pressure at home. Putting work before personal life typically leads to unwanted results, such as greater family strife. Finding a good work-life balance has been connected to a longer lifespan, and one way to get there is by connecting with people your age who have already been there (Anitha, 2014). According to several studies, volunteering may be beneficial for seniors because it allows them to engage in meaningful relationships with younger people. Monitoring workers' offspring becomes much easier if all parties are on the same page. With more time on their hands, parents can monitor their kids' eating habits and behavior, which are important for their development. Striking a balance between one's work and personal life, which includes taking care of one's own family, is vital for caring for one's children in the finest way possible. One of the biggest factors in adolescent criminality is the lack of adult supervision.

Developing a healthy work-life balance is essential to overcoming these obstacles. Long-hour managers and professionals struggle to achieve an acceptable work-life balance (Beauregard and Henry, 2009). Due to their busy schedules, families seldom have the chance to spend quality time together. Increased work-life conflict may be attributed to several factors, including the increasing use of information and communication technology as a barrier between workers and their families. Struggle for job stability, pressure from superiors, excessive workloads, role conflicts, discontent with employment, and a lack of personal fulfillment at work are all examples of such problems (Chetna, 2012). This is a problem as people's motivation and enjoyment on the job are tied to their ability to satisfy their social duties during their employment. By encouraging workers to spend more time with colleagues in settings other than the office, efforts that promote work-life balance may boost productivity and morale. Social connection with individuals you care about, whether a small child or an old parent, has boosted mood and deepened relationships.

It is unfair that people often feel like they have to choose between their careers and their personal lives. It is natural to feel bad when you cannot devote as much time as you would want to care for an aging loved one because of other obligations, such as work, family, housekeeping, or volunteer work. You need to find a method to balance your professional and personal duties to succeed in all aspects of your life (Mahesh et. al., 2016). Workers will have more time on their hands owing to a greater work-life balance to support the elderly in their communities and families. People with extra time on their hands may be better able to invest in their relationships at work, at home, and community.

2.7 Ways in which Companies Encourage a Better WLB

Companies increasingly prioritize their workers' health and happiness by providing them with all-encompassing wellness programs that stress the value of a healthy work-life balance. A gym membership as part of the benefits package is appreciated. Some companies use yoga and other stress relief forms to boost staff output and morale. In this manner, their lunchtime activities support their efforts to maintain a good work-life balance (Goyal and Babel, 2015). The capacity to care for one's family, whether young or elderly, increases when one's work life is less stressful. Several firms give culinary seminars to their staff as a means to aid them in discovering a better work-life balance. The counseling services given by different firms could be useful for workers seeking to cope with job stress. Improving our capacity to track missing newborns and the elderly will have positive social effects.

2.8 Work-Life Balance and Employee Performance

Barriers between one's private life and work life have many undesirable impacts, as shown in the research. It is easy to tell from someone's behavior whether or not they are fully invested in their job and finding satisfaction in their career. The behavioral implications of diverging or converging work culture are poor performance, greater turnover, absenteeism, and slack off on the job (Koopans et. al., 2011). There has been a link between these disagreements and stress, burnout, and mental health issues, including exhaustion and difficulty focusing. However, "work-life balance" has been expanded to include telecommuters in several works emphasizing employees' responsibilities to their communities and social networks (Meenakshi and Neha, 2020). This suggests that stress in one's personal life may influence their production at the business.

If businesses have programs to help employees with work-life conflict, they may have an easier time dealing with the issues. This school of thinking proposes that WLB activities may assist individuals in striking a healthy work-life equilibrium, which has far-reaching implications for the company and its employees (Parvin and Kabir, 2011). Facilitating workers' access to third-party assistance with caregiving roles and allowing them to arrange their time to strike a balance between the demands of work and family has been shown to decrease work-life conflict, which in turn has been shown to increase organizational effectiveness and employee performance.

There has been an increase in interest in how people could be successful in both their personal and professional life in line with the development of globalization. As a result, researchers have debated whether these two aims are mutually exclusive or whether they may and should work together to achieve greater success. Many individuals need help striking a good work-life balance for several reasons, such as poor time management and an inability to motivate themselves to meet one's demands and obligations. When there is a disparity between work and pay, exhaustion, poor

performance, and a deterioration in the quality of life set in (Thevanes, 2018). Three major issues have arisen due to the disruption of work-life balance brought on by the rapid development of technology in recent decades. Many worry that they will need help to strike a good work-life balance in light of the constant need to learn new skills and the advent of new technology in the workplace. While some employees may benefit from greater freedom at work, other bosses are afraid to provide it for fear that their most impulsive employees would abuse the situation. Workers' outlooks, behaviors, and happiness may all be affected by their ability to strike a healthy balance between their professional and personal lives. As such, businesses should be allowed to use innovative management practices that boost teamwork and leadership (Madhusudhan and Nagaraju, 2013).

In the same vein, the issue of how well people balance their professional and personal lives is also a major factor in deciding promotion opportunities. The concept of a healthy work-life balance has been under intense scrutiny in recent years, especially in enhancing the adaptability of paid labor and working circumstances. It has been proven that overburdened workers struggle to maintain a work-life balance, become less committed to their jobs, and ultimately produce subpar work. It has been shown that hotel workers' quality of life is negatively impacted by stress, a personal employee component analogous to emotional weariness. In addition, it has been hypothesized that hotel employees' tendency to carry their worries home makes it harder for them to maintain a healthy work-life balance. Both employers and employees increasingly acknowledge the need to balance work and personal responsibilities. There is no denial that businesses benefit from staff members who report feeling satisfied with their jobs and lives. According to studies conducted in Nigeria, employees were more productive when given more leeway in their schedules and responsibilities. Employers may save money, boost productivity, and reduce turnover by supporting workers' efforts to maintain personal and professional relationships outside the office.

2.9 Benefits of a Good Work-Life Balance

To avoid burning out and losing one's job, it is important to find a happy medium between work and home life that provides a sufficient break for people to recharge and return to work feeling ready to give it their best. In this scenario, the employees, their families, and the business owners win. Part-time employment opportunities made possible through balanced work-life programs may be especially helpful for those who have to take care of a sick or elderly family member and young children (Amazue, 2013). They will be more secure financially and have more opportunities to use their talents for the greater good if they work part-time. When people are satisfied with their work-life balance, they may be more likely to volunteer for programs that encourage them to put their skills to use for the benefit of others, such as those that provide consulting services and community

outreach in search of peaceful solutions to societal issues. They can then execute effective management techniques, test out creative ideas for small firms, and finance research, all of which are crucial to the growth of knowledge.

2.10 Work-Life Practices in Other Countries

The need for a work-life balance is especially pressing in highly industrialized nations that are also home to a sizable elderly population. In order to properly care for their growing elderly populations, nations like New Zealand and Germany are highlighting the need for work-life balance regulations. Companies that care about their worker's well-being would recognize the need to allow their staff time off to tend to their children and aging relatives (Ashkenas, 2012). When we compare New Zealand's relatively high senior death rate to other developed nations, we can see how important it is to strike a better work-life balance to ensure the proper care of the elderly. An improved work-life balance may delay the performance deterioration that occurs with overwork. For example, the capacity to care for one's elders and kids is a long-term talent that may be useful in navigating social challenges. This might be achieved partly by building houses for children and the elderly, which is crucial to preserving social harmony within families and, by extension, across society.

3.0 RESEARCH METHODOLOGY

3.1 Research Onion

Figure 3.1 below depicts the diagrammatical representation of a research onion.

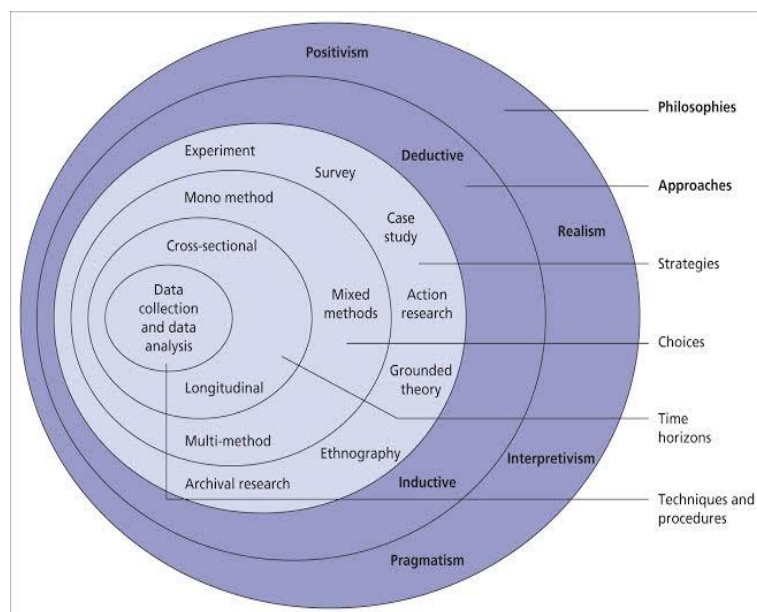


Figure 1: Research Onion (Saunders et. al., 2012)

Research onion consists of six (6) layers and each layer should be covered while making methodological choices (Saunders *et. al.*, 2012). Firstly, it deals with considerations needed for all thoughts regarding possibilities are appropriated (Chen *et. al.*, 2011). Secondly, it encompasses deductive and inductive methods, the aim here to find answers to questions put forward as the research questions (Setia, 2016). Thirdly, it deals with aspects of experimental designs (Saunders *et. al.*, 2019). Fourthly, it is made up of mono, mixed and multi-methods of utilizing both the quantitative and qualitative methods for research studies. One ensures whether to use one or both methods or more than one method depending on research design and the expected outcome of the research. Fifth layer of the research onion is made up of two (2) time horizon methods. Firstly, it is the cross-sectional method that can be employed in conducting a relatively short term research study. The other method is the longitudinal method and it is used for long term research study (Ferguson *et. al.*, 2011). The sixth layer is made up of data collection and analyses. It gives the researcher better ideas on the technical know-how of data collections and analyses (Creswell, 2013).

3.2 Research Philosophy

Research philosophy is used to distribute research into parts. There are five major research philosophies namely: positivism, critical realism, interpretivism, postmodernism and pragmatism. Positivism is used in natural sciences, and it is based on observing a social reality. Critical realism is based on the experiences of what researcher see and experience based on observable events. Interpretivism is also with subjective phenomenon where human beings are studied differently from objective things. Post modernism is based on language and power relations where accepted ways of thinking. Pragmatism uses a wide range of research Strategies depending upon the nature of research problems (Saunders *et. al.*, 2009). However, the philosophy used in this study is positivism. Positivism as a philosophical approach seeks the application of scientific methods and principles which are drawn from the knowledge of work-life balance in Nigeria's health and safety industry in order to explain it. Thereby logically explaining the outcome of the research based on both systematic and direct findings from the study population. The data generated for the study are positive facts and/or empirical evidences. Positivism is said to yield research outcomes that are objective, neutral and impartial (Molina and Cameron, 2010).

3.3 Research Approach

There are three (3) approaches namely: inductive, deductive, and abductive approaches. An inductive research approach entails interviewing a sample of participants to understand the nature of the problem. Abductive is adopted where surprising facts are studied and it is studied how this

happened (Raimo, 2023). The approach employed in this study is the deductive approach simply because the major aim is to find the answers to the question ‘do health and safety employees have a sense of work-life balance?’ This method leads to data gathering and the ultimate confirmations or rejections of the research question(s). It is convenient because it allows for starting and restarting the research process over and over again (Collis and Hussey, 2013).

3.4 Methodological Choice

Mono research study methods employed one and only one type of method, that is, either a quantitative or a qualitative. Generally, the quantitative research study uses numerically oriented data and it is analyzed quantitatively (Priscilla, 2005). On the other hand, in qualitative research study the information is often textual in nature and is analyzed qualitatively. In the same vein, multiple research study methods utilizes more than one method of data analyses. Differentially, multiple research method designs encompasses the use of either qualitative or quantitative research methods in multitudes, whereas, mixed research methods involves the integration of qualitative and quantitative methods) (Creswell and Plano, 2007). The quantitative survey results were based on 1 to 5 scale and results were discussed in detail. A mono method quantitative research methodology is used. Online survey was used in collecting data and some results presented in the form of pie charts. Also, SPSS software was used in analysing the quantitative data.

3.5 Research Design

There are five (5) research designs namely; exploratory, descriptive, explanatory, evaluative research and combined research design. An exploratory study deals with asking open questions like what is happening and insights on nature if a problem. A descriptive study deals with investigation of a certain phenomenon, events, and persons. The evaluative design studies see how well something works. When a researcher uses more than one designs or a combination of two or more designs, it is called as combined design (Hannah, 2019). The current study uses the descriptive research design.

3.6 Research Strategies

Data collection is a process of gathering information for the purpose of gaining an insight as regards a particular study. It is often challenging when it comes to selecting the most needed method of data collection, depending on the nature of the data gathered and used in a particular research (Kabir, 2016). Therefore, survey is chosen. A survey is a means of determining the opinions, the feelings, and the thoughts of the teaming population of employees in the health and safety sector industries with specific aim. Cumulatively, in both the beginning and concluding segments of the study, survey serve as an integral tool needed in collect data from the health and

safety employees being a large target population (Frechtling, 2002). Some of the merits associated with survey cut across covering wide ranges of the subject areas; it is inexpensive; much easier to analyze the data generated via the utilization of various soft wares available and helps in obtaining descriptive information from the study.

3.7 Time Horizon

This encompasses longitudinal and cross sectional time horizons. While longitudinal time horizon is observable, that is, data is collected at intervals, the latter evaluates a particular phenomenon at a certain time. Cross sectional study is best suitable for the survey strategy and with the mixed methodologies (Hamed, 2021). Cross sectional study is used in this study simply because is the cheapest and most convenient way of data collection and helps in gathering data and finding correlations. The use of cross sectional study gives an overview of the trends and patterns of the correlations between the variables under study.

3.8 Data Collection, Sampling and Analysis

There are two (2) sources of data collection, that is, the primary and the secondary data. Primary sources of data refer to the first-hand data collected by researchers whereas secondary data is the already gathered data by someone. The secondary data is collected through interviews and surveys with a confidence given to the respondents that their personal data and information will be kept hidden and/or used for the purpose of research only. Secondary data also includes information retrieved from books, journals, and articles. These sources of data are often credible and authentic. After the data is collected, it is analysed in detail and a solution to the problem is examined.

3.8.1 Sampling Method

There are two (2) sampling methods namely: probability (simple random, systematic, stratified and cluster) and non-probability sampling methods. Probability is a sampling technique that deals with the selection of few criteria and choses members of population randomly while non-probability sampling has no fixed or pre-defined study population selection process thereby making it difficult for the population to have equal chances of getting selected. A simple random sampling method was used to choose the sample population because a small chunk of smaller population is chosen from a large data set randomly and each member has an equal probability of being chosen (Hamed, 2021).

3.8.2 Target Population

The target population in this research is health and safety managers in Nigeria. Both male and female participants belonging to different age groups were included in the survey. As the research aims at analyzing the impact of work-life balance on employee performance in health and safety

industry in Nigeria. A sample size of 110 participants were sent online surveys through emails. These 100 managers belong to 10 different health and safety companies in Nigeria.

3.8.3 Data Analysis

The data obtained from the online survey was coded and analyzed using Statistical Package for Social Sciences (SPSS Version 20). In order to generalize the results of descriptive statistics, multiple ordinary least square regression is performed by taking one dependent variable and the independent variables. The results obtained paved ways for drawing sound inferences on the degree of work-life balance being recorded and the room for improvement in the health and safety industry (Hamed, 2021).

4.0 DATA ANALYSES AND PRESENTATION

4.1 Demographic Data Analysis

4.1.1 Gender

Figure 2 depicts the percentage distribution of participants according to gender.

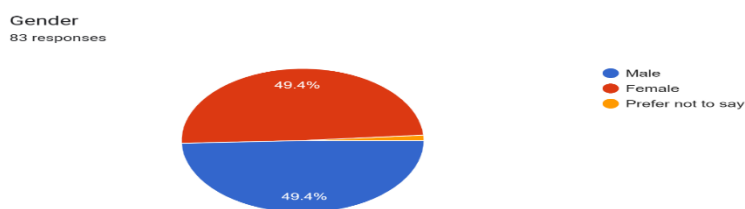


Figure 2: Percentage Distribution of Participants according to Gender

Based on the gender representation in the study, it is inferred that both male and female have equal representation in Nigeria's health and safety organizations.

4.1.2 Age

Figure 3 depicts the percentage distribution of participants according to age.

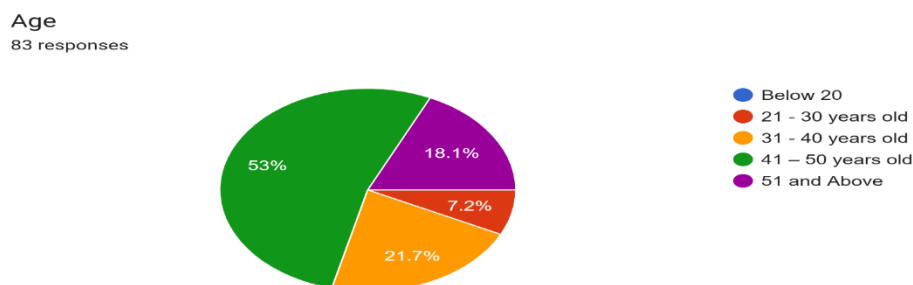


Figure 3: Percentage Distribution of Participants according to Age

According to the age bracket representation in the study, it is inferred that the employees in Nigeria's health and safety sector organizations are in their youthful ages. As such, they are vibrant, energetic and always equal to the task.

4.1.3 Education

Figure 4 depicts the percentage distribution of participants according to educational status.

Education
83 responses



Figure 4: Percentage Distribution of Participants according to Education

It has become more than apparent that the employees have the required qualities – ability to learn, conscientiousness, interpersonal skills, the sense of adaptability, integrity, judgmental efficiencies and are behaviorally polite in the aspects of health and safety.

4.1.4 Marital Status

Figure 5 depicts the percentage distribution of participants according to marital status.

Marital Status
83 responses

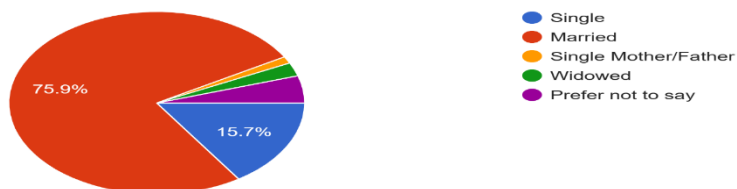


Figure 5: Percentage Distribution of Participants according to Marital Status

Based on the marital status of the participants, it is inferred that majority of the employees are stress and tension free, the fact marriages and/or relationships helps in influencing psychological well-being, physical well-being, heal tensions and stresses by allowing each spouse to have solace to one another.

4.1.5 Daily Work Hours

Figure 6 depicts the percentage distribution of participants according to daily income levels.

How many hours per day you are working?
83 responses

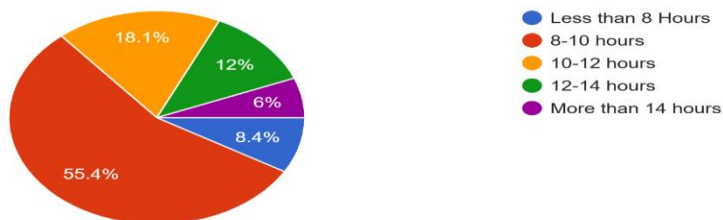


Figure 6: Percentage Distribution of Participants according to Daily Work Hours

It is inferred that majority of the employees in Nigeria's health and safety sector of organizations work according to the law of the land, that is, a maximum of 8 hours .daily. Any time above that is categorized as overtime hours where employees are paid additional monies based on grade levels or positions.

4.2 COMPANY POLICIES AND PERFORMANCE ANALYSIS

4.2.1 Working Environment

Figure 7 below depicts the percentage distribution of participants according working environment.

My work environment affects my performance positively.
83 responses

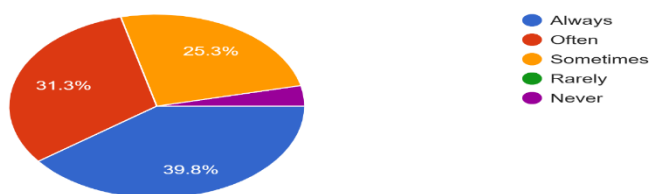


Figure 7: Percentage Distribution of Participants according Working Environment

Based on the options put forward by the participants, it has become more than apparent that their working environment positively affects their performances.

4.2.2 Team Support

Figure 8 below depicts the percentage distribution of participants according to team support.

The team is supportive, and everyone understands that they can rely on each-other in times of needs.
83 responses

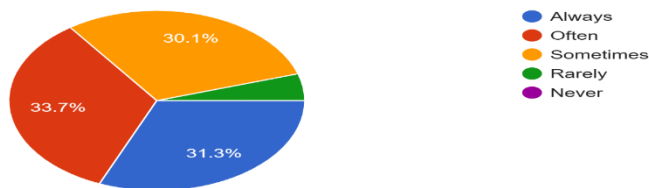


Figure 8: Percentage Distribution of Participants according to Team Support

It is deduced that employee’s team support helps in attaining work-life balance among participants.

4.2.3 Specialization

Figure 9 below depicts the distribution of participants according to specialization.

The tasks being assigned are as per my specialization and the supervisor understands my capacity also which dictates the timelines for outputs.
83 responses

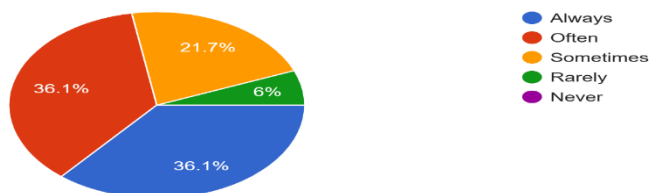


Figure 9: Percentage Distribution of Participants according to Specialization

It is deduced that tasks are often assigned to participants based on their areas of specialization which dictates the time lines for outputs. Cumulatively, the result captured the fact that assignments based on area of specialization helps in attaining work-life balance among the participants.

4.2.4 Company Policy

Figure 10 below depicts the percentage distribution of participants according to company policies such that employees only work while at work.

The company policies are such that I can easily leave work at work and not carry it home.

83 responses

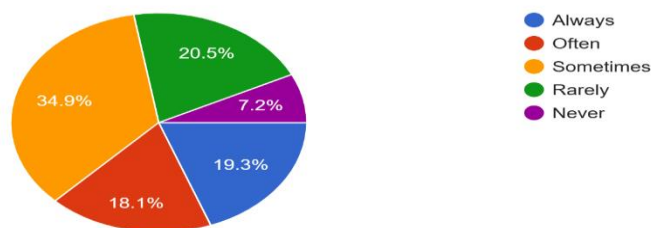


Figure 10: Percentage Distribution of Participants according to Company Policy

Equally, based on the outcome recorded, the employees of the health and safety sector only work while at work.

4.3 WORK-LIFE BALANCE ANALYSIS

4.3.1 Weekend Jobs

Figure 11 below depicts the outcome obtained on weekend work emphasis by the health and safety employees.

At the position I hold in the company, I have to give time to work even on the weekends.

83 responses

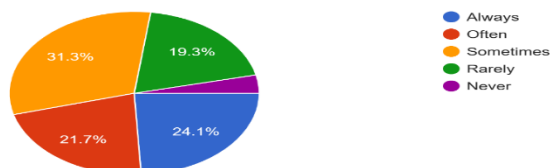


Figure 11: Percentage Distribution of Participants according to Weekend Jobs

Much emphasis by the participants is often geared to work even on weekends. This phenomenon often distort the concept of work-life balance amongst the health and safety employees.

4.3.2 Work on Weekends and Household Activities

Figure 12 below depicts the percentage distribution of participants according to work on weekend and household activities.

When at home also, I think about the work and constantly plan on finishing it, losing the focus on household chores.

83 responses

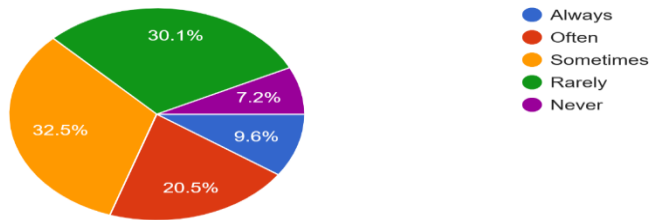


Figure 12: Percentage Distribution of Participants according to Work on Weekends and Household Activities

It is clear that the health and safety employees often ponder on work while on weekends.

4.3.3 Work Loads

Figure 13 below depicts the percentage distribution of participants according to workloads.

The workload in this position makes me stressed, anxious, and fatigued.

83 responses

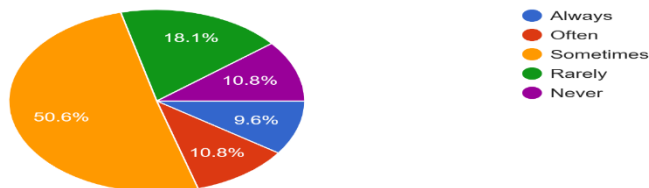


Figure 13: Percentage Distribution of Participants according to Work Loads

From the data obtained, it is clear that the employees' workloads negatively affects their life balances.

4.3.4 Work Flexibility

Figure 14 below depicts the distribution of participants according to work flexibility.

There are days off and flexibility in the job so that I can be focused on my personal self and pursue my hobbies and spend time with family, friends and self.

83 responses

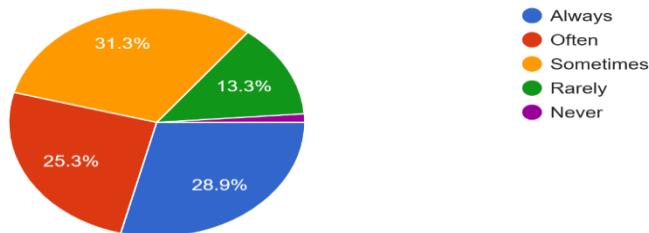


Figure 14: Percentage Distribution of Participants according to Work Flexibility

Based on the result obtained, it is relatively deduced that most participants are in the health and safety sector do have off days to focus on personal issues and pursue their hobbies cum spend time family and friends.

4.4 COMPANY SUPPORT AND POLICIES FOR WLB

4.4.1 Companies Work-Life based Practices

Figure 15 depicts the percentage distribution of participants according to companies’ work-life balance policies.

Being a critical industry, the company ensures to follow the practices that can promote work-life balance.

83 responses

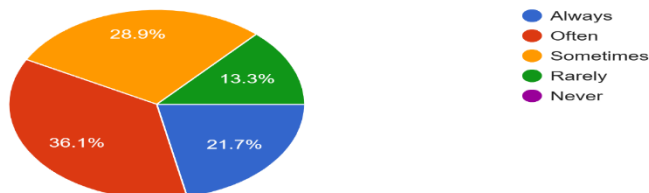


Figure 15: Percentage Distribution of Participants according to Companies Work-life based Practices

Based on the results obtained, it has become more than apparent that the companies often follow practices that promotes work-life balance for the teaming population of health and safety employees.

4.4.2 Supervisors’ Commitment to Employees Personal lives and Work-Life Balance

Figure 16 depicts the percentage distribution of participants according to supervisors’ commitment

to employees’ lives and work-life balance.

The supervisor understands the commitment towards work and personal life and helps and supports to find a balance in both.
83 responses

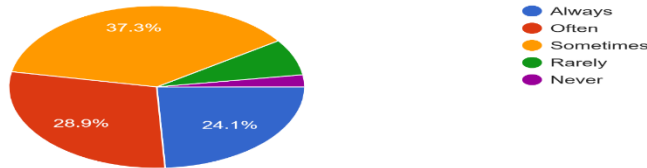


Figure 16: Percentage Distribution of Participants according to Supervisors’ Commitment to to Employees Personal lives and Work-life Balance

Based on the results obtained, it is evident that the health and safety supervisors have commitments to employees’ personal lives and work-life balances.

4.4.3 Company Policies on Working Hours and Flexibility

Figure 17 below depicts the distribution of participants according to company policies on working hours and flexibility.

The company policies around working hours and the flexibility provisions are in the interest of the employees.
83 responses

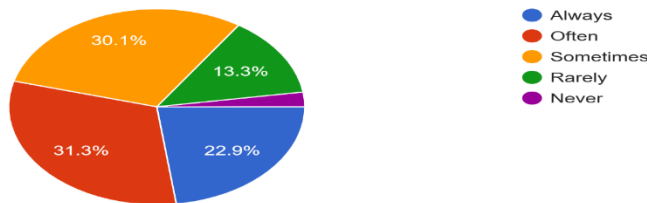


Figure 17: Percentage Distribution of Participants according to Company Policies on Working Hours and Flexibility

It is deduced that the working hours and/or flexibility of health and safety employees is on the positive note. Hence, companies’ policies around working hours and flexibility provisions are anticipated to support work-life balance of the employees.

4.4.4 Work Force and Discipline

Figure 18 depicts distribution of health and safety employees on work force and discipline.

There is enough workforce employed which helps in not compromising on work as well as promotes discipline of checking in and checking out on time.
83 responses

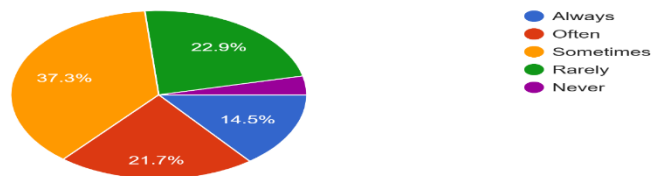


Figure 18: Percentage Distribution of Participants according to Work Force and Discipline

Hence, work force and discipline are anticipated to support work-life balance of the employees.

4.5 IMPROVEMENT OF WLB BASED ON CURRENT COMPANY POLICIES

Participants were asked to suggest on ways for improving work-life balance policies in their respective companies. Most of the suggestions received were centered on flexibility, work at home and compression of work days. According to Akinyele et. al., (2016) one of the practices that support work-life balance and employee productivity is flexibility otherwise known as “flexi-time”. Work flexibility as a concept allows the determination of when to start and when to end work by employees provided the mandatory hour of work per day are met. This concept often helps in meeting the demands of employees’ families among other daily or occasional needs. On the contrary, most organizations don’t involve employees whenever it comes to this aspect of work-life balance. Secondly, the work at home aspect of work-life balance otherwise known as “telecommuting”, is a work-life balance practice that allow employees to work at home instead of going to the office or workplace on daily basis. This aspect of work-life balance is beneficial to employees as it permits them to plan, compose and give directions for the execution of tasks while at the same time attending to individual selves and families. This aspects is beneficial to both the employer and the employee as it helps in reducing operational costs; reduction of fatigue and driving time for the employees; reduction of stress for the employees among other benefits. According to Thornthwaite (2004), the inability of telecommuting in all aspects of life can only be attributed to the fact that not all professions can accommodate telecommuting. Apparently, health and safety issues don’t accommodate this practice mainly due to the fact that it deals with physical procedures and regulations aimed at preventing near miss events, accidents, injuries and deaths in workplaces (Cegarra-Leiva et. al., 2012). On the aspect of compressed work week, majority of the participants were of the opinion that their organizations should utilize a four (4) days week schedule to be able to create a balance between the work and their lives. According to Carlson et. al., (2006), the term compressed work week is simply an arrangement by both the employer and the employees where the latter work longer hours in exchange for a reduction in the number of

work days per cycle. This aspect may be arranged on weekly, biweekly basis or on monthly basis. Some of the benefits attached to this aspect of work-life balance cut across the availability of time to attend to personal issues, vacations, extended family matters and ultimately reduces time with which employees often drive to workplaces. The only demerit of this aspect of work-life balance is the inability of employees to claim overtime (Wayne et. al., 2004).

4.6 INFERENTIAL ANALYSIS

Table 4.1 depicts the descriptive statistics for both the dependent and independent variables of the study.

Table 1: Descriptive Statistics

	Mean	Std. Deviation	N
WLB	2.6295	1.31093	83
CPP	3.1325	1.28092	83
CSPWLB	2.8554	1.25676	83

Where:

WLB = Work-Life Balance

CPP = Company Policies and Performance

CSPWLB = Company Support Policy on Work-Life Balance

Statistically, the concepts of mean is often employed as an observational yardstick in drawing conclusions while standard deviation helps in understanding the measurement of the distributed data to convey the impression on what constitute the performance of the factors or variables under study (Onuorah and Ugochukwu, 2020). Here, 2.6295, 3.1325 and 2.8554 mean values were recorded for data generated from WLB, CPP and CSPWLB respectively. Therefore, looking at the data obtained for the study, normality of all these variables can be attained for the study.

4.6.1 Reliability Statistics

Tables 2 and 3 depicts the goodness-of-fit and the pseudo R-square tables for the variables of the study.

Table 2: Goodness-of-Fit

	Chi-Square	Df	Sig.
Pearson	20.298	322	1.000
Deviance	28.011	322	1.000

Link function: Logit.

Table 3: Pseudo R-Square

Cox and Snell	.981
Nagelkerke	.996
McFadden	.941

Link function: Logit.

Goodness-of-fit (GOF) essentially describes how well the data generated fits into a set of statistical observations and inferences. Therefore, the indices of GOF summarize the discrepancy between the observed values and the results under a statistical model (Tumpal *et. al.*, 2022). The GOF is made up of chi-square which is used in examining the influential possibility of statistically using the dependent and the independent variables for the study while pseudo R-Square value summarizes the proportions of variances in the dependent variable associated with the predictor or independent variables, the larger the R^2 value, the better the model, up to an optimum value of 1.00.

Correlation Analysis

Tables 4 and 5 depicts the correlation and ANOVA analyses for the study.

Table 4: Correlations Analysis

			WLB	CPP	CSPWLB
Spearman's rho	WLB	Correlation Coefficient	1.000	.985**	.984**
		Sig. (2-tailed)	.	.000	.000
		N	83	83	83
	CPP	Correlation Coefficient	.985**	1.000	.991**
		Sig. (2-tailed)	.000	.	.000
		N	83	83	83
	CSPWLB	Correlation Coefficient	.984**	.991**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	83	83	83

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5: ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	134.132	2	67.066	790.329	.000 ^b
	Residual	6.789	80	.085		
	Total	140.920	82			

a. Dependent Variable: WLB

b. Predictors: (Constant), CPP, CSPWLBA

Two tailed (2-tailed) correlation analysis is statistically employed to for the purpose of developing relationships between the dependent and the independent variables. Hypothetically, there is no relationship between work-life balance and company policies/performance and company support policy on work-life balance and vice-versa. It is deduced that the simple correlation coefficients between the variable under study are above 0.900, it is an indication of strong relationship at a significance value of 0.01. This phenomenon is an indication of positivity in terms of relationships between the dependent and the independent variables under study. Hence, the need for accepting the fact that there exist a relationship between the variables under study. This is an indication that WLB is tantamount to increasing employee performance.

However, a state of very high inter-correlations or inter-associations among both the dependent and independent variables as a type of disturbance (multicollinearity) was observed and if present, the statistical inferences about the data may not be very much reliable. This disturbance is often caused by an inaccurate use of dummy variables, inclusion of a variable which is computed from other variables in the data set, from repetition of the same variable in the data set and when the variables are highly correlated to each other. From Table 4.5, it is observed that repetition of the same coded variables in the data set occurs and the variables are highly correlated to each other. Statistically, there is more than one solution for the study. Consequently, a stepwise regression was carried out. The variables with high correlation are dropped and included one by one in order to explore the model with high statistical significances and explanatory powers. The model obtained was lightly significant which depicts that the concept of WLB contributes to the performance of employees. Although all equations are significant but equation 4.1 is the most preferred, simply because it involves all the variables under study.

4.6.2 Regression Analysis

Table 6 and 7 depict the model summary and the model coefficients respectively.

Table 6: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.976 ^a	.952	.951	.29130	.952	790.329	2	80	.000

a. Predictors: (Constant), CSPWLB, CPP

b. Dependent Variable: WLB

Table 7: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error				Lower Bound	Upper Bound	Zero-order	Partial	Partial Tolerance	VIF	
(Constant)	-.379	.091		-4.154	.000	-.561	-.198					
1 CPP	.430	.176	.420	2.442	.017	.080	.780	.972	.263	.060	.020	49.076
CSPWLB	.582	.179	.558	3.247	.002	.225	.939	.974	.341	.080	.020	49.076

a. Dependent Variable: WLB

Table 6 depicts that the F-Value for the generalized regression analyses is 0.000. Statistically, this

signifies that the partial coefficients may be estimated precisely. Similarly, Table 7 depicts the model summary for the contributions of WLB in enhancing employee performance. Statistically, coefficient of determination otherwise known as R-squared (R^2) value is paramount because it indicates the fitness of the linear regression model developed. As a rule of thumb, the closer the R-squared value to unity, the higher the precision of the model. However, Table 6 depicts R^2 value of 0.976. It is deduced that 97.60 % is said to be the percentage contribution of WLB in enhancing employee performance. As far as explanatory power of models is concerned, the value of R-square obtained is in reasonable agreement with the Adjusted R-square value (0.951). Hence, the statistical model developed serve as a goodness of fit. Moreover, the standard error of the estimate stand at 0.29130, therefore, the standard errors are said to be low and cannot result in change of signs as well as the magnitude of the partial regression from one sample to another.

Table 7 depicts the coefficient of both the dependent and the independent variables under study. In the same vein, the standard errors obtained for both the constant and the independent variables are 0.91, 0.176 and 0.179 respectively, therefore, the standard errors are also said to be very low and cannot result in change of signs as well as the magnitude of the partial regression from one sample to another. As it can be deduced from Table 7 above, the final regression model encompassing all the variables under study is of the following form:

$$WLB = -0.379 + 0.430CPP + 0.582CSPWLB \quad (1)$$

4.7 DISCUSSION OF FINDINGS

The analyses carried out on the dependent and the independent variables have shown that the research study questions were statistically answered. Initially, the statistical effect of CPP on employee performance is **0.430%**. This is statistically significant at **0.01(2-tailed)** with **99.00%** confidence interval. It is conveniently inferred that CPP as a variable under study would greatly influence employee productivity, if certain adjustments are made because the impact recorded on CPP is somehow lower. Secondly, the statistical effect of CSPWLB is **0.580%**. This is statistically significant at **0.01(2-tailed)** with **100.00%** confidence interval. It is also conveniently inferred that CSPWLB as a variable under study greatly influences employee productivity. Both variables are positive and have statistically significant correlation at significance level values of **0.01**. Evidently, it is deduced that company policy and performance and company support policy on work-life balance support employee performance. Similarly, as far as explanatory power of models is concerned, the value of R-square obtained (0.952) is in reasonable agreement with the Adjusted R-square value (0.951). Hence, the statistical model developed serve as a goodness of fit. In other words, the model developed accounts for **95.00%** in analyzing the variables under study. Moreover, the standard error of the estimate stood at **0.29130**, therefore, the standard error is said

to be very low and cannot result in change of signs as well as the magnitude of the regression from one sample to another. The negative sign attached to the constant of the linear model developed is an indication of the antagonistic effect and/or contribution of the overall independent variables to the dependent variable. Hence, CPP and CSPWLB are generally very favorable factors in influencing employee performance. This study is in agreement with the works of Onuorah and Ugochukwu (2020), Tumpal *et. al.*, (2022), Akinyele *et. al.*, (2016) and Ahamed and Khurram, (2011) who also conducted studies on work-life balance and reported significant positive relationship between work-life balance cum other factors and posted R^2 values lower than that of the current study.

5.0 CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Based on the findings of this study, it has become more than apparent that work-life balance of the employees in the health and safety sector of the Nigerian industries is an integral part of employee performance; the fact that factors such as company policies and performance and the company support and policies for work-life balance yielded some positive outputs. This implies less stress in the work environments under study. Similarly, findings in terms of work environment, team support, area of specialization, work load, flexibility, supervisors' commitment to employees personal lives, work force and discipline have indicated that the teaming population of health and safety employees have, to a reasonable degree, a control over their time and personal lives. Additionally, the support and policies for work-life balance are said to be reasonable enough as they pave ways for sound employees' performance. Moreover, the fact that employers are not directly answerable to the work-life balance of their employees, the support policies put in place for work-life balances help the employees in programming, managing and maintaining their own work-life balances. These policies and supports put forward by the employers are termed as 'win-win' situations, that is, for both the employer and the employee. On the other hand, participants pointed out that the aspects of work flexibility, telecommuting and compression of work days as their major challenges to an effective work-life balance in addition to limited work force. Participants also pointed out that there is for manpower audit to determine the areas of under manning with a view of providing qualified manpower, in addition to providing opportunities for workshops, seminars and symposiums to better the performance of the teaming health and safety employees in their respective companies. Hence, work-life balance as a dependent variable in relation to company policies and performance and the company support and policies for work-life balance as the independent variables has shown a meaningful positive correlation and is said to be a catalyst for employee performance.

5.2 Recommendations

It is recommended that companies should improve on supports and policies/programs that have direct impact on work-life balance. Examples are: telecommuting, compression of work week among others. These and more will pave ways for the employees to develop themselves educationally, create time for families and friends. This will go a long way in creating work-life balance for the employees; strictly adhere to the work hours stipulated by law and any extra hour(s) spend by an employee should be adequately compensated. This will go a long way in creating work-life balance for the employees; develop and implement a business continuity plan. This will go a long way in creating work-life balance for the employees; at time intervals carry out manpower audits to determine areas of under manning with a view of providing the qualified manpower to man the company operations. These will go a long way in creating work-life balance for the employees.

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