WORK-LIFE BALANCE AND EMPLOYEES’ PERFORMANCE IN SELECTED MANUFACTURING INDUSTRIES IN Ogun State, Nigeria

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ABSTRACT
Both flexible work arrangement and career development has been found to play a huge role in the quality of employees’ family life, such as marital satisfaction, relationship with children and spouses, which in return affects their job commitment. The research design adopted for this study was descriptive survey research design. The finding showed the significant effect of flexible work arrangement to employees’ performance ($F_{[1, 474]} = 20.752$, $P<0.05$, $R^2=0.453$) and career development to employees’ performance ($F_{[1, 472]} = 51.238$, $P<0.05$, $R^2=0.0473$). The study concludes and recommends that work life balance idea is connected with real aids for an organization. This is because the social and psychological life of every employee needs to be rightly put in check for them to be an asset.

Keywords: Career development, Employees performance, Flexible work arrangement, Manufacturing industries, Work-life balance.

1.0 INTRODUCTION
In the mid 1800s, the dichotomy of work and leisure was invented (Burke & Peter, 2018). Krassner (2017) observed that happiness is characterized by anthropologists as a state of having as little separation between your...
work and play as possible. In the late 1970s, the etymology of the work-life balance term can be traced to the United Kingdom to describe the balance between the work of a person and the individual. Owing to concerns about the impact of work on the general well-being of workers, work-life balance as a term gained increased importance in the late 1960s. Employers were concerned with job design and the development of working conditions until the mid-1970s. However, the definition of work-life balance has been extended since the 1980s and beyond to include factors that affect workers, such as work-life balance. As a result of its perceived insignificance attributed to the male-dominated full-time workforce at the time, the delayed adoption of the term was due to the pattern of women becoming more interested in unpaid jobs such as nurturing, care and domestic work (Shah, 2014). In the 21st century, work-life balance is an imperative and critical challenge. Human resources experts, however, have only recently begun to see work-life balance as a business problem that benefits both workers and employers (Orogbu, Onyeizugbe & Chukwuemeke, 2015). A rising number of businesses are implementing practices in response to the increasing need for working life balance (WLB) for employees. These practices include child-care or family-care leave programs, flexible working arrangements, and the establishment of departments for promoting WLB practices. In recent years, the term work-life balance has replaced what used to be known as work-family balance (Ninijhawan, Dhruv & Ajay, 2015). (Ninijhawan, Dhruv & Ajay, 2015). This change resulted from the realization that childcare is not the only significant non-work burden for a variety of workers, such as women, men, parents, non-parents, singles, and couples. Research, travel, sport, volunteer work, personal development, leisure or elderly care may be things that need to be balanced with jobs. This increasing interest in work-life balance has been motivated by demographic shifts in the workforce and by the growing awareness that work-life is important for many people (Ogbonnaya, Daniel, Connolly & Veldhoven, 2017). Owing to the proliferation of technology and socio-cultural diversity in those nations, the early adopters of work-life balance programs are European countries and the United States of America. In recent times, the importance of employees in organizations in Africa attached to WLB has
increased as management and business studies are beginning to show the importance, significance and challenges of WLB practices in developing countries. For example, the prevailing social-economic upheavals plaguing Nigeria has led to the creation of employee personal coping strategies in Nigerian businesses, which is far from ideal, especially when viewed in relation to employee efficiency. There is therefore a great need for more empirical studies on the challenges affecting the work-life balance of workers in African nations, especially in Nigeria. Employees are increasingly important for organizations’ success and competitiveness and are primary source of competitive advantage in service-oriented organizations (Zhang, 2018). Employees are real assets of organizations as they are vital to the functioning and success of the business (Mohsan, Nawaz, Khan, Shaukat & Aslam, 2019). In an organizational context, performance is the extent to which an organizational member contributes to achieving the goals of the organization (Zhang 2018). Ogbonnaya, Daniel, Connolly & Veldhoven (2017), defined performance as the value added in an activity or task achieved by an employee at work. Given the importance of employee performance to the growth of an organization, it has become imperative to investigate factors that affect employee performance. In recent years, there has been increased focus on investigating the impact of work life balance on employee performance as companies seek competitive advantage in the competitive human resource market. In an attempt to determine the WLB of employees, this study investigates the following factors: Flexible work arrangement, Career development, Work overload and Work hours.

Flexible working arrangement refers to the practices that afford employees control of when, where and how they want to get their job done (Kelly and Moen, 2017). Hence this will create avenue for employee to arrange their work to make a balance with family responsibilities such as taking children to school, childcare and even taking care of the aging in family and society. Hildebrandt (2016) posits that flexible work arrangement outlines when an employee’s work starts and end, giving room for employee to work within the limit. He further argued that organizations that engage in such practices will ensure that employees discharge their duties during the core time but give them permission to choose their work schedules during each side of
the core time. Al-Rajudi (2018) stated that although Flexible work arrangement is policy offered by HR as a beneficial package, this does not exempt an employee from carrying out his duties within the official hours. Furthermore, the ever increasing demographic force in the labour market is an existing factor to embrace flexibility in organization as they make efforts to capture top talents despite the barriers that may limit these skilled individuals from working in a fixed way (Mukururi and Ngari, 2014).

There has been lot of debate on work life balance as a predictor of employee performance. However, it has not received adequate attention from corporate managers in Africa and in Nigeria to be precise. The competitive nature of the job market in developing countries like Nigeria only adds to the deteriorating work life balance as employees strive for competitive advantage at the expense of their wellbeing and family life. There are growing concerns that the quality of work and family life of employees is declining and acts as a precursor to poor contributions and poor performance at work (Orogbu et al., 2015). Flexible working arrangement has been identified as a major issue for successful business operations and is fast becoming popular. Osisioma, Nzewi and Ifechi (2015) posits that employee productivity is inefficient and ineffective when they are pressured or fatigued to achieve a task hence resulting to absenteeism, low commitment and loyalty and reduction in productivity. Lack of flexibility in industries including the manufacturing industry has led to increased health problems among workers with increased cases of hypertension, diabetes, depression and other mental disorders are reported (Peter & Carol, 2016). It is therefore imperative for management practitioners to note this trend and keep abreast with practices that would enable the attraction and retention of prime human resource. This study is concerned about the work life balance of employees and its effect on employee performance. It is in the light of the above stated problems that this study looks to investigate the relationship between work-life balance and employee performance using selected manufacturing companies in Ogun State as a case study.

1.1 Objectives of the Study
The broad objective of this study is to investigate the extent to which work-life balance affects the performance of employees in selected
manufacturing industries in Ogun State. Nigeria. The following are the specific objectives:

i. Evaluate the effect of flexible work arrangement on employees’ performance in selected manufacturing industry in Ogun State.
ii. Identify the extent effect of career development affects employees’ performance in selected manufacturing industry in Ogun State.

1.2 Research Hypotheses
The hypotheses for this study are as follow:

Ho₁: Flexible work arrangement has no significant effect on employees’ performance in selected manufacturing industries in Ogun State.
Ho₂: Career development has no significant effect on employees’ performance in selected manufacturing industries in Ogun State.

2.0 REVIEW OF LITERATURE
2.1 Conceptual framework
Work-Life Balance
The notion of work-life balance gained high importance as changes in the work place such as advances in information technology, and information overload that requires quick response puts increasing pressure on employees (Hye, 2014). The shift away from the image of traditional family towards an increasing appearance of single parent families and greater participation of women in the labour force represent factors requesting a greater work-life balance among employees (Hye, 2014). Work-life balance was first used to describe the trend of individuals spending more time on work and less time on other aspects of their life (Khan, 2013). Work-life balance in the work place has become an important issue as it exhibits positive results such as low turnover, work engagement, organizational citizenship behavior, improved employee performance, increased firm productivity, job satisfaction, and commitment (Wang & Walumbwa, 2017; Konrad & Mangel, 2016; Lambert, 2016; Shepard; Clifton & Kruse, 1996).
Work to family interference occurs when work demands and responsibilities make it more difficult for an employee to fulfil family role
responsibilities. Family to work interference occurs when family demands and responsibilities make it more difficult for and employee to fulfil work role responsibilities. Dundas (2018) 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, leisure and recreation.

**Employee Performance**

Employees are vital assets to organization and it is important for employers to understand work-life balance of employees, as research showed a lack of balance can impact performance, satisfaction, turnover, health, organizational loyalty and longevity in career (Hye, 2014). Employees are increasingly important for organizations’ success and competitiveness and are a primary source of competitive advantage in service-oriented organizations (Zhang, 2018). Employees are real assets of organizations as they are vital to the functioning and success of the business (Mohsan, Nawaz, Khan, Shaukat & Aslam, 2019). Brownlee and Motowidlo (2019) distinguished between task and contextual performance.

**2.2 Theoretical Framework**

**Herzberg Theory**

Herzberg’s (1968) theory, also known as the dual factor theory or the Motivation – hygiene theory postulates that individuals are not content with the satisfaction of lower-order needs at work; for example, those needs associated with minimum salary levels or safe and pleasant working conditions (Herzberg, 1968). The theory was propounded by Frederick Herzberg, a psychologist who postulated that job satisfaction and dissatisfaction are independent of each other. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. This appears to be in parallel with Maslow's theory of a need hierarchy. However, Herzberg (1968) added a new dimension to this theory by proposing a two-factor model of motivation, based on the notion that the presence of one set of job characteristics or incentives leads to worker satisfaction at work, while another and separate set of job characteristics leads to dissatisfaction at work. Thus, satisfaction and
dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena.

**Developmental Self Concept Theory**
Super’s developmental self-theory argues that occupational preferences and competences, along with an individual’s life situation all change with time and experience.

### 2.3 Empirical Review
Kadarko and Fauzi (2013) studied the antecedent of work-life balance and its impact on loyalty and performance in Malaysia and found that work-life balance cannot be achieved without top management support and commitment, flexible hours of work and work schedule are an effective means of achieving a balanced work-life and also employees personal life and responsibilities should be acknowledge and respected order to achieve work-life balance; leaves and vacations have being identified as an effective means of balancing work-life. Shani and Divyapriya (2013) in a study investigated the implementation of knowledge management practices for career development among IT employees. Findings suggest for the information technology professionals, the influence of knowledge management is very sacrosanct for career development. Hence, to share knowledge tangible and intangible reward system should be designed to enhance career development and performance. Hilda (2015) investigated the impact of flexible working arrangement on employee performance among selected hospitals in Awka metropolis. The results showed that there was a positive relationship between flexible working hours and employee performance.

### 3.0 METHODOLOGY
The research design adopted for this study was descriptive survey research design. Descriptive survey research was chosen because the design involves one-time observation of independent and non-manipulated variables (Asika, 1990). Similar studies like Rajesh and Nishant (2014), Bruin and Yiannakis (2018) have adopted this design. The researcher elicited information from selected manufacturing industries in Ogun State in order to determine the effect of work-life balance on employee
performance. Empirical review showed work-life balance is related to employee performance (Fapohunda, 2014).

This study considered manufacturing industries in Ogun State, which includes Unilever Plc, Lafarge Cement Plc, Reckitt Benckiser Plc, GZ Industries Limited and Evans Medical Plc. The population of this study is 26754. The sample size (475) for this study was arrived at using Taro Yamane (1964) formula. The data gathering instrument employed for this study will be an adapted and structured questionnaire.

4.0 RESEARCH RESULTS

Test of Hypotheses

The stated hypotheses are below:

Ho1: Flexible work arrangement has no significant effect on employees’ performance in selected manufacturing industry in Ogun State.

Table 1: Summary of Linear Regression Analysis on Contribution of Flexible work Arrangement to Employees’ Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.338&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.676</td>
<td>.106</td>
<td>1.09444</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>21.642</td>
<td>1</td>
<td>20.752</td>
<td>55.767</td>
<td>.000&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>230.812</td>
<td>474</td>
<td>5.675</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>255.154</td>
<td>475</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Employees’ Performance  
b. Predictors: (Constant), Flexible work arrangement

(i) Predictors: (Constant), Flexible work  
(ii) Dependent Variable: Employees’ Performance

The result in Table 1 revealed that there was a significant contribution of flexible work arrangement to employees’ performance ($F_{[1, 474]} = 20.752$, $P<0.05$, $R^2=0.0453$). Therefore, hypothesis one was rejected by the result of the study. This implies that flexible work arrangement has a significant contribution to organizational productivity as employee’s performance.
**H02: Career development has no significant effect on employees’ performance in selected manufacturing industry in Ogun State.**

**Table 2:** Summary of Linear Regression Analysis on Contribution of Career development to employees’ performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
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<td>1</td>
<td>.378&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.756</td>
<td>.108</td>
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<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
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<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>3</td>
<td>22.152</td>
<td>51.238</td>
<td>.000&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>472</td>
<td>5.675</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>475</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<sup>a</sup> Dependent Variable: Employees’ performance  
<sup>b</sup> Predictors: (Constant), Career development

The result in Table 2 revealed that there was a significant contribution of career development to employees’ performance ($F_{[1, 472]} = 51.238$, $P<0.05$, $R^2=0.0473$). Therefore, hypothesis two was rejected by the result of the study. This implies that Career development has a significant contribution to employees’ performance by the respondents.

### 4.1 Discussion of Findings

Every individual is involved in issues that requires him/her prioritizing work role and personal commitment which is in line with the assertion of Ojo (2018). It also revealed that there is flexible work arrangement in the manufacturing industries but there is more room for improvement. Research results shows that there is a strong positive relationship between flexible work arrangement and performance of employee. Career development also goes a long way in motivating employee to be more efficient in their duties. This result implies that for an employee to remain productive in the organization, the organization must continue to improve on their career plan for their employee. This will produce an employee that will be more effective and efficient in productivity. This study has shown
that work life balance is an important factor that brings about employee performance. The employee is productive by his ability to render a “come back again services” to their customer and this is achieved when employees are motivated by the various career development plan and flexible work environment given to them by the organization. The result in Table 2 revealed that there was a significant contribution of career development to employees’ performance ($F_{1, 472} = 51.238, P<0.05, R^2=0.0473$).

5.0 CONCLUSION

This study concludes that work life balance idea is connected with real aids for an organization. This is because the social and psychological life of every employee needs to be rightly put in check for them to be an asset and not just an employee that is used to convey out day to day procedures of the organisation. The result in Table 2 revealed that there was a significant contribution of career development to employees’ performance.

5.1 Recommendations

On the basis of the findings and conclusion drawn from the study, the following recommendations were made;

The management of the manufacturing industries should make sure they strategies different work life incentive that will encourage the employees to be more productive on their job.

i. Also, organisations should improve on the working environment so that employee can be more effective and efficient.

ii. Managers of these organisations should create activities that improve employee leisure time. Sport activities

iii. Management should involve their employee in continuous training more often

iv. Provision of family welfare policies to encourage care for dependent.

REFERENCES


