

Work-life Balance and Employee Performance: A study of Female Academic Staff of the University of Jos.

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Abstract: The notion that paid work and personal life are competing priorities rather than complementary element has called for this research. A healthy work-life balance assumes great significance for working women particularly in the current context in which both, the family and the workplace have posed several challenges and problems for women. The objective of the study was to examine the effect of work-life balance on employees' performance of female academic staff of university of Jos, thus, structured questionnaire was used to obtain data for about 210 participants. The data collected were analyzed using SPSS version 26. The findings of the study revealed that flexible working schedule, family leave program, and social life has no significant relationship with employee performance. The study found out that employee assistance program has positive significant effect on employee performance of female academic staff of the University of Jos. The study recommended that the University provides work-life balance arrangements to be enforced by government legislations that will statutorily empower employees to request for a typical work patterns, that the awareness of universities be raised to the advantages of protecting workers' rights to various leave initiatives that will improve employee wellbeing and managerial training to ensure managerial support for the demands of these policies.

Key Words: Flexible working schedule, Family leave programme, Employee assistance programme, Social life and Performance.

I. INTRODUCTION

Employee performance is a focal point in any organization because the ultimate performance of organisations depends on the performance of its employees and as such policies should be geared towards increasing the performance of employees (Rajesh & Nishant, 2014). In recent time, work-life balance is identified as one of the dominant triggers of employee's performance in many organizations, the inability of workers to balance work and family could lead to increased rates of absenteeism, stress, employee turnover, job dissatisfaction and poor work performance (Akpa, Egbuta, Akinlabi, & Magaji, 2019). Thus it is indispensable for employers to focus on policies that balance life with work to achieve personal congruence especially in the university systems where the influx of female academics is on the rise.

Employees in this sector especially the female academic staff are faced with challenges of how to integrate work and family affairs in order to keep the work professional, responsibilities such as class room works, administrative responsibilities in the university, and most importantly, self-development programs such as acquisition of higher degrees, periodic research publications, seminars among others looks cumbersome for individual employee to manage with family affairs. In addition, Women in Nigerian education sector are expected to perform the same way as their male counterparts in ensuring knowledge production; dissemination and community service are effectively delivered without taking into cognizance their dual roles as family keepers and employees.

Today, work-life balance has become more and more a prevalent concern to both employers and employees of most organizations. Most recently, there has been an increase in the thought about the significance that work has on family as well as life of employees. Work Life Balance initiatives can be broadly divided into four dominant categories:

Firstly, Flexible working schedule is a work arrangement whereby employees are allowed to decide the time of the day they start and stop their job related work usually around a band of core hours where each employee must be present (Carlson ,Grzywacz, & Kacmar, 2010).The scheduling programme allows full-time employees to choose their starting and finishing times daily, provided the tasks that are supposed to be done are completed in those number of stipulated hours (Nabe-Nielsen, 2012).

Secondly, Employee assistance program is a work-based intervention program designed to identify and assist employees in resolving personal problems (e.g., marital, financial or emotional problems; family issues; substance/alcohol abuse) that may be adversely affecting the employee's performance. Employee assistance program plans are usually 100% paid by the employer and its services can be made available to not only the employee but also to immediate family members or anyone living in their home. (SHRM, 2015). Employers are recognizing that a holistic

approach to wellness results in a happier, more productive employee.

Thirdly, Family Leave program is the amount of hours/days employees of an organization are permitted to be away from their employment position within a period of time without consequences. This time off is paid by the company and it also gives the ability for employee to release themselves from work stress and create a balance between work and their family activities. (Orugbo 2015).

Fourthly, Employees have some social affiliations with different groups of the society and always making a tradeoff between work and leisure time. The social support is the availability of helping relationships and increasing the quality of those relationships (Leavy, 1983). It is important that female academic employees receive support from co-workers, management and family members in the implementation of work life balance initiatives which are positive or negative (Hammer, 2010; Kossek, 2010). However for individuals whose social needs are extremely demanding, working extra odd hours might be detrimental to their social life vice versa (SSC, 2014).

Although a number of studies have found work-life balance to have significant impact on employee performance (Mwangi et al 2017, Orugbo 2015, Muchita 2015). Little attention is given to isolate the dimension of work life balance with the most contribution to employee performance in the context of this study. This study seeks to determine the dimension(s) of work life balance that contribute most to the performance of female academic staff.

1.2 Statement of The Problem

In recent times, the number of women working outside home setting to support their families is on the increase; this is due to changes in their roles as helpers and even breadwinners in some instances. This scenario is at variance with the traditional approach in homes where the father works and the mother stays at home to care for the home and children. Despite the diversity of the workplace, most organisations are still guided by the traditional company policies that were fashionable when only fathers were sole providers of family finances. Such arrangements are no doubt clearly aloof from the reality of today's diverse workplace that is increasingly populated with mothers, single parents, and dual-career couples (Adejumo & Olowookere, 2012).

Evidences have shown that women may have some difficulty in balancing work with children, husbands, relatives, and other commitments outside the place of work and this often affect their performance at work. These pressures often lead to female employees working round the clock with little attention to themselves and their families, which may result to family-work conflicts that manifest in poor performance in the workplace, broken homes and poor parental upbringing; thus, introducing policies that enhance balancing work and family life is inevitable.

Work life balance has received a lot of attention in Western countries but far less attention has been devoted to it in Nigeria (Ojo, Falola & Mordi, 2014) as they are mere policies that are hardly adhered to in Nigeria and this is a double tragedy for working women, coupled with the unfavourable working conditions (Ogechi & Nwaeke, 2019). Balancing multiple conflicting roles of being a professional, a mother, a wife, a house keeper among others, is a stressful but indispensable routine. These work-life conflicts prompted this study to examine the role of work-life balance on employee performance of female academic staff of university of Jos, Nigeria.

1.3 Research Questions

- i. What is the effect of flexible working schedule on employee performance of female academic staff of university of Jos?
- ii. To what extent does family leave programmes affects employee performance of female academic staff of university of Jos?
- iii. What is the effect of employee assistance programmes on employee performance of female academic staff of university of Jos?
- iv. What is the effect of social life on employee performance of female academic staff of university of Jos?

1.4 Objectives Of The Study

Specifically the following objectives were pursued.

- i. To determine the effect of flexible working schedule on employee performance of female academic staff of university of Jos.
- ii. To determine the effect of family leave programmes on employee performance of female academic staff of university of Jos.
- iii. To determine the effect of employee assistance programmes affects employee performance of female academic staff of university of Jos.
- iv. To determine the effect of social life on employee performance of female academic staff of university of Jos.

1.5 Research Hypothesis

Accordingly, the following hypotheses were tested for this study.

Ho1: There is no significant relationship between flexible working schedule and employee performance of female academic staff of university of Jos.

Ho2: There is no significant relationship between family leave programmes and employee performance of female academic staff of university of Jos.

Ho3: There is no significant relationship between employee assistance programmes and employee performance of female academic staff of university of Jos.

Ho4: There is no significant relationship between social life and employee performance of female academic staff of university of Jos.

II. CONCEPT OF WORK-LIFE BALANCE

Work-life balance is having a measure of control over when, where and how you work, leading to being able to enjoy an optimal quality of life. Work-life balance is achieved when an individual's right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, organisation and society.

The term work-life imbalance refers to the inability to balance work and personal activities (Aziz, 2010; Singh, 2010; Smith, 2010). In this sense, work-life balance is an individual taking control over his or her personal and professional responsibilities by reflecting on both areas of his or her life fairly (Avgar, 2011; Kar & Misra, 2013). Dash, (2012) articulated work-life balance is no longer an issue that only women face but an issue for men as well, because, just as women, they are equally finding it difficult to balance work and their personal time marriage and then raising a family. These stages are not without its twists and turns but once you are alive, you owe it a duty to yourself to keep up with all the hustling and bustling of it, to make you a full blown person. The only option left for you therefore is to balance everything that comes your way, in order to achieve a progression.

In organisations where the mothers cannot take time away from work to collect their babies before the close of the work day, the mother runs the risk of not being able to imbibe proper training into the child during its developmental stage since the child would most of the time be under the care of a house help. The United Nations Department of Economic And Social Affairs, Division for Sustainable Development (2004) asserted that in order to achieve full, equal and beneficial integration of women in all development activities, "programme to promote the reduction of the heavy workload of women and girl children at home and outside, through the establishment of more and affordable nurseries and kindergartens, social support systems and services, including day-care facilities and parental leave have to be put in place by the government, employers and other relevant organisations", This also applies very much to the Nigerian situation.

2.1.1. Dimensions of Work-Life Balance

2.1.1.1 Flexible Work Schedule

Flexible working is defined by the Financial Times Lexicon (2005) as giving 'employees flexibility on how long, where and when they work. Flexible work hours are designed to keep employee's motivated in a competitive business environment. Literature classifies flexible work practices as office-based practices and flexi-place practices (Grobler & De Bruyn 2011); Schedule flexibility is a work arrangement whereby employees are allowed to decide the time of the day they start and stop their job related work usually around a

band of core hours where each employee must be present (Carlson ,Grzywacz, & Kacmar, 2010). Flexible working hours is one of the methods used to maintain work life balance because those who have fulfilled a certain amount of time can spend the spare time for their own interest and responsibilities (Aycan, Al-Hamad, Davis, & Budhwar, 2007). For instance employees with flexible time will have to fulfill a certain amount of time weekly. Flexible work schedules contribute to valued organizational outcomes such as productivity, absenteeism and job satisfaction (Carlson, Grzywacz, & Kacmar, 2010).

Telemuting: Employees are better able to balance competing demands if they are allowed to schedule their time. Also, if employees are given choice in the location and time of their work they exhibit greater job satisfaction. Along with increased job satisfaction, tele-workers also demonstrate less turnover and lower level of work-life conflict which leads to improved performance (Beauregard, 2009). Telemuting often called 'telework' is an arrangement where employees are allowed to do some of their regular work from home instead of going into the office. It is becoming more and more common among organisations and can be advantageous for employees by allowing them: to organize their work day around their personal and family needs; to decrease work-related expenses; to reduce commuting time; and to work in a less stressful and disruptive environment (Naktiyok & Iscan, 2003).

Part time work: Part-time arrangements can also allow people with health problems, disabilities or limited disposable time (e.g. students) to participate in the labour force, develop their skills and obtain work experience. From the employer's point of view, the use of part-time workers, where feasible, can help maximize the use of human resources and increase operational flexibility, by providing additional coverage during peak periods. Part-time employment can also be considered unsatisfactory for those employees who would prefer working longer hours to increase their income, thereby ensuring a higher standard of living for their families. The European Working Conditions Survey found that 85% of those working less than 30 hours per week were satisfied with their work-life balance. (Clarke, et al, 2004).

Job sharing: Is an arrangement which allows two (or sometimes more) employees to jointly fill one fulltime job, with responsibilities and working time shared or divided between them. Job sharing may be appropriate where opportunities for part-time jobs or other arrangements are limited. Apart from the obvious advantage of allowing employees more time for other commitments, including family responsibilities, it also facilitates the development of partnerships, where job sharers can learn from each other while providing mutual support. It can benefit employers as well by improving staff retention, increasing productivity and combining a wider range of skills and experience in a single job. In some cases, such an arrangement can also provide additional coverage during busy periods, while ensuring

continuity of coverage when one partner is on sick leave or holidays. Job sharing results in increasing performance in many ways such as, job sharing allows more balanced life in terms of giving time to family. Secondly it gives leverage in taking days off when any type of emergency occurs. Moreover Job sharing helps to enhance team skills as well as leadership skills. That gives the employee an opportunity to work and learn from others experience (Ngambi, 2004).

2.1.1.2 Family Leave Program

A highly overloaded work responsibility is always taken at the cost of family. Professionals who spent more time on work always compromise family by not giving enough time to their families which adversely affects their personal life and faces negative attitudes from the family members. In result the employee cannot concentrate fully on work and performance is being affected. The individual becomes unable to give enough time to the family due to increased demand at work place (Lyons, Duxbury & Higgins, 2006).

Leave is the amount of hours/days employees of an organization are permitted to be away from their employment position within a period of time without consequences. This time off is paid by the company and employees are allowed to request the time for any reason they wish to be off work. It also gives the ability for employee to release themselves from work stress and create a balance between work and their family activities. This type of work life balances helps employees to perform other duties outside work, which creates a balancing effect between work activities and life activities (cook, 2004). There are different types of leave policy which are:

Annual leave: Annual leave can defined as paid leave for the purpose of recreation to which employees become entitled after a period of qualifying service or employment with a particular employer (Work Place Information, 2002). After twelve months of continuous service, a worker is entitled to an annual leave of at least six working days that may not be deferred by more than twelve months (section 18, Nigerian Labour Act 1974).

Parental leave: Parental Leave is an official permission given to employees with child care giving responsibilities. Women are entitled to twelve weeks' maternity leave with at least half pay but usually the customary benefits are more generous with maternity leave fully paid. The female employees often times are the greater beneficiaries of this leave in Nigeria where maternity leave allows a nursing mother to be away from work for 3 months (Orugbu, 2015).

Career's leave: Career's leave is an official permission for an employee to take time off to take care for an immediate family or household member who is sick or injured or help during a family emergence. But it comes out of the employee personal leave balance (Orugbu 2015).

Paid family and medical leave: Paid Family and Medical leave relates with an officially granted leave of absence from

work to attend to dependent care challenges or personal health concerns of the employee (Olumuyiwa Akinrole, Oludayo (2015)

Sick leave: Sick leave is time off from work that an employee can use to address their health and safety needs without losing pay (Orugbu, 2015).

Study leave: Study leave is given to any staff member who is undertaking an approved study course. Training leave is given to an employee for self-development and organization development (Orugbu, 2015).

2.1.1.3 Employee Assistance Program

Employee assistance program can be defined as work-based intervention program designed to identify and assist employees in resolving personal problems (e.g., marital, financial or emotional problems; family issues; substance/alcohol abuse) that may be adversely affecting the employee's performance. Employee assistance program plans are usually 100% paid by the employer and can include a wide array of other services, such as nurse lines, basic legal assistance and referrals, adoption assistance or assistance finding elder care services etc. Employee assistance services can be made available to not only the employee but also to immediate family members or anyone living in their home.). Employers are recognizing that a holistic approach to wellness results in a happier, more productive employee (SHRM, 2015).

Employees who are engaged for long working hours are more prone to health issues due to high level of work stress and effects both mental and physical health adversely (Chandola et al., 2004). Likewise, Financial Problems affect people in various walks of life. Not only is the family life affected but financial problems affect employee performance also. A worker with financial problems experiences lack of concentration resulting in poor quality or quantity of work, fatigue due to stress, becomes more accident prone and exhibits higher grievance rates (Bailey, 1986). Typical examples of EAPs includes providing assistance in the areas of personal issues, relationship issues, eldercare, childcare, parenting issues, harassment, substance abuse, job stress, balancing work and family, financial or legal and family violence. Therefore, EAPs does not just limit on counseling services and may include life skills programs and fitness programs. It can assist employees in managing stress and resolving personal problems as well. Ioan, Codruta and Patricia (2010)

2.1.1.4 Social Life

Employees have some social affiliations with different groups of the society and always making a tradeoff between work and leisure time. Young workers may not have marital family problems but still they are having more social obligation in different groups of the society (Premeaux, 2007). The social support is the availability of helping relationships and increasing the quality of those relationships (Leavy,

1983). Social support can be bifurcated into two facets such as organizational support and family related support (Brough and Pears, 2004). Work related social support comes from the organizational members, such as peers and supervisors, where an employee works, whereas personal social support comes from spouse, parents, children, extended family or friends.

However, for an individual whose social needs are extremely demanding, working extra odd hours might be detrimental to their social life. However, an individual who does not have a demanding social life but works extra hours might not experience serious challenges in this regard. In recent times, staffs of organisations are working extra hours so as to fulfill the requirements of the company they work for and in return the organisation rewards them with monetary incentives (SSC, 2014). Institutions are beginning to realise that it is not right to dedicate all one's life to an organisation whilst neglecting his or her personal life (Ojo, Salau& Falola, 2014). Therefore, organisations help staff strike a balance between work and social life thereby improving and developing the employee's relations at the workplace. This is logical because an employee who is stable socially has the potential to be stable at the workplace. Also, staff would be more motivated to work and fully utilize their skills and capabilities in a bid to add value to the organisation (Yaday, 2013). Inadequate work life balance is a problem that poses a big risk to workers well-being, their performance as well as the organizational performance. Many employees often have difficulties in attempting to balance employment responsibilities with their social life.

2.1.2 Concept of Employee Performance

Employee Performance can be described as responses in the form of behaviors reflecting what has been learned by the employee or the kind of training that the employee has received; it encompasses the outcome of the mental and psychological capabilities (Faiza and Nazir, 2015). Employee Performance is a concept that is increasingly popular amongst scholars of management sciences, as employee performance is vital to both individual and the organization. Employee Performance contributes to the overall betterment of the processes of the organization particularly in terms of efficiency and productivity (Abualoush et al., 2018). Employee performance has linkage to the activities and tasks employees carry out in effective and efficient manner, and it also dictates how much employees contribute to the organization and among the contributions of employees are output quantity, work attendance, and accommodating attitude (Abualoush et al., 2018). Furthermore, the financial or non-financial outcomes of the employee which are closely related to the performance and success of the organization is also reflected by employee performance (Anitha, 2014).

Academic staff performance leads to several favourable institutional outcomes. It reflects the extent to which academic staff identifies with an institution and is

committed to its goals. The job of university academics is extremely exacting, consequently necessitating an efficient performance evaluation scheme that will give impetus to greater motivation leading to improved job performances (Fapohunda, 2015). The job description of university academics is characterized by three major elements: teaching, research and community service. (Fapohunda, 2015).

2.2 Theoretical Review

This study is guided by two theories which are; Spill over theory (2002) and Work-Family border theory (2000)

2.2.1 Spill Over Theory

Spill Over Theory (Guest, 2002). It postulates the conditions under which spillover between the work micro system and the family micro system occurs, which can either be positive or negative. If work- family interactions are rigidly structured in time and space, then spill over in term of time, energy and behavior is negative. When flexibility occurs which enables individuals to integrate and overlap work and family responsibilities in time and space lead to positive spill over which is instrumental in achieving healthy work life balance. According to Guest (2002), the determinants of work life balance are located in the work and home contexts. Contextual determinants include demands of work, culture of work, demands of home and culture of home. Individual determinants include work orientation (i.e. the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage.

The variables of the study are flexible working schedule, family leave program, employee assistance program and social life. The leave policy is the culture of work, while the flexible working schedule is the demand of work. The nature of work life balance was defined both objectively and subjectively. The objective indicators include hours of work and free time outside work. Subjective Indicators refer to the states of balance and imbalance. He also noted that balance may be reported when equal weight is given both to work and home or, when home or work dominates by choice. Spill over occurs when there is interference of one sphere of life with other. Also, numerous outcomes of work life balance which include personal satisfaction and wellbeing at work, performance at work and home, impact on others at work, family and friends, commitment, efficiency.

This theory informed objective number one, two, three and four. The theory also informed the dependent variable which is performance of the education industry in that if flexible work schedules, employee assistance programme, social life and family aspects support are accorded to employees, then there is likely to be a positive spill over in terms of high performance of the school and vice versa.

2.2.2 Work- Family Border Theory

Work-family border theory "is devoted only to work and family domains. The outcome of interest in this theory is work-family balance, which refers to 'satisfaction and good functioning at work and at home, with a minimum of role conflict' (Clark, 2000). It differs from boundary theory in that its definition of borders encompasses not only those psychological categories but also tangible boundaries that divide the times, place and people associated with work versus family. According to Clark, (2000) work-family border theory "explains how individuals manage and negotiate the work and family spheres and the borders between them in order to attain balance. Central to this theory is the idea that 'work' and 'family' constitute different domains or spheres which influence each other is central to the model. Given their contrasting purposes and cultures, work and home can be likened to two different countries where there are differences in language or word use, differences in what constitutes acceptable behavior, and differences in how to accomplish tasks.

The theory addresses the issue of "crossing borders" between domains of life, especially the domains of home and

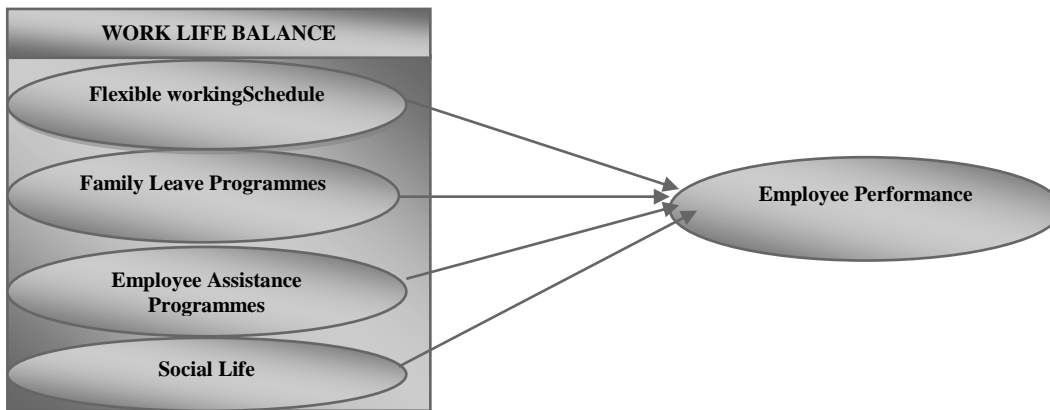
work. Hence, this theory shows that there should be a proper balance between work and non-work activities like social life, family life, and health and so on. According to the theory, the flexibility and permeability of the boundaries between people's work and family lives will affect the level of integration, the ease of transitions, and the level of conflict between these domains. Boundaries that are flexible and permeable facilitate integration between work and home domains. (Bellavia & Frone, 2005). This study has added more insight about family responsibilities and work life activities. The theory informed objective one, two, and three.

2.2.4 Relevance of the Theories to the Study

The spill over theory is relevant to the study as it helps employers/employees ensure flexibility in both work and family interactions which enables individuals to integrate and overlap work and family responsibilities in time and space. The work-family border theory is relevant to the study as it allows for individuals to attach different values to the domain of work and family. It help individuals manage and negotiate the work and family spheres and the borders between them in order to attain balance.

Conceptual framework

Figure 1: Conceptual Model of the study variables



Source: Authors' conception from literature review (2019).

The Conceptual framework highlights the relationships in the study. Employee performance is the dependent variable. It is hypothesized that work-life balance (flexible work schedule, family leave program, employee assistance program and social life) the independent variable have a direct effect on Employee performance. The relationship is shown by the model above.

2.4 Empirical Review

A number of studies have been carried out that are related to work- life balance. Vishwa Et al (2015) carried out empirical studies of work -life balance policies and their impact on employees' job satisfaction and performance. The aim of the research was to analyze the relationship between

work- life balance policies and employee job satisfaction. Questionnaires were filled by 240 respondents. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data using correlation. The findings of the study concluded that each of the work life balance policies on its own is a predictor of job satisfaction.

Furthermore, Orogbu, Onyeizugbe, and Chukwuemeke (2015) investigated on work-life balance and employee performance in selected commercial banks in Lagos State. The research adopts a descriptive survey research design, the population of the study is 759 and the sample size is 262 using Taro Yamane's formula. It was discovered that there is a significant positive relationship between leave

policy and service delivery. The findings revealed that leave policy motivate employee ability to deliver services efficiently and effectively, in conclusion work life balance practice is an important factor in increasing employee performance.

In addition, Ojo, Salau and Falola (2014) investigated the concept of work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector. The types of Work Life Balance initiatives available in the three sectors were explored and the barriers to implementation of the Work Life Balance initiatives were identified. Quantitative method was used to investigate the work-life balance practices in three sectors of the Nigerian Economy. This was achieved using an in-depth case study analysis of these sectors. The data set comprised of responses from both managers and employees in the Banking sector with five hundred and eighty six copies of the questionnaire retrieved. The Educational sector comprised of both managers and employees with five hundred and thirty one copies of the questionnaire retrieved; while five hundred and seven copies retrieved from the Power Sector. The findings reveal that there is diversity in terms of how respondents perceive the concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including ANOVA .There is a wide gap between corporate Work Life Balance practices and employees’ understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies in the studied sectors.

Similarly, Kamau, Tuwai and Kuria (2015) assessed the effects of corporate wellbeing practices on employee’s performance in commercial banks in Kenya. The aspects covered were financial wellness, environmental wellness, physical wellness and social wellness. The target population was 43 commercial banks in Kenya where heads of human resource were targeted. For inclusion purposes, census sampling method was used to collect data as sampling method omitted important population. The researcher mainly used qualitative analysis techniques and descriptive methods to analyze data collected from the organization of study. The study found that financial, intellectual, environmental, social and physical wellness programs improved employee’s performance. The study concluded that flexible work arrangements relieves employee’s stress that comes with job and that physical health brings the benefits of looking good on employees which in turn improves their performance. The study recommended that banks should come up with long term investment advice to employees which will be beneficial in their retirement age. Intellectual wellness programs should enable employees be more creative by coming up with ways of solving problems encountered by the organization. Employees should be allowed to suggest the best environment which would make them work better. Social wellness programs should aim at improving the relationship between employees and how they should work together as a team. Physical wellness programs should aim at improving overall

health of employee where a healthy employee should perform better in the organization.

III. METHODOLOGY

The research used a descriptive cross sectional approach. The data for the study was obtained from primary source. The empirical base of this study consists of questionnaire data from which hypotheses was tested. A pretested questionnaire tested for validity and reliability was employed to collect the data. It was divided into three sections A, B and C, and it contained Likert scale type of questions. The population consists of 445 numbers of Female Academic staff of the University of Jos (office of the Registrar 2019). Simple random sampling was adopted to determine the sample size using the Taro Yamane formula (1967)

$$n = \frac{N}{1+N(e)^2} \tag{1}$$

n = Sample Size

N = Total Population

e = level of precision

1 = Constant Number

$$\frac{445}{1+445(e)^2} = \frac{445}{1+445(0.05)^2} = 210.$$

3.1 Method Of Data Analysis

The data collected was analyzed using both descriptive and inferential statistics from statistical package for social sciences version 26 (SPSS 26). The descriptive statistics of simple percentages was used for the analyses of the demographic data of the respondents. However, the major tool of analysis is multiple regression analysis.

IV. DATA ANALYSIS AND PRESENTATION

4.1 Questionnaires Administration And Collection

A total of 210 questionnaires were self-administered to female academics at University of Jos. At the end of the survey, a total of 180 (85.7%) questionnaires were retrieved. The high response rate was attributed to the self-administration approach employed in collecting data. More so, the researcher maintained useful contacts with the respondents (i.e. Female ASUU officials), who were instrumental in identifying the relevant sampled respondents and maintaining good relationships with them, which yielded excellent response rates. Despite the preventive measures adopted during the survey to guarantee a high return rate and minimize the number of uncompleted questionnaires, 30 (14.3%) questionnaires were not returned and 15 (1.1%) were returned uncompleted exceeding 5% thus were invalidated and excluded

from the data used for the analyses (Hair, Hult, Ringle & Sarstedt, 2013). Thus, the analyses in this study were based on 165 questionnaires that were fully completed and returned. See table 1.

Table 1: Summary of Questionnaires Administration and Retrieval

Questionnaire Administration	Rate of Return	Percentage of Return
Questionnaires used for analyses	165	78.6
Unreturned Questionnaires	30	14.3
Uncompleted Questionnaires	15	7.1
Total Questionnaires Administered	210	100

Source: Field Survey, 2021

4.2 Respondents Demographic Characteristics

Descriptive statistics was run to show the distribution of respondent’s demographic characteristics. The result show that most of the female academic staff at university of Jos is between the age range of 31-50 and above. Majority of academics are married 132 (80.3%). This suggests that the issue of work life balance will be critical to the performance of the population surveyed because since majority are married; balancing between work and family life will be one of the challenges that they may encounter which holds the potential of affecting work performance. Further results show that majority of the female academic staff have PhDs in diverse discipline 83(50.3%), while 61 (37%) have Masters Degrees with a few of them having first degrees 21 (12.7). This statistics are not surprising because self-development is a top priority to the academic employees of the university and having a master degree or P.hD is now a prerequisite for teaching in the university. The few ones with first degrees may be graduate assistants. See table 2.

Table 2: Demographic Characteristics of Respondents

Respondent’s Demographic Variables		Frequencies	Percentages (%)
Age Range	25-30	29	17.6
	31-39	44	26.7
	40-49	49	29.7
	50 & Above	43	26.0

Table 4: Results of Hypotheses Test

Hypotheses	Direct Relationships	Std. Beta	Std. Error	T-Statistics	P-Value	Decision
H1	FWS → Em-Perform	0.061	0.083	0.786	0.433	Supported
H2	FLP → Em-Perform	0.078	0.055	0.995	0.321	Supported
H3	EAP → Em-Perform	0.309	0.048	4.155	0.000	Not Supported
H4	SL → Em-Perform	0.118	0.064	1.521	0.130	Supported

Note: (FWS = Flexible Work Schedule; FLP = Family Leave Programme; EAP = Employee Assistance Programme; Em-Perform = Employee’s Performance). Statistical significance at ≤ 0.05; Test Statistics = 1.64 (one tailed) at 0.95 confidence level.

Marital Status	Single	27	16.4
	Married	132	80.0
	Divorced	6	3.6
Educational Qualification	B.Sc	21	12.7
	M.Sc./MBA	61	37.0
	PhDs.	84	50.3
Duration of Service	1-10yrs	61	37.0
	11-20yrs	51	30.9
	21-30yrs	40	24.2
	31-35yrs	13	7.9
Total		252	100

Source: Field Survey, 2021

Table 3: Analysis of Variance ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	50.757	4	12.689	4.371	.002 ^b
	Residual	464.455	160	2.903		
	Total	515.212	164			

a. Dependent Variable: Employee’s Performance

b. Predictors: (Constant), Social Life, Flexible Work Schedule, Employee Assistance Programmes, Family Leave Programmes

4.3Hypotheses Testing

Ha1: There is a no significant relationship between flexible working schedule and employee’s performance of female academic staff of university of Jos.

Ha2: There is a no significant relationship between family leave programmes and employee’s performance of female academic staff of university of Jos.

Ha3: There is a no significant relationship between employee assistance programmes and employee performance of female academic staff of university of Jos.

Ha4: There is a no significant relationship between social life and employee performance of female academic staff of university of Jos.

Interpretation

4.3.1 Hypothesis One

This hypothesis was designed to determine if there is a significant relationship between flexible work schedule and employee's performance. The result from table 8 shows that the relationship was positive but not significant ($\beta = 0.061$; t -value = 0.786; $p > 0.05$) thus, we could not reject the null hypothesis and concludes that flexible work schedule does not have a significant effect on the performance of female academic staff in University of Jos. This implies that positive changes in flexible work schedules are not associated with changes in the performance of female academic staff.

4.3.2 Hypothesis Two

Hypothesis two (H2) tested the influence of family leave programmes on employee's performance. The result in table 8 indicates that the relationship is positive but not significant ($\beta = 0.078$; t -value = 0.995; $p > 0.05$) thus, we could not reject the null hypothesis and concludes that family leave programmes has no significant effect the performance of female academic staff at University of Jos. This indicates that positive changes in family leaves programmes are not associated with changes in the performance of female academic staff. This suggests that positive changes in family leave programmes are not associated with changes in the performance of female academic staff.

4.3.3 Hypothesis Three

The results in table 8 indicate that the relationship between employee's assistance programmes and employee's performance is positive and significant ($\beta = 0.309$; t -value = 4.155; $p < 0.05$) thus the we could not accept the null hypothesis and conclude that employee's assistance programmes has a significant impact on the performance of female academic staff at the University of Jos. This indicates that positive changes in employee's assistance programmes are linked with significant changes in the performance of female academic staff.

4.3.4 Hypothesis Four

This hypothesis tested the relationship between social life and employee's performance. The result from table 8 show that social life and employees performance is positively related but not significant ($\beta = 0.118$; t -value = 1.521; $p > 0.05$) thus, we could not reject the null hypothesis and conclude that social life does not have a significant effect on the performance of female academic staff in University of Jos. This implies that changes in the social life are not associated with changes in the performance female academic staff.

4.4 Discussion Of Findings

H1: Flexible Work Schedule and Employee Performance

The findings of hypothesis one test revealed that flexible work schedule does not have a significant effect on the performance of female academic staff at university of Jos.

The findings in hypothesis one differs with the findings of Waiganjo and Kihoro (2016) that found a positive and significant effect of flexible work arrangements on employees performance in the banking industry in Kenya. The difference in the findings may be attributed to the setting of this study. This is because in the academics, flexible work arrangement practices are provided to a large extent compared to the banking sector where flexible work schedules are rare thus employees in such sectors may desire more flexible work practices. It is also argued that employees are often demonstrably concerned that using flexible arrangements will damage their promotion prospects and perhaps their relationship with co-workers (Houston & Waumsley, 2003). These concerns are not unfounded because frequent telework has been associated with professional isolation, impending professional development activities such as interpersonal networking, informal learning and participating in mentoring relationships (Corper & Kurland, 2002). The insignificant relationship is reinforced with the point of view that the perception that using flexible work arrangement will have negative impact on their career prospects appears to be a powerful de-motivator for employees' use of these practices (Beauregard & Henry, 2009). Though the relationship is insignificant, the positive insignificant effect of flexible work schedule on employee performance is an indication that flexible work arrangement practice is desired by the female academics staff for optimal performance but for the fear of the above highlighted reasons may have accounted for the insignificant effect on performance.

H2: Family Leave Program and Employee Performance

The result of hypothesis two shows that family leave programmes does not have any significant influence on the performance of female academics staff at university of Jos. The finding of hypothesis two is similar to the study by Premeaux, Adkins, and Mossholder (2007) that found no effects of work-life practices on employees' work-life conflict levels. Conversely, the finding of this study did not agree Abioro, Oladejo, and Ashogbon (2018) that found a moderate significant relationship between work life balance and employee productivity. Muleke, Obino and Wagoki (2013) also found a significant correlation between work life balance practices and employee job performance.

The inconstancies in these findings may be attributed to the flexibility of work schedule in the university system. In addition, the viewpoint of Liff and Cameron (1997) that the use of work-life leave provisions is low among staff with career aspirations due to the belief that taking such leave will be interpreted as a lack of commitment to the organization could be the reason behind the insignificant relationship. Furthermore, some of the previous researches were in sectors that flexibility of work schedule is low or sometimes absent thus, there is tendency to see employees of those organizations prioritize family leave programmes compared to the university system where intermittent holidays allows female academic employees time to balance family life and

work. This position is buttressed by Arthur's (2003) that the perception of work life balance practices may vary according to industry or workforce demographics. Blakes (2000) work on boundary theory and role transition suggests that because workers have different preferences for integration versus segmentation of work and family roles, certain work-life practices may be ineffective in reducing inter-role conflict if they do not cater to a worker's particular values, needs, or preferences for managing multiple roles. We argue that the insignificant but positive effect of leave programmes on female academic staff is an indication that providing family leave programmes has the potential to impact performance positively and significantly if properly managed.

H3: Employee Assistance Program and Employee Performance

The result of hypothesis three indicates that the relationship between employee's assistant programs and employee's performance was positively significant. The findings in hypothesis three found a significant and positive relationship between employees assistance programmes and employee performance is consistent with the study by Kipkemoi, Omolo, and Ondit (2016) that found employee assistance services having a significant effect on the performance of employees in Mumias Sugar Company in Kenya. A number of studies have found that employees who benefit from childcare centers, referral services and other family-supportive practices report higher levels of commitment to the organization (Grover & Crooker, 1995; Orthner & Pittman, 1986; Youngblood & Chambers-Cook, 1984). The positive relationship between the employee's assistant programmes is not surprising because employees tend to perform better when they perceive that they are supported by the organizations especially in times of need.

H4: Social Life and Employee Performance

The findings of hypothesis four which examine the relationship between social life and employee's performance was not significant. The finding of hypothesis four is in divergence with the study by Wilson (2002) that found a direct influence of social support on high job control, low depression and high job performance. A study by Mominul-Haque-Talukder and Gustavson (2021) found a positive relationship between supervisor's support and employee performance, work life balance, job and life satisfaction. The difference between this study and other previous studies could be the minimal or lack of provisions made by the university management for social life. It may also be associated with lack of organizational and supervisor's support to the female academics staff. In addition, there is evidence that employees who used work-life balance practices were perceived by co-workers as having lower levels of organizational commitment, which was thought to affect the subsequent allocation of organizational rewards such as advancement opportunities and salary increases (Allen and Russell, 1999). This factor has the

potential to negatively affect social life of the female academic employees in the university.

The findings of this study has provided insight to the university managements to shore-up the responsibility to ensure that their employees' work-life balance is improved, not only for the mere compliance of laws and statutes but rather to mitigate the pitfalls of high turnover and high health care costs associated with work-family conflicts, which are proven to be financially disadvantageous over putting into place a healthy human resources recruitment and retention strategy.

Though the relationship between the other three dimensions of work life balance (flexible work schedule, family leave programmes and social life) was not significant, a positive insignificant effect was found in all the relationships. These suggest that all the dimensions of work life balance hold the potential to impact on the performance of female academic employees. This inference is consistent with the spillover theory which argued that when work- family interactions are rigidly structured in time and space, then spill over in term of time, energy and behavior is negative. When flexibility occurs which enables individuals to integrate and overlap work and family responsibilities in time and space lead to positive spill over which is instrumental in achieving healthy work life balance (Guest, 2002).

V. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This research empirically examined the determinants of work- life balance of female academic staff of university of Jos. Major findings of the research are summarised. Flexible working schedule, family leave programme and social life were found not to have a significant effect on employee performance. This finding, drawn from the formulated hypothesis 1, 2 and 4 answered research question 1, 2 and 4 and satisfies specific objective 1, 2 and 4. Concerning Employee Assistance Program, the reported findings showed that it had a significant relationship on employee performance of female academic staff of university of Jos. This finding, drawn from the formulated hypothesis 3 answered research question 3 and satisfies specific objective 3.

5.2 Conclusion

This study examined critically the impact of work life balance on employee performance of female academic staff of the University of Jos using four determinants which includes flexible working schedule, family leave program, employee assistance program and social life. The main objective of this study was to establish the relationship that exists between these variables and employee performance of female academic staff of university of Jos. From the results of the analysis in chapter four, the study revealed that these three variables(flexible working schedule, family leave program

and social life) does not have a statistically significant effect on employee performance of female academic staff of university of Jos while employee assistance program have significant effect on employee performance. The study suggests that these elements are critical to the performance academic staff therefore; the awareness of these determinants and the strategic application by universities will significantly and positively influence the employee performance of female academic staff on the plateau.

5.3 Recommendations

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

- i. Management of Universities should ensure that they give room for flexible work patterns which would encourage work life balance.
- ii. Organizations should set up work-life policies and programs that would support their employees in fulfilling both their official duties at the workplace and their individual responsibilities outside the workplace as well.
- iii. University of Jos should continue with the employee assistance programs such as counseling services, health services, physical fitness facilities, financial assistance services from financial institutions and other work-life incentives. This is to ensure that their employees continue being productive.

5.4 Limitation of the Study and Direction for Future Use

The results of the study are based on information provided from a sample of 210 respondents in the University of Jos. and intellectual capital is limited to four variables: flexible working schedule, family leave program, employee assistance program and social life. Other measures could be employed.

For future research, longitudinal approach could be employed, other measures of work-life balance and moderators could also be employed. The study could also be expanded to other sectors of the economy to better understand the influence of work-life balance on employee performance as well as enrich the body of knowledge.

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