The Impact of Motherhood, Work-Life Balance and Effective Job Performance. A Study of Female Staff of Delta State Polytechnic, Otefe–Oghara, Nigeria

Johnson Itabita, Patience (PhD)[1], Stephen Onyeanwuna Osakwe (PhD)[2]

[1]Department of Business Administration/Management, Delta State Polytechnic, Otefe – Oghara

[2]Department of Office Technology Management, Delta State Polytechnic, Otefe – Oghara

DOI: https://doi.org/10.47772/IJRISS.2026.101000086

Received: 25 July 2026; Accepted: 30 July 2026; Published: 29 October 2026

ABSTRACT

There has been an increase of mothers in the work force today as hunger and hardship is biting hard on most home right now, and this is a season where learning how to be a good mother and having a job are both important things to focus on. This research demonstrates how Mothers work while also maintaining most of the domestic roles. This research is a descriptive survey with a population size of 223 female staff of Delta State Polytechnic, Otefe-Oghara with a sample size of 105 which was determined by the Taro Yemen's formula while pearson correlation coefficient was used to test the hypotheses and it was discovered that mothers are able to balance their roles as organization gives time to attend to the family, professional career and personal life does not affect motherhood as there is a balance between when to play the role of a mother and when to play the role of a workforce. Emotion and mental health does not affect effective job performance as there is provision of mental health professionals in their efforts to support working mothers in gaining work life balance.

INTRODUCTION

In today's Nigeria of hunger and hardship, everyone especially women must strike a balance between motherhood and Work-Life balance. According to Rachel (2023) to balance these twin goals while being a committed mother can be tough and full of challenges. A mother is a woman that has children nurturing whether by biological means, adopted or fostered. It is a period in the life of a mother, giving birth, caring for the children physically, spiritually or emotionally. Mothers rush to the daycare to drop the kids, get to work to have job satisfaction, rush back to pick the children and return to the kitchen, it is quite tasking (Ellie, 2023).

Right now, we are in a season where learning how to be a good mother and having a job are both important things to focus on. The developing role of women in contemporary society reflects a thoughtful shift from traditional norms to a dynamic backdrop where women are asserting their presence across diverse spheres. Women are no longer confined to traditional gender roles but are actively participating as leaders, innovators and contributors in various sectors.

When it comes to work life balance, many people struggle with finding a balance between the family and work life. Family, work, health, leisure and personal growth are important, but it is challenging to find the right mix to succeed in all spheres. Sometimes, energy is put more on certain areas of life, leaving none for other areas. Imbalance leads to stress and frustration, mothers are always behind when it comes to the topic of worklife balance as they are faced with significant challenges especially when they have to choose between family and work, it is a delicate task (Mukasheva 2024).

The pursuit of a successful and gratifying career need not be exclusive of the joys and responsibilities of motherhood. Navigating journey of combining motherhood and a fulfilling career requires a thoughtful approach, unveiling a landscape of strategies that empower women to embrace their professional ambitions alongside the joys of raising a family it could be more productive. But the thing is, working mothers get the idea of life balance wrong! It is not either or it is not spending an equal amount of time on everything it is choosing

what to focus on at any given time.

Statement of Problem

Many mothers today suffer from a poor balance between their work life and their personal lives. Motherhood and work life balance is a state of having a satisfactory balance between ones professional career and personal life as a mother, it is important for both physical, emotional and mental health. However, achieving a work life balance can be challenging, especially in today's fast paced and demanding world that requires mothers to be hundred percent job active as the male counterpart (Zing 2023). What could be done to strike a balance between effective work life and motherhood?

Objectives

i. To determine the relationship between work life balance and motherhood.
ii. To determine the relationship between professional career and personal life.
iii. To determine the relationship between emotion and mental health balance.

Question

i. To what extent does work life balance affect job motherhood?
ii. To what extent does professional career and personal life affect motherhood?
iii. To what extent does emotion and mental health affect effective job performance?

Hypotheses

i. There is no significant relationship between work life balance and motherhood.
There is significant relationship between work life balance and motherhood.
ii. There is no significant relationship between professional career, personal life and motherhood.
There is significant relationship between professional career, personal life and motherhood.
iii. There is no significant relationship between emotion, mental health effective job performance.
There is significant relationship between emotion, mental health and effective job performance.

Significance

This paper will be of great benefit to both working and non-working mothers, establishments, future researchers and institutions of higher learning in Delta state, Nigeria and Africa.

LITERATURE

Work life balance is the amount of time spent doing the job compared with the amount of time spent with the family and doing things that are of interest. According to Coursera (2024) Work life balance is typically defined as the amount of time spent doing the job versus the amount of time spent doing what is important outside the work, whether that is with loved ones or pursuing personal interests and hobbies. When work demands more time or attention, there is less time to handle other responsibilities or passions.

Many people will want to achieve a greater balance between work life and personal life. But in practice, it can be difficult to achieve sometimes as demanding job means more money to support a family. Sometimes a job contributes to deteriorating mental health, which leaves one to drain in personal relationships. Allaya (2023) maintain a stand that Healthy work life balance refers to maintaining a harmonious relationship between work and personal life. It involves consciously managing time and energy to meet both professional and personal commitments.

Characteristics of Healthy Work Life Balance According to Davika (2024) and Phaidon (2024).

Healthy work life has the following characteristics:

a. **Setting boundaries:** This involve establishing clear boundaries between work and personal life by defining specific working hours and separating work related tasks from personal activities.
b. **Time Management:** Efficiently organizing and prioritizing tasks, ensuring that you allocate enough time for work responsibilities as well as personal pursuits, such as spending time with family, engaging in hobbies, or pursuing personal goals.
c. **Stress Management:** Implementing strategies to manage stress levels, such as practicing mindfulness, engaging in regular physical activity, taking breaks, from work related activities, when needed.
d. **Flexibility:** Having the ability to adapt and adjust schedule to accommodate unforeseen circumstances or personal needs without interfering to work commitments

Importance of Work Life Balance. According to Wedgwood (2022) and Majini J. B (2023). Work life balance is important because it reduces stress, helps avoid burnout, increases job satisfaction, and improves overall health and well-being. Work life balance enhance quality of life, increase productivity, and experience greater satisfaction in both professional and personal lives (Jason, 2023).

Improving work life balance can enhance overall well-being, including physical, emotional, and mental health. While employers and employees might associate long working hours with increased productivity, Mcclatchie (2024) opined that workers hit a certain number of hours; their productivity began to decrease as the potential for mistakes and injuries increased. Achieving a healthy work life balance can reduce stress and increase overall productivity. There is need to engage in a variety of activities and rest in order not to fall into the trap of believing that we can be productive all the time, or that an eight hour day at work equates to eight hours of output. However, that is hard, if not impossible for many individuals to achieve. Overworking has negative consequences for both employees and employers. Workaholics and those who struggle to practice self-care find themselves at higher risk for burnout, fatigue, and stress related health issues. Poor work life balance can also leave employees working more hours but being less productive.

Work life balance and Motherhood

From generations, working mothers have industriously managed Motherhood and pursued career effectively. Many made a success while some eventually had to sacrifice work to become a fulfilling wife and mother. According to Athoug & Theeb, (2024) women have been found to have negative experience with work life balance due to the numerous areas of concern in their lives, which can affect their health and well-being. This is mainly due to women role in society and what is expected from them, including being mothers, wives, daughters and professional employees. These roles create conflict in balancing work and family life. Athoug & Theeb (2024) went further to ascertain that to achieve work life balance, one must fully engage in both domains and perform at their best in each position. An individual's contentment after completing a particular role is another aspect of work life balance. Work often takes priority over family because of long hours and increased workload.

To manage time better, there are many phases in life, the current season can help determine what priorities should be, sometimes certain priorities go in order to focus on what matters (Ramsey, 2023). One can strike a perfect balance between works and family it can be hard, but not impossible with carefully planned tasks, and getting help and support from family and colleagues.

Professional Career, Personal Life and Motherhood

Work life integration or the synergistic blending of personal and professional responsibilities and this has become an increasingly popular concept. Work is simply one aspect of life that needs to be considered alongside other home and family lives, community, and personal wellbeing. Work life integration is an overlapping interest. To maintain a harmonious relationship between work and personal life, it involves consciously managing time and energy to meet both professional and personal commitments while prioritizing things as per their importance (Vantage, 2024). The unique nature of each of lives and fluctuating responsibilities means that work life balance and work life integration look different for everyone. It is a constant negotiation on how and where time is spent.

In striving for greater work life balance, priorities ought to be determined, whether they are related to the work or personal life.

Emotion and Mental Health Balance

Mental health is associated with a person's overall mental well-being. This includes rational thinking, good decision making, and managing difficult situations. On the other hand, emotional health is related to the ability to manage moods and feelings. Poorly managed emotions can affects mental health as negative attitudes and feelings of helplessness and hopelessness can create chronic stress, which upsets the body's hormone balance, depletes the brain chemicals required for happiness, and damages the immune system (Karen, 2024).

Specifically, mentally healthy mothers with positive affective states can improve cognitive flexibility and find more solutions to problems in work task. Thus, mothers with good mental health perform better on work tasks than those with poor mental health. Moreover, positive affective states are associated with individuals building good interpersonal relationships, which enable them to receive help from their superiors and colleagues at work. Good social relationships are an important source of job-related information and knowledge Xifeng, Haijing and Biaoan (2022).

Theories of Work Life Balance.

a. **Spillover Theory**: This theory is of the view that a person's attitudes, emotions, skills, and behaviours in one domain flow into the other and vice versa, and it can occur in both positive and negative ways. Dong-wook, Yun chul, Hwo-yeon, Je-yeon, Soo-hyun and Nami (2021) the conditions under which the spillover between the work microsystem and the family microsystem, is positive or negative. if work, family interactions are rigidly structured in time and space, then spillover in terms of time, energy and behavior is generally negative.
b. **Compensation Theory**: This theory describes individuals because of the lack of fulfillment in one domain, seek compensations in another domain. This theory also asserts that both work and family share the same environment and that family and work have compensating effects on each other, the compensation has been described as a negative relationship between work and family. It has been termed as negative because negative experiences in one domain result in perception of other domain positively.
c. **Enrichment Theory**: This theory suggests that the experience in one domain of work life interface results in improvement in the other domain. This refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) improves the quality of the other domain e. g. adding tasks and responsibilities (job enlargement), increasing skill variety, creating autonomy giving feedback, and making the jobs more meaningful through a job design process (Vildan, 2022).
d. **Facilitation Theory**: This theory suggest that learning will take place if the person delivering it acts as a facilitator to facilitate learning, you should establish an atmosphere in which the learners feel comfortable, and are able to discuss and explore new ideas, Gravells (2024).
e. **Instrumental Theory:** Developed as a concept of instrumentality which is defined as work and career are primarily ways of obtaining the means to build and maintain a satisfying and successful family and leisure life, or vice versa. The basic idea here is that activities conducted in one sphere facilitate activities in other one.
f. **Border and Boundary Theory**: This theory is a work family balance theory. It explains employee's movements from work domain to home/family domain. According Clark (2000) employees are border crossers who travel between work and home domains.
g. **Segmentation Theory:** This theory states that long and short term interest rates are not related to each other because they have different investors. The investors prefer to remain in their own bond maturity range due to guaranteed yields. Any shift to a different maturity range is perceived as risky, Chen (2024).

This research is anchored on border and boundary theory. When these boundaries are unclear or violated, it may lead to work family conflicts and hurt work. Integrative work family arrangements can help employees balance work and family life i.e. By scheduling work around family demands, spending more time with family, or reducing weekly commuting time.

Research Design

The research design adopted for this study is the descriptive survey. This is because; the research work is an attempt to describe the impact of Motherhood, Work-Life Balance and Effective Job Performance in Delta State Polytechnic, Otefe-Oghara. It therefore examines issues such as work life balance and motherhood, professional career and personal life, emotion and mental health balance.

Population of the study

The population of this study specifically comprised of the Female staff of Delta State Polytechnic, Otefe–Oghara, Totaling 223.

Sample and Sampling technique

The sampling technique adopted in this study is the random sampling technique which is a probability sampling technique in which the researcher selects respondents at random of the population with the requisite characteristic (Egbule and Okobia, 2008). Therefore the sample size is 105.

The sample size will be determined by the Taro Yamen's formula stated.

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

n= Sample size
N=Population
e=level of significance (Egboro and Nomuoja 2006).

$$n = \frac{223}{1 + 223(0.0025)^2} n = \frac{223}{2.115}$$

n=105.44

Method of Data Collection

Primary data was sourced directly through administration of well-structured questionnaire (5 Likert scales) to female staff of Delta State Polytechnics.

Data Presentation and Analysis

The correlations table statistically indicates a strong association between motherhood, work life balance and effective job performance with 91.8%, which establishes that motherhood as an indicator of Work life balance significantly correlates with effective job performance.

Work life balance and motherhood

S/N	Variables (Dependent Variables)	SA (%)	A (%)	SD (%)	D (%)	U (%)	N (%)	Mean	Std. Dev
1.	The job gives time to attend to the family	32 (30.19)	42 (40.0)	11 (10.19)	11 (10.19)	9 (9.41)	105 (100)	3.7137	1.25820
2.	family life does not affect job efficiency	33 (31.77)	39 (37.65)	10 (9.41)	12 (10.98)	11 (10.19)	105 (100)	3.6863	1.30852

Source: Researchers field Survey, 2026

The correlations table statistically indicates a strong association between motherhood, work life balance and effective job performance with 91.8%, which establishes that motherhood as an indicator of work life balance significantly, correlates with effective job performance respectively.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Correlations		
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part
1	Work life balance determines motherhood and effective job performance	.415	.095		4.365	.000	.228	.602			
	The family life does not affect job efficiency	.823	.022	.918	36.796	.000	.779	.867	.918	.918	.918

a. Dependent Variable: Work life balance determines motherhood and effective job performance

The beta value in the coefficient table above suggests that effective job performance is significantly related to work life balance. By implication, a 1% change in work life balance will lead to a corresponding effectiveness in job performance by 91.8%. That is, the implementation of Work life balance will significantly lead to effective job performance. It, therefore, means that the motherhood, work life balance contributes immeasurably to effective job performance.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.922[a]	.850	.848	.49062	.850	473.155	3	251	.000

a. Predictors: (Constant), Motherhood, Work life Balance affects effective job performance

It can be deduced from the model summary, that holding other factors constant, Motherhood, work life balance affects effective job performance, using the adjusted R. Square value of 84.8%, suggesting that the changes in effective job performance is explained by motherhood and work life balance. It implies that an increase with a focus on work life balance, would significantly enhance effective job performance.

As shown in the coefficient table, the p-value of .000 ($p<0.05$) shows there is a significant relationship between Motherhood, Work Life Balance and Effective job performance. This is to say that there is strong association between work life balance and effective job performance. Therefore, we accept the alternate hypothesis and reject the null hypotheses.

REFERENCES

1. Allaya, H. (2023) How to have a good work-life balance www.betterup.comretrived 23/8/2024
2. Athoug, A. & Theeb, A. (2024) work-life balance of working mothers in the healthcare industry in Riyadh Saudi Arabia journal of social service research vol. 50 issue 1 www.tandfonline.com
3. Chen, J. (2024) what is market segmentaion theory? Definition and how it works www.investopedia.com
4. Clark, C.S. (2000). Article in Work/Family boarder theory. A new theories of work/family balance. Published in Human Relations, (2000), vol. 5, Issue 6, pp. 747-770.
5. Coursera Staff (2024) Work life balance: What it is and five ways to improve yours www.coursera.org.
6. Devika, A. (2024) six areas to focus onfor work life balance workawesome.com retrieved 25/8/2024

7. Dong-wook, L., Yun chul, H., Hwo-yeon, S., Je-yeon, Y., Soo-hyun,N and Nami, L (2021) Different influence of negative and positive spillover between work and life on depression in a longitudinal study safety and health at work vol 12(3) 377-383 www.sciencedirect.com
8. Ellie Hughes (2023) How one mother is reframing her relationship to "Work Life Balance" retrieve from www.thegoodtrade.com 18/8/2024
9. Gravells, A. (2024) learning theories www.anngravells.com
10. Jason, H. (2023) Work-life Balance: why it is important and how to achieve it www.personatalent.com
11. Karen, L. (2024) How do thoughts and emotions affect health? www.takingcharge.csh.umn.edu
12. Majini, J. B. (2023) Determinants of the impact of time management on work life balance www.researchgate.netretrived 25/8/2024
13. Mcclatchie, M. (2024) Work – life balance when working from homwww.william-russel.com
14. Rachel, C. (2023) 9 Tips to Balance your life as a working Mom www.ramseysolutions.com
15. Ramsey, S. (2023) 9 Tips to Balance your life as a working Mom www.ramseysolutions.com
16. Vantage, C. (2024) 25 Best ways to achieve work-life balance and its benefits www.vantagecircle.com
17. Vildan, T. K. Remote work: An ally or enemy for the work life balance? Remote work experiences of male and female academics in the UK and Turkey during COVID – 19 www.igi-global.com
18. Wedgwood, J. (2022) The importance of work life balance thehappinessindex.com retrieved 25/8retrived 25/8/2024
19. Xifeng, L, Haijing, Y. and Biaoan, S. (2022) Relationship between employee mental health and job performance: Mediation role of innovative behavior and work engagement national library of medicine www.ncbi.nlm.nih.gov
20. Zing, M. (2023) Navigating the Challenges faced while maintaining a healthy work-life balance www.linkedin.com