**THE EFFECT OF WORKLIFE-BALANCE ON EMPLOYEE PERFORMANCE**

**BY**

**NWAOCHEI GREG IFEANYI**

***U13/MSS/MAN/013***

**A PROJECT REPORT SUBMITTED TO THE**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**GODFREY OKOYE UNIVERSITY, UGWUOMU-NIKE ENUGU STATE.**

**JULY, 2018**

**THE EFFECT OF WORKLIFE-BALANCE ON EMPLOYEE PERFORMANCE**

**BY**

**NWAOCHEI GREG IFEANYI**

***U13/MSS/MAN/013***

**A PROJECT REPORT SUBMITTED TO THE**

**DEPARTMENT OF BUSINESS MANAGEMENT**

**FACULTY OF MANAGEMENT AND SOCIAL SCIENCES**

**GODFREY OKOYE UNIVERSITY, UGWUOMU-NIKE ENUGU STATE.**

**IN PARTIAL FULFILMENT FOR THE AWORD OF BACHELOR OF SCIENCE (B.Sc.) DEGREE IN BUSINESS MANAGEMENT**

**SUPERVISOR: ASSOC. PROF. NICK NGOZICHUKWU IGWE**

**JULY, 2018**

**APPROVAL PAGE**

This is to certify that this research was approved by the Department of Business Management, Godfrey Okoye University, Ugwuomu-Nike, Enugu.

By

------------------------------ -----------------------------**Assoc. Prof. Nick Ngozichukwu Igwe Date**

*(Project Supervisor)*

------------------------------- ------------------------------

**Asso. Prof. Dr. Nick .N. Igwe Date**

(*Head of Department*)

--------------------------------- ------------------------------

**Prof. A. Onyema Ocheoha** **Date**

(*Dean Faculty of Management and Social Sciences*)

--------------------------------- ------------------------------

External Examiner **Date**

**CERTIFICATION**

I, Nwaochei Greg Ifeanyi, an undergraduate of the Department of Business Management, Godfrey Okoye University, Thinker’s Corner, Enugu, with registration number U13/MSS/MAN/013, do hereby attest that the work embodied in this project is original and has not been submitted in part or in full for any other diploma or degree of this or any other university.

……………………………… ………………………….

**Nwaochei Greg Ifeanyi Date**

**U13/MSS/MAN/013**

**DEDICATION**

I humbly dedicate this study to the Almighty God for His infinite mercy and grace that aided my stay in school, as well as the successful completion of this project, and to my lovely Mum, Mrs. Nwokoye, and Mrs Nnebedum.

**ACKNOWLEDGEMENT**

First and foremost, my appreciation goes to the Almighty God, who in His infinite mercies, love, protection, and grace sustained me through the duration of this study.

Special appreciation goes to my supervisor, Associate Prof. Nick Ngozichukwu Igwe and the Head of Department for his patience, effort, support, guidance and constructive scrutiny that brought this work to its completion in you is father. I also wish to thank all the lecturers in the Department of Business Management who saw that my work came to reality.

A special thanks to Prof. Johnny Eluka, Prof. F. C. Eze, Prof. J. A. Eze, Dr. Ifeanyi Okoli and Dr. Mrs Ogechukwu Monanu for their advice teaching skill from which I benefited from. May God continue to guide and protect them. Amen.

Finally, my humble thanks goes to Mrs Nwokoye and Mrs Nnebedum for the great opportunity he gave me and to my parents I love u for believing in me.

**TABLE OF CONTENTS**

Title page ­i

Approval page ii

Certification iii

Dedication iv

Acknowledgements v

Table of contents vi

Abstract ix

**CHAPTER ONE: INTRODUCTION** 1

1.1 Background of the study 1

1.2 Statement of the Problem 4

1.3 Objectives of the Study 5

1.4 Research questions- 6

1.5 Research Hypothesis 6

1.6 Significance of the Study 7

1.7 Scope of the Study 7

1.8 Limitation of the study 8

**CHAPTER TWO: LITERATURE REVIEW**

2.1 Introduction 9

2.2 Conceptual Framework- 10

2.3 Job Stress 11

2.4 Work family conflict 12

2.5 The Concept of Employee performance 13

2.6 Productivity concept 14

2.7 Relationship between Work-Life Balance and Employee Performance 15

2.8 Leave policy 16

2.9 Service delivery 18

2.10 Theoretical frame 19

2.11 Consequences of Imbalance in work-life 22

2.12 Barriers to achieve a work-life balance 23

2.13 Summary of the review 24

**CHAPTER THREE: RESEARCH DESIGN AND METHODOLGY**

3.1 Research Design 27

3.2 Area of the study 27

3.3 Population of Study 27

* 1. Sample/Sampling Techniques 28
  2. Instrument for data collection

29

* 1. Method of Data Collection 30
  2. Validation of data instrument 30
  3. Reliability of the Instrument 30
  4. Method of Data Analysis 31

**CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS**

4.1 Data Presentation and Analysis 32

**CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

5.1 Summary of Findings 47

5.2 Conclusion 49

5.3 Recommendations 50

5.4 Suggestions for Further Studies 51

References 52

Appendix: Letter 56

Appendix: Questionnaire 57

**Abstract**

*“Effects of work- life balance to performance of employees” have become an issue to different scholars, this made the researcher of this work to carry on a research on the topic, with reference to Aqua-Rapha Industry. In order to achieve a reasonable outcome based on the research, the researcher’s major objective was to examine the effects of work life balance on the employee’s performance. Other specified objective were to examine various Work-Life balance practices that exist in Aqua-Rapha Industry, to identify work-Life balance challenges faced by employees of Aqua-Rapha Industry etc. For the objective to be achieved, the researcher made use of questionnaire and interview to obtain information from the respondents. Textbooks, journals and newspaper were used to obtain more ideas from other scholars and authors. The population used from the industry were 200 respondents. The sample size were 133. The Taro-Yamene statistical tool were used for the determination of the sample size. Tables and simple percentage formula were used for the data analysis. through the analysis, findings were achieve as thus: the company practice both team-building work/exercise, work free day(s) and short-break as work-life balance in Aqua-Rapha industry, the company actually practice work-life balance and the practice of the of it in the company add to productivity of Aqua-Rapha industry at a greater extent etc. based on the findings, the researcher recommend that If team-building work/exercise, work free day(s) and short-break as work-life balance in Aqua-Rapha industry helps the management to achieve the needed goals, they should continue the practice and also apply other necessary practices in order to help them to increase in productivity. As the researcher found that unhelpful attitude and high stress levels are the challenges faced by employees of Aqua-Rapha Industry the management of the company should try their best to reduce these challenges because it may deter effectiveness and efficiency in working morale of the employees in the organization.*

**CHAPTER ONE**

**INTRODUCTION**

* 1. **Background Of The Study**

Work-life balance is an important topic in both professional business practice and academic research. Work-life balance (WLB) has become a popular research area in different fields such as sociology, psychology, human resource management, organization studies, and gender studies. Majority of researches on the correlation between work and family life refers to Work Life Balance and organization policies, Work Life Balance and organization culture, Work Life Balance and Human Resource management, Work Life Balance and work commitment, Work Life Balance and absenteeism, Work Life Balance and gender equality, Work Life Balance and family life, and many more (Casper, Eby, Bordeaux, Lockwood & Lambert, 2007).

There are a number of studies examining Work Life Balance and employees performance. On the process of the research, it was noticed that this work life balance means different thing to different people. For instance, Clarke, Koch and Hill (2004) state that Work Life Balance is an “equilibrium or maintaining overall sense of harmony in life”. Work Life Balance can also be describe as “satisfaction and good functioning at work and at home, with a minimum of role conflict”. The focus on the domains of work and family is vital as family and work are regarded as the most important elements of everyone’s life, and any competing demands from work and family life cause conflicts and negatively affect the wellbeing of workers (Frone, 2000). Therefore, good Work Life Balance and positive performance can be achieved when there is no role conflict, and when people are satisfied with their work and family roles.

The literature shows that common consequences of poor Work Life Balance are depression and distress, leading to lower productivity, poorer work quality, higher absenteeism and staff turnover (Seligman, 2011; Hill, 2005). Work-family research has generally been dominated by the study of family and work role interference. However, work and family role enhancement studies seem to be growing in recent years (Grzywacz& Marks, 2000). Work and family role interference suggests that responsibilities in separate domains such as work and family compete with each other in terms of limited time, psychological resources and physical energy, which leads to negative outcomes in both areas (Greenhaus&Beutell, 1985). In contrast, work and family role enhancement suggests that participation in multiple roles can lead to better functioning in other life domains (Barnett & Rivers, 1996). Therefore, this study focuses on investigating the effect of Work Life Balance on the Employees performance in Aqua-Rapha Industry**.**

HISTORICAL BACKGROUND OF AQUA RAPHA INDUSTRY

The Aqua Rapha industry was established on 15 December 2004, by its sole owner Rev. Father Ejike Mbaka. His ability to generate money out of little or nothing and his interest in business as a whole made him engage in small business partnership dealing on the distribution of household goods. The owner made the feasibility study. The report is not too far from what became the reality. The feasibility study was good, only that there were few under and over estimations due to the on-going inflationary trend in the country and reforms in the economic system of the country National Agency for Food and Drugs Administration and control (NAFDAC).

The factory is located at 9th mile opposite Nigeria Brewery Plc in Enugu State. The factory is located in this area because it’sproximity to the source of the raw materials for the productions. The major raw materials used in the production of sachet/packaged water are sourced locally. The manufacturer employs the services of different professionals in manufacturing of the packaged water.

These professional from different field/department work together to ensure the success of desired quantities that will ensure the company’s targets, objectives and goals. The purchasing department plays their roles by getting all the necessary requirements for the production. The factory men will organize the raw materials and use it in production of complete products. After production, they will communicate stores and stores will pack those products and communicate marketing for sales thereby realizing funds what the finance department will keep for the enhancement of the company. The programme could have taken of long before now, but the company has a serious financial constraint. The availability and cheapness of the major raw materials also effected the choice of products. Aqua Rapha industry produces packaged water. Its product capacity is at minimum of Eight hundred and fifty (850) bags that contains (20) sachets, per day. Given an effective annual working period of 240 days the output is modestly placed at 203, 760 (Two hundred and three thousand, seven hundred and sixty) bags per year. The management of Aqua Rapha Industry focus attention on the human side of the enterprises. In other words the behavioural aspect of management is premium. The proprietor of Aqua Rapha Industry believes that by rewarding workers adequately they tend to work harder and put in their best to achieve the organization set goals.

* 1. **Statement Of The Problem**

Previous researches showed that there was lack of work flexibility, high work pressure and longer working hours that stress out many workers in the organizations, there is reduction of job performance and productivity as well as causing broken homes. In the community, there is a growing concern that the quality of home and community life is deteriorating.  These have resulted to poor employee input and performance in the work place. This is because most employees find it difficult to properly balance family life, and also have difficulties in managing tasks at workplace. This therefore results to poor employee performance. Base on the research taken, an indication shows that when people spend too many hours at work, and spend less with their families, their health and work performance begin to deteriorate. There are various explanations for this associated with affluence, as lack of local resources and facilities. In addition, the pressures and demands of work, in different which are cause by improper examination in work- life- balance of the organization, poor identification of challenges face by employees, improper identification of the influence of imbalance Work-Life practices on organizational performance etc.

* 1. **Objectives of The Study**

The objectives of the study are as follows:

1. To examine various Work-Life balance practices that exists in Aqua-Rapha Industry.
2. To identify work-Life balance challenges faced by employees of Aqua-Rapha Industry
3. To identify the influence of imbalance Work-Life practices on organizational performance of Aqua-Rapha Industry.
4. To identify ways of improving proper Work-Life balance practices amongst employees of Aqua-Rapha Industry.
   1. **Research Questions**
   2. What are the various Work-Life Balance practices that exist in Aqua-Rapha Industry?
   3. What are the Work-Life Balance challenges faced by employees of Aqua-Rapha Industry?
   4. What are the influences of imbalance work-life practices on organizational performance?
   5. In what ways can proper Work-Life-Balance practices be enhanced to boost performance in Aqua-Rapha Industry?
   6. **Research Hypotheses**

1Ho: There are no existence of Work-life Balance practices in Aqua-Rapha      Industry.

Hi: There are existence of Work-life Balance practices in Aqua-Rapha      Industry.

2Ho: There are no existence of work-life balance challenges in Aqua-Rapha     Industry

Hi: There are existence of work-life balance challenges in Aqua-Rapha     Industry

3Ho:There are no influences of imbalance work-life practices on organizational    performance

Hi: There are influences of imbalance work-life practices on  organizational    performance.

4Ho: There are no proper Work-Life-Balance practices for boosting of    performance   in Aqua-Rapha Industry.

Hi: There are proper Work-Life-Balance practices for boosting of    performance   in Aqua-Rapha Industry.

**1.6 Significance of the Study**

This study seeks to bring out the various work-life balance practices which Aqua-Rapha Industry has undertaken to increase its productivity and contribute its quota in the economic development of the community where it operates.

This study will therefore help enlighten management of various organizations of the various effects of work-life balance practices on the performance of employees in an organization.

The study will also bring out specifically, the work-life balance practices which the industry has been able to make available to its employees.

It also seeks to bring out the level of encouragement and motivation the industry has given to its employees to work effectively, among others.

The importance of this study is therefore to highlight the various employee work-life balance practices and how it affects the productivity of an organization.

1. **7 Scope Of The Study**

The scope of the research is limited to Aqua-Rapha Industry 9th Mile Corner Enugu. The study would rely on the industry’s for vital information as well as other information from secondary sources.

**1.8 Limitations Of The Study**

1. The researcher encountered a limitation in regards to availability of information. Thus due to the industry’s working ethics, the researcher could not get access to vital information since it was treated as confidential.
2. **The researcher experienced poor response from the respondents and it lead to the delay of the work.**
3. The targeted respondent’s number was not attained since some employees were on leave.
4. Inadequate funds and availability of time also became a limitation

**CHAPTER TWO**

**REVIEW OF RELATE LITERATURE**

**2.1 Introduction**

Every individual is an integral part of the family in particular and the society in general. In today’s business world, employee performance is key determinant in the achievement of organizational goals. As a result, organizations look for different ways of motivating their employees, in order for them to give their best to the organization. Employee performance is a focal point in any establishment. Every policy should be geared towards increasing the employee performance. For organizations to remain on top they should be able to improve their employee performance and monitor it. In a situation where this does not occur, they are liable to face several challenges which stands as a set back to the organization in the sector where they belong.

Work life balance is a very important phenomenon that is of great concern to various employees in both private and public sector. It goes beyond prioritizing the work role and one’s personal life. It also affects the social, psychological, economical and mental well being of the individual. All these is been reflected in the output of the individual, which affects his or her performance in the work place on the long run. Work life balance has implication on employee attitudes, behaviours, wellbeing as well as organizational effectiveness

**2.2 The Conceptual Framework Of Work Life Balance**

The origin of work-life balance practices spans from work-life conflict experienced by an employee. Work-Life Conflict is the inter-role conflict that results when one’s roles as an employee are incompatible with one other area such as being a spouse, parent or with other religious and leisure activities. The concept of Work-Life Conflict recognizes that most individuals have multiple roles. Work-life balance practices help minimize the amount of Work-Life conflict and also target the antecedents; some of which include massive job requests and job burdens. Work-life balance is concerned with people having a measure of control over when, where and how they work.

Thus, Kalliath and Brough (2008) defined work-life balance as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities. Grzywacz and Carlson (2007) defined it as the accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role partners in the work and family domains. Furthermore, Voydanoff (2008) posits that work-life balance is the global assessment that works and family resources are sufficient to meet work and family demands such that participation is effective in both domains. To understand work-life balance, it is important to be aware of the different demands upon us and our personal methods- our time and our energy- that we can locate to address them. Research has indicated that those workers who have some form of control over their working environment tend to suffer less stress-related ill-health.

**2.3 JOB STRESS**

According to Robbins and sanghi (2006) job stress is “a dynamic condition in which an individual is confronted with an opportunity, constraints, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important”. Stress is an increasing problem in organizations and often causes adverse effects on performance. According to Kahn and Quinn (2009), “stress is the outcome of facet of the assigned work role that caused harmful effect for individual. Occupational stress is considered as harmful factor of the work environment.” It has unpleasant effects on health of an individual, it can also be labelled as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the workers. Job stress can lead to poor health and even injury.” According to International Labour Organisation (2006), “It is recognized world-wide as a major challenge to individual mental and physical health, and organizational health.”

McCubbin & Figley (2009) suggested that “Job related stress can be mostly immobilizing because of its possible threats to family functioning and individual performance. Job related stress can create a difference between demands on families and the ability of families to provide material security for them.” And that inability to maintain a reasonable balance between family life and work life results in work to family conflict which in turn causes stresses and ultimately decreases the employee performance. According to Anderson (2002), “work to family conflicts is also a predecessor which creates stress in employees of an organization.”In banks the poor relationship among employees often cause stress and have adverse effects on the performance of employees. Lack of social support from colleagues and poor interpersonal relationships can cause stress especially among employees with a high social need. Shields (2006) suggested. “Different sources of work stress do not occur in isolation but indeed interact with one another.” Stress caused by degree of involvement in decision making is a big source of decrease in performance of individual as Meneze (2005) described “Misfit with organization, no part in decision making, were reported main causes of stress as well as no control over work environment, personality traits, lack of relaxation along with ambiguous rules affect employees performance.”

**2.4 Work-Family Conflict**

Kahn et al. suggested that work-family conflict occurs when demands from work and family are mutually incompatible to some degree. Greenhaus &Beutell (2016) later concluded that work-family conflict occurs when demands from one role affects one’s ability to meet the demands associated with another role in another domain. According to Greenhaus and Beutell (2013), Work-family conflict occurs when participation in the work role and the family role is incompatible in some respect. As a result, participation in one role is made more difficult by virtue of participation in the other role. Work-family conflict can arise from:

1. The time demands of one role that interferes with participation in the other role.

2. The stress originating in one role that spills over into the other role detracting from the quality of life in that role.

3. Behaviour that is effective and appropriate in one role but is ineffective and inappropriate when transferred to the other role. Although work-life balance is a multifaceted construct, it may be concluded that work and family are interdependent domains and therefore, problems occurring in the work domain could affect family domain and vice versa. Similarly, enhancement in one domain may enrich the other also.

**2.5 The Concept of Employee Performance**

Performance is associated with the quantity of output, quality of output, timeliness of output, presence/ attendance on the job, and efficiency of the work completed [and] effectiveness of work accomplished‟ (Mathis & Jackson 2009). Performance is defined as the record of outcomes produced by a specified job function or activity during a specified time period. (Russel, 2010). According to this definition, performance is a set of achievements produced during a certain time period. Hence, the investigations have developed the working definition of employee performance for study purpose is that “achievement of targets of the tasks assigned to employees within the particular period of time”. Performance is not only related to the action but also involves judgment and evaluation process.

Employee Performance in an organization is a very important area in the workplace. It can help the organization increase and utilize the capacity of the human resources it has. It translates into good service delivery and interaction which affects every area of the firm. To achieve this, firms need to make policies that will encourage employee performance. The demand of an organization’s service is based in part on the level of service received by the customer. For the manufacturing industry which is our focus in this study, the business is based almost entirely on their employee’s performance. That is why management must look for different ways of improving employee performance.

**2.6 Productivity Concept**

Productivity means “how much and how good we produce from the resources used,” whereas The European Association of National Productivity Centres (EANPC, 2005) defines productivity as “how efficiently and effectively products and services are being produced.” Measuring productivity can help firms to follow the missions, vision, policies, objectives and targets (Dixon, Nanni,Vollmann, 1990; Kaplan, Norton, 1996; Rantanen, Kulmala, Lönnqvist,Kujansivu, 2007). Likewise, enabling firms identify their weakness and strengths along with opportunities and threats which evolve from market. In view of this, some researchers believe that the profit report of the company is not enough and it is only the last result, while the productivity report determines either efficiency or effectiveness of process and policies. When the factors affecting the productivity are managed properly the situation becomes favorable. The resulting effects productivity may include improved working conditions, introduction of needed technology, training of employees, motivation, better leadership, favorable rules, regulations, policies and career development opportunities which will in turn influence performance standards positively thereby resulting in higher customer satisfaction levels, which is good for business.

**2.7 Relationship Between Work-Life Balance And Employee Performance**

The outcome of good work-life balance is very viable by creating a culture of honesty and trust where staff can admit to home problems and get support (Maxwell and McDougall, 2011). Hall and Ritcher (2008) argued that the employee needs to have clear boundaries between the two domains and some degree of separation (too much overlap between work and home can cause employee burnout and dissatisfaction). Supportive work-family culture enhances the psychological resource base for employees by increasing a perception of self-approval and flexibility which can aid individuals develop positive affection towards work (Baral and Bhargava, 2010). It also leads to self-efficacy which is a person’s belief about whether they can successfully perform a task (Jex and Gudanowski, 2014). This may suggest that when people are happier with their work role and family life, they will be more likely help others and be more enjoyable to work with. It is possible for positive spillover to occur where an employee could utilize skills used in the workplace, such as setting agendas, collecting feedback, directing and counseling, with a few modifications, in the home (DeLong, 2009).

**2.8 Leave Policy**

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. There are different types of leave policy which are:

**Annual leave:** Annual leave can be 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). Nigeria has been greatly influenced by the British system. The provisions of the Nigerian Labour Act (1974) mainly concern blue-collar workers and are very basic with limited government regulations for employers. Daily hours of work are to be fixed by mutual agreement or by collective bargaining between the employer and employee (section 13:1). Provision is made for rest intervals of no less than one hour in total if the day’s work is longer than 6 hours (section 13,3), and for one day’s rest per week (section 13:7). 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). 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.

**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.

**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.

**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.

**2.9 Service Delivery**

Service delivery indicates ‘where’, ‘when’ and ‘how’ the service product is delivered to the customer (Lovelock and Wirtz, 2004). The service delivery process can be broken down into service encounters that comprise the main part of the whole process (Danaher and Mattsson, 1994) and, as noted by Chowdhary and Prakash (2007), some generalization within service types is possible for different services and service providers, and managers may have to consider this in its design. Thus, the power to deliver optimal service quality will get the service firms competitive advantages among others in the same industry (Turel, Serenko&Bontis, 2007). According to Lash (1999) work life balance helps to enhance service delivery among the employees.

Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service, and it could be an information or task. In the banking sector different types of services are being offered. The heads of the banks are located at one place. However, their branches are scattered and located across the country. The jobs of offering the services are assigned to employees and the performance on the job matters a lot. This is because it affects the customers’ satisfaction, getting and retaining existing customers, complaints handling, targets achieved, sales turnover, profits, market shares and good will of the company. The performance of employees is important, not only in banking but other service sectors. Better performance gives satisfaction to the customers. Services are to be provided with minimum processing and waiting time, proper response, promptness and the desire to handle many customers as the demand arises

**2.10 Theoretical Framework of Work Life Balance**

**Spill Over Theory**

This study is anchored on spillover theory by Guest (2002). It postulates the conditions under which spillover between the work micro system and the family micro system occurs. It can either 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 under the contextual determinants, which are leave policy and service delivery. The leave policy is the culture of work, while the service delivery 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 hours of uncommitted or 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, home and life as a whole, performance at work and home, impact on others at work, family and friends.

The relevance of this theory to the study is that organizations are expected to adopt positive work life balance policies that will enable employee have a positive work life balance in which will make them be effectively committed to achieving the organization’s goals.

**Segmentation Theory**

The segmentation theory posits that work and family are two distinctive domains and there is no relationship between the two domains, indicating that work and family are separate spheres; which may not influence each other (Edwards &Rothbard, 2000). Segmentation is also viewed as an active psychological process that may be used to manage the boundary between work and family (Rothbard et al., 2005).High segmentation between work and family should bring in better work-life balance. For example an employee who can divide his time, energy and effort efficiently and effectively between the two segments will face lower work life conflicts. The above theory facilitated understanding of the first objective of the study to establish influence of flexible working schedules on employee productivity in Kenya

**Compensation Theory**

The compensation theory refers to an attempt of making up for shortcomings or deficits in one role through higher involvement in another role (Edwards &Rothbard , 2000). These deficiencies could be the demands or satisfactions that can be fulfilled in another role (Guest, 2002). For example an individual is highly engaged in the work life because of some negative experiences in the non-work life. The sense of doing something Worthwhile and gaining positive energy in non-work life is achieved through higher engagement at workplace and having time for resting.

**2.11 Consequences of Imbalance In The Work-Life**

The personal consequences are mainly related to the stress felt by individuals when they perceive some degree of imbalance between their work and life. The demands of work, relationships with management, colleagues and peers, and levels of control are the major components of stress in the workplace. The organisational consequences associated with high levels of work-related stress are negative impacts on outcomes and productivity. Research shows that workplace practices and culture can adversely override the needs of individual employees and adversely affect their health and overall well-being (Pocock 2003; Bond et al 1997). The negative effects of work-life imbalance that manifested in high levels of absenteeism, low productivity, low morale, team dysfunction, depression and mental illness,and the associated organisational costs. Staff retention, down time and losses of productivity can be cited as the most obvious impacts resulting from an organisation not effectively managing work-life balance issues.

**2. 12 Barriers to Achieve a Work-Life Balance**

**Unsupportive work culture and work environment:** Employees using flexible working options feel they are being placed under the close observations by their colleagues and required to justify their use of the options.

**Career decisions:** Some employees feel they are placing their career in jeopardy. They believe they could be or are overlooked for promotion, or that they might miss the challenging and interesting work.

**Mismatch between policies and life stages:** Research tells us that younger people want choice and the freedom to exit and enter the paid workforce without fear of damaging career or promotional prospects (Corporate Leadership Council 2012). Middle-aged sought to undertake pursuits outside the workplace in a manner that would not negatively impact on career and job opportunities. Similarly, people in the later phase of their working lives expressed the desire to be able to exit the workforce in a manner that matched their financial status and personal circumstances.

**Job and work design:** Job and work design influence employees’ ability to take up the flexible working options that may contribute to a better work-life balance. Often employees feel specialized work or the type of work a work unit/team undertakes is indicative of a person’s ability to utilize work-life balance options. It was generally felt senior management believed flexible working arrangements were not compatible with ‘core business’.

**Role of the manager:** Supportive manager is the key to achieving work-life balance. If managers did not understand the available flexible working options and how to successfully implement them, then flexible working options tended to be unavailable for access by staff. The role of managers was implicit in employee’s perception of their empowerment and autonomy.

**Self-perceptions:** There is a distinct delineation between senior executives’ views on their staff utilizing the policies and their own practices. The focus group of senior executives stated that while they did not believe they could use current policies due to levels of workload, time management and other constraints, it was important for less senior staff to access policies and initiatives.

**Communication:** Effective communication by line managers, supervisors, and senior staff is a major driver of employees’ level of satisfaction with work-life balance; absence of this also becomes a barrier.

**Empowerment:** Empowerment is the key to attaining a work-life balance. Empowerment is embedded in an individual’s knowledge, awareness and ability to effectively communicate and negotiate with managers and work teams. The participants identified that knowledge of the available options was critical to their ability to access and utilise the policies and initiatives that facilitate work-life balance.

**Measuring effectiveness:** Shifting the focus from time in the office to the outputs/ outcomes achieved was seen as a way of encouraging work-life balance and avoiding some of the costs mentioned earlier. Facilitating flexibility within a workgroup was seen to be an added burden on the manager but, ultimately, a worthwhile exercise due to the benefits it provided.

**Role models:** A dominant topic among participants was the senior managers’ role in actively demonstrating their commitment to attaining and managing a satisfactory work-life balance. Participants stated that the influence of senior management in supporting and actively using the policies was very important in setting the culture and practices of the organization as a whole.

**2.13 Summary of the Review**

The study concludes that flexible working schedules and leave programs determine the employee productivity in every organization. The flexible working schedules plays a critical role as it was the most significant factor followed by leave programs equally played a significant role in influencing employee productivity in the organization. The study also concludes that the flexible working schedules, leave programs that is variables under study accounted for employee productivity.

Further, the study also revealed that flexible working schedules such as part time, timework and flexible time work are great determinants of employee productivity; therefore the study concludes that flexible time schedules had a positive influence on employee productivity. Finally, the study revealed that leave programs such as paternity, maternity, study, sick, recreational and compassionate when offered to employees influence employee productivity to a great extent. Certainly this goes a long way to improve employee ability and productivity. This study concludes that leave programs had a positive influence on employee productivity.

**CHAPTER THREE**

**Research Design and Methodology**

**3.1 Research Design**

The researcher would make use of survey research design. Because survey research design is also a descriptive research method in which a group of items, people and subjects are studied by collecting, organizing and analyzing data from only a few people, items or subjects that are considered to be representative of the entire group. It is the fastest way of obtaining information from systematically selected segments of a population with the aim to ascertain the general characteristics and trail of the entire population.

**3.2 Area of the Study**

The research study is restricted to Aqua-Rapha Industry located at 9th Mile Corner Enugu. The researcher also focus on investigating the effect of work life balance on employees performance.

**3.3 Population of the Study**

In carrying out the research study, the researcher will use a population sample of those in Aqua-Rapha Industry, population of the study comprises the staffs, management and labourers of the industry and also the population of the study has been placed at 200 respondent being used for the research project. The table that show the different number of respondents that make up the selected 200 respondents are as follows:

|  |  |
| --- | --- |
| Respondents | No. of respondents |
| Staff | 100 |
| Management | 70 |
| Labourers | 30 |
| Total | 200 |

**Source: field survey 2018**

**3.4 Sample Size And Sampling Techniques**

The sample size was determined through the use of Taro Yameni (1964) statistical formula which is given as follows;

n = N

1 + N (e)2

Where n = Sample

N = Population

E = Margin of Error (5%)

1 = Constant (R)

Where n = N

1+ N (e)2

n = 200

1 + 200 (0.05)2

= 200

1 + 200 (0.0025)

= 200

1 + 0.5

= 200

1.5

= 133.3

= 133

**3.5 Instrument For Data Collection**

The study used questionnaire as the research instrument. This is because of their simplicity in the administration and scoring of items as well as data analysis(Baron, 2007). The study utilized quantitative and qualitative questionnaire that was developed for generating information on key variables of interest from the targeted respondents in this study. The research also undertook desk review of existing information about the study areas and collected qualitative data through in-depth interview from respondents who were conversant with the subject through various interactions or experiences.

**3.6 Method Data Collection**

The study collected both primary and secondary data during the study. Primary data was collected using questionnaires that were given to employees of Aqua-Rapha Industry who formed units of observation for the study. These respondents were specifically targeted for their ability to provide pertinent information to the study. The questionnaire contained both structured and unstructured questions. This is because of their simplicity in the administration and scoring of items as well as data analysis

The secondary data comprised of materials that were desirable, current, accurate, sufficient and relevant and were collected from library text books, internet and magazines

**3.7 Validation of Data Instrument**

The structured questionnaires was submitted to the student supervisor and other experts and they all validated it. After a thorough correction, the researcher then distributes the questionnaire to the respondents.

**3.8 Reliability of the Instrument**

Reliability is the extent to which results are consistent over time and accurate representation of the total population. In order to ensure a resolvable degree of reliability, two sets of questionnaires were used in getting the primary data for the research study. The first set was sent to the respondents, collected and analyzed. After some days the same questionnaire (Second set) were sent to the same respondents and the response was the same as the previous one sent. Hence the instruments used were reliable.

**3.9 Method of Data Analysis**

Information collected were presented and analysis by the use of simple table and percentage for the rest of the questions.

**CHAPTER FOUR**

**DATA PRESENTATION AND ANALYSIS**

In this chapter, the data collected through the use of questionnaire by the researcher are presented and analyzed. The data collected were organized into different explanatory tables; the tables are used because they allow cross-examination of variable using frequencies and percentage. Total of 150 questionnaire were distributed, 27 were lost while 133 questionnaire were returned and it was used for the analysis as presented in the table below:

**4.1 Data Analysis**

**Table 4.1**

**What is your Sex?**

|  |  |  |
| --- | --- | --- |
| **Responses** | **No. of Responses** | **Percentage** |
| Male  Female | 83  50 | 62.4%  37.6% |
| **Total** | **133** | **100%** |

Source: Field survey 2018

The table above shows that 83 respondents, representing 62.4% are male while 50, respondent, representing 37.6% were female which shows that the male were higher than the female.

**Table 4.2**

**Question 2: What is your marital status?**

|  |  |  |
| --- | --- | --- |
| **Responses** | **No. of Responses** | **Percentage** |
| Married  Single  Divorced  Widow  Widower  Separated | 80  40  -  10  3  - | 60.15%  30.08%  -  7.52%  2.26%  - |
| **Total** | **133** | **100%** |

Source: Field survey 2018

From the above table of analysis it reveals that 80 respondent representing 60.15% were married, 40 respondent representing 30.08% were single, 10 representing 7.52% were widow while 3 representing 2.26% were widower. None is separated or divorced. From the analysis the married ones were much in the industry.

**Table 4.3**

**Question 3: what is the age?**

|  |  |  |
| --- | --- | --- |
| **Responses** | **No. of Responses** | **Percentage** |
| 21-30yrs  31-40yrs  41-50yrs  51 and above | 25  25  50  33 | 18.7%  16.7%  37.6%  24.8% |
| **Total** | **133** | **100%** |

Source: Field survey 2018

The table above shows the responses of the respondents. 25 (18.7%) respondents fall within the age bracket of 21-30yrs, 25 (16.7%) where of the age bracket of 31-40, 50 respondents, representing 37.6% where of the age bracket of 41-50, while 33 (24.8%) represented the age bracket of 51 and above, the table represent the different age bracket of the respondents. Therefore, the highest age bracket in the industry is 41-50years.

**Table 4.4 Question 4: what it your Academic Qualification?**

|  |  |  |
| --- | --- | --- |
| **Responses** | **No. of Responses** | **Percentage** |
| FLSC  WAEC  ND/NCE  BA/B.Sc/HND  M.Sc/MA/MBA/MED  Ph.D | 2  30  50  50  1  - | 1.50%  22.57%  37.59%  37.57%  0.75%  - |
| **Total** | **133** | **100%** |

From the above table it shows that 2 respondents representing1.50% have only FLSC, 30 respondents representing 22.57% have only WAEC, 50 representing 37.59% have ND/NCE, BA/B.Sc//HND while only 1 representing 0.75% have ph.D. Therefore, base on the analysis, it shows that majority of the workers in Aqua-Rapha industry have ND/NCE and BA/B.Sc/HND.

**Table 4.5**

**Question 5:** How long have you worked in the organization?

|  |  |  |
| --- | --- | --- |
| **Responses** | **No. of Responses** | **Percentage** |
| Less than 10 year  11 – 20 years  21 – 30 years  31 – 40 years | 25  83  25  - | 18.80%  62.41%  18.80%  - |
| **Total** | **133** | **100%** |

Source: Field survey 2018

The above table 4.5 indicates that 25 of the respondent representing 18.80% have worked less that 10years, 83 of the respondents representing 62.41% have worked up to 11-20yrs, 25 representing 18.80% have worked for about 21-30yrs while none on 31-40years. Therefore, base on the analysis, most workers have worked for 11-20years in Aqua-Rapha Industry.

**Table 4.6**

**Question 6:** what is your level in the organization?

|  |  |  |
| --- | --- | --- |
| **Responses** | **No. of Responses** | **Percentage** |
| Junior Staff  Supervisors  Senior Staff  Managers | 80  8  30  15 | 60.15%  6.02%  22.56%  11.28 |
| **Total** | **133** | **100%** |

Source: Field survey 2018

The table 4.6 above shows that 80 of the respondents representing 60.15% are junior staff in Aqua-Rapha Industry, 8 of the respondents representing 6.02% indicates themselves as supervisors, 30 representing 22.56% are senior staff in the Industry while 15 of the respondents indicates themselves as managers in the industry. Therefore, based on the analysis, majority of the workers works as junior staff in Aqua-Rapha industry.

**Table 4.7**

**Question 7: What are the various work-life balance practices that exist in Aqua-Rapha  industry?**

|  |  |  |
| --- | --- | --- |
| **Response** | **No. of respondents** | **Percentages** |
| Team-building work/exercises | **10** | **7.51%** |
| Work free day(s) | **25** | **18.80%** |
| Short-Break | **25** | **18.80%** |
| Staff clinic | **-** | **-** |
| All of the above | **73** | **54.89%** |
| **Total** | **133** | **100%** |

Source: field survey 2018

The table above shows that 10 of the respondents representing 7.51% declare that team-building work/exercises is one of the work-life balance practice that exist in Aqua-RApha industry. 25 respondents representing 18.80% say that it work free day(s). 25 of respondents representing 18.80% say that short-break is another work-life practice that exist in Aqua-Rapha industry. While total of 73 respondents representing 54.89% say that the company practice both team-building work/exercise, work free day(s) and short-break as work-life balance in the industry.

**Table 4.8**

**Question 8: If work-life balance practices exist in Aqua-Rapha Industry, to what extent do the practices help to add productivity in day-to-day operation of the company?**

|  |  |  |
| --- | --- | --- |
| **Response** | **No. of respondents** | **Percentages** |
| To a greater extent | **100** | **75.19%** |
| To a great extent | **33** | **24.81%** |
| To a low extent | **-** | **-** |
| To a lower extent | **-** | **-** |
| . Not at all | **-** | **-** |
| **Total** | **133** | **100%** |

Source: field survey 2018

The table above shows that 100 respondents representing 75.19% say that the practices of work-life balance practices in Aqua-Rapha Industry help to add productivity in day-to-day operation of the company to a greater extent, 33 of the respondents representing 24.81% declare that the practices add to productivity of the company at lower extent. Therefore, base on the highest respondents, the practice of the work-life balance in the company add to productivity at a greater extent.

**Table 4.9**.

**Question 9:** To you as a staff of Aqua-Rapha industry to what extent have you worked hard to make sure that the profitability of the organization is achieved since there are work life balance practices in the organization?

|  |  |  |
| --- | --- | --- |
| **Response** | **No. of respondents** | **Percentages** |
| To a greater extent | **100** | **75.19%** |
| To a great extent | **33** | **24.81%** |
| To a low extent | **-** | **-** |
| To lower extent | **-** | **-** |
| c. Not at all | **-** | **-** |
| **Total** | **133** | **100%** |

Source: field survey 2018

The above table 4.9 indicates that 100 of the respondent representing 75.19% declare that they work hard to make sure that the profitability of the organization is achieved at greater extent while 33 representing 24.81% say that they work to a great extent. None comment to either low or lower extent. Therefore, the analysis shows that staffs worked hard to a great extent in order to make sure that the profitability of the organization is achieved.

**Table 4.10**

**Question 10: What are the work-life challenges faced by employees of Aqua-Rapha Industry?**

|  |  |  |
| --- | --- | --- |
| **Response** | **No. of respondents** | **Percentages** |
| Unrealistic demands | **-** | **-** |
| Lack of organizational control | **13** | **9.78%** |
| unhelpful attitude | **60** | **45.11%** |
| High stress levels | **60** | **45.11%** |
| lack of skills | **-** | **-** |
| **Total** | **133** | **100%** |

The table above shows that 13 respondents representing 9.78% say that the work-life challenge in the company is lack of organizational control, 60 representing 45.11% declare that the challenge is unhelpful attitude while 60 of the respondents representing 45.11% say that the challenge is high stress levels. None of the respondent comment on lack of skills and unrealistic demands. Therefore base on the highest respondent, unhelpful attitude and high stress levels are the challenges faced by employees of Aqua-Rapha Industry.

**Table 4.11**

Question 11 : As an employee of the Industry, how do you manage to tackle the challenges in the Industry?

|  |  |  |
| --- | --- | --- |
| **Response** | **No. of respondents** | **Percentages** |
| By hard work | **90** | **67.67%** |
| By maintenance of efficiency in day to day operation | **-** | **-** |
| By practicing punctuality and regularity in the work-place | **-** | **-** |
| By avoidance of complain | **10** | **7.52%** |
| By enduring all the challenges at all cost | **33** | **24.81** |
| **Total** | **133** | **100%** |

Source: field survey 2018

The above table 4.11 shows that 90 respondents representing 67.67% says that they manage to tackle the challenges in the Industry by hard working, 10 of the respondents representing 7.52% indicates that it is by avoidance of complain while 33 representing 24.81% declare that it is by enduring all the challenges at all cost. Therefore, based on the response of the respondents, the employees manage to tackle the challenges in the Industry mostly by hard working.

**Table 4.12**

**Question 12. How do the management of the industry help to reduce  the challenges?**

|  |  |  |
| --- | --- | --- |
| **Response** | **No. of respondents** | **Percentages** |
| To a greater extent | **130** | **97.74%** |
| To a great extent | **-** | **-** |
| To a low extent | **-** | **-** |
| To lower extent | **3** | **2.26%** |
| c. Not at all | **-** | **-** |
| **Total** | **133** | **100%** |

Source: field survey 2018

Through the above table, is shows that 130 of the respondents representing 97.74% declare that the management of the industry help to reduce the challenges at a greater extent. While 3 of the respondents representing 2.26% declare that the management help to reduce the challenge at lower extent. Therefore, based on the highest respondents in the analysis, the management help to reduce the challenges is at a greater extent.

**Table 4.13**

**Question13: What are the influences of imbalance work-life practices on the organizational    performance?**

|  |  |  |
| --- | --- | --- |
| **Response** | **No. of respondents** | **Percentages** |
| Low productivity | **65** | **48.87%** |
| Low efficiency | **-** | **-** |
| Reduction in social life | **4** | **3.01%** |
| Increase in complain | **-** | **-** |
| Decrease in working morale of employees | **64** | **48.12%** |
| **Total** | **133** | **100** |

Source: field survey 2018

The above table indicates that 65 of the respondents representing 48.87% say that low productivity and low efficiency are the influences of imbalance work-life practices on the organizational performance. 4 respondents representing 3.01% declare that the influences are Reduction in social life and increase in complain. While 64 representing 48.12% say that it is decrease in working of employees. Therefore, based on the analysis, low productivity, low efficiency and decrease in working morale of employees are the influences of imbalance work-life practices on the organizational performance.

**Table 4.14**

**Question 14: How does the Management try to correct the imbalance in work-life practices in the organization?**

|  |  |  |
| --- | --- | --- |
| **Response** | **No. of respondents** | **Percentages** |
| To a greater extent | **130** | **97.74%** |
| To a great extent | **-** | **-** |
| To lower extent | **3** | **2.26%** |
| To a low extent | **-** | **-** |
| c. Not at all | **-** | **-** |
| **Total** | **133** | **100%** |

Source: field survey 2018

The table above indicates that 130 respondents representing 97.74% say that management is trying to correct the imbalance in work-life practices in the organization at greater extent. While 3 representing 2.26% declare that the management is trying to correct the imbalance in work-life in the organization at lower extent. Therefore, through the analysis, management is trying to correct the imbalance in work-life practice at greater extent.

**Table 4.15**

**Question 15**:If the management has corrected the imbalance in work life practices of the organization to a greater extent, what have it helped to achieve in the organization?

|  |  |  |
| --- | --- | --- |
| **Response** | **No. of respondents** | **Percentages** |
| Expansion | **120** | **90.23%** |
| Excess profit | **13** | **9.77%** |
| Increase in salary | **-** | **-** |
| Increase in infringe benefit | **-** | **-** |
| All of the above | **-** | **-** |
| **Total** | **133** | **100%** |

Source: field survey 2018

The above table indicates that 120 of the respondents representing 90.23% say that expansion is one of the result of the corrected imbalance work life practice in the organization, 13 representing 9.77% opine that the result is excess profit in the organization. Therefore, based on the analysis, expansion is the major result of the corrected imbalance work life in the industry.

**Table 4.16**

**Question 16: In what ways can proper work-life practices be enhanced to boost performance in Aqua-Rapha Industry?**

|  |  |  |
| --- | --- | --- |
| **Response** | **No. of respondents** | **Percentages** |
| By creation of quiet space for employee and employers | **10** | **7.52%** |
| By encouraging company outing | **-** | **-** |
| By putting ideas in practices | **-** | **-** |
| Allowing unpaid time off life event | **-** | **-** |
| All of the above | **123** | **92.48%** |
| **Total** | **133** | **100%** |

The above table indicates that 10 respondents representing 7.52% say that proper work-life practices can be enhanced to boost performance in Aqua-Rapha industry by creation of quiet space for employees and employers. While 123 representing 92.48% declare that proper work-life practices can be enhanced to boost performance by creating quiet space, encouraging company outing, putting ideas in practices and allowing unpaid time off life event.

* 1. **Test of Hypothesis**

The hypotheses listed in chapter one are tested using chi-square formula as stated bellow:

X2 = ∑(0i-Ei)2

Ei

**Test of hypothesis 1**

Ho: Work-life Balance practices is not existing in Aqua-Rapha Industry.

Hi: Work-life Balance practices is existing in Aqua-Rapha Industry.

Level significance 0.5

Critical value 1.5

**Table 4.17**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Response | Oi | Ei | Ei-Oi | (Ei-Oi)2 | ∑(Ei-Oi)2  Ei |
| Team-building work/exercises | **10** | 26.6 | 16.6 | 275.56 | 10.36 |
| Work free day(s) | **25** | 26.6 | 1.6 | 2.56 | 0.10 |
| Short-Break | **25** | 26.6 | 1.6 | 2.56 | 0.10 |
| Staff clinic | **-** | 26.6 | 26.6 | 707.56 | 26.6 |
| All of the above | **73** | 26.6 | (46.4) | 2171.56 | 81.64 |
| **Total** | **133** | 133 | 0 | 3159.8 | 118.6 |

Source: field survey 2018

DF= Degree of freedom

DF= (C-1) (R-1)

C= number of colume R= number of row

DF= (5-1) (5-1) DF=16

Critical value 1.5

Calculated value 118.6

**DECISION RULE:**

Since the calculated value is greater than the critical value(118.6 > 1.5) the alternative hypothesis is accepted. Therefore, Work-life Balance practices is existing in Aqua-Rapha Industry.

**Test of Hypothesis II**

Ho: Employees of Aqua-Rapha Industry are faced with Work- Life Balance challenges.

Hi: Employees of Aqua-Rapha Industry are facing Work- Life Balance challenges.

Level significance 0.5

Critical value 1.5

**Table 4.18**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Response | Oi | Ei | Ei-Oi | (Ei-Oi)2 | ∑(Ei-Oi)2  Ei |
| Unrealistic demands | **-** | 26.6 | 26.6 | 707.56 | 26.6 |
| Lack of organizational control | **13** | 26.6 | 13.6 | 184.96 | 6.95 |
| unhelpful attitude | **60** | 26.6 | (33.4) | 1115.56 | 41.94 |
| High stress levels | **60** | 26.6 | (33.4) | 1115.56 | 41.94 |
| lack of skills | **-** | 26.6 | 26.6 | 707.56 | 26.6 |
| **Total** | **133** | 133 | 0 | 3831.2 | 144.03 |

Source: field survey 2018

DF= Degree of freedom

DF= (C-1) (R-1)

C= number of colume R= number of row

DF= (5-1) (5-1) DF=16

Critical value 1.5

Calculated value 144.03

**DECISION RULE:**

Since the calculated value is greater than the critical value(144.03> 1.5) the alternative hypothesis is accepted. Therefore, Employees of Aqua-Rapha Industry are facing Work- Life Balance challenges.

**Test Hypothesis III**

Ho: There are no influences of imbalance work-life practices on organizational        performance

Hi: There are influences of imbalance work-life practices on organizational        performance.

**Table 4.19**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Response | Oi | Ei | Ei-Oi | (Ei-Oi)2 | ∑(Ei-Oi)2  Ei |
| Low productivity | **65** | 26.6 | (38.4) | 1474.56 | 55.43 |
| Low efficiency | **-** | 26.6 | 26.6 | 707.56 | 26.6 |
| Reduction in social life | **4** | 26.6 | 22.6 | 707.56 | 26.6 |
| Increase in complain | **-** | 26.6 | 26.6 | 707.56 | 26.6 |
| Decrease in working morale of employees | **64** | 26.6 | (37.4) | 1398.76 | 52.58 |
| **Total** | **133** | 133 | 0 | 4996 | 187.81 |

Source: field survey 2018

DF= (C-1) (R-1)

C= number of colume R= number of row

DF= (5-1) (5-1) DF=16

Critical value 1.5

Calculated value 187.81

**DECISION RULE:**

Since the calculated value is greater than the critical value(187.81> 1.5) the alternative hypothesis is accepted. Therefore, There are influences of imbalance work-life practices on organizational performance.

**Test of hypothesis IV**

Ho: Proper Work-Life-Balance practices cannot be enhanced for boosting of        performance   in  Aqua-Rapha Industry

Hi: Proper Work-Life-Balance practices can be enhanced for boosting of        performance in Aqua- Rapha Industry

Level significance 0.5

Critical value 1.5

**Table 4.20**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Response | Oi | Ei | Ei-Oi | (Ei-Oi)2 | ∑(Ei-Oi)2  Ei |
| By creation of quiet space for employee and employers | **10** | 26.6 | 16.6 | 275.56 | 10.36 |
| By encouraging company outing | **-** | 26.6 | 26.6 | 707.56 | 26.6 |
| By putting ideas in practices | **-** | 26.6 | 26.6 | 707.56 | 26.6 |
| Allowing unpaid time off life event | **-** | 26.6 | 26.6 | 707.56 | 26.6 |
| All of the above | **123** | 26.6 | (96.4) | 9292.92 | 349.36 |
| **Total** | **133** | 133 | 0 | 11691.16 | 449.88 |

Source: field survey 2018

DF= Degree of freedom

DF= (C-1) (R-1)

C= number of colume R= number of row

DF= (5-1) (5-1) DF=16

Critical value 1.5

Calculated value 449.88

**DECISION RULE:**

Since the calculated value is greater than the critical value(449.88> 1.5) the alternative hypothesis is accepted. Therefore, Proper Work-Life-Balance practices can be enhanced for boosting of performance in Aqua-Rapha Industry

**CHAPTER FIVE**

**SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

**5.1 SUMMARY OF FINDINGS**

The following findings were achieved through the data analysis. These are as follows:

1. The findings show that in the industry**,** the male are higher than the female.
2. The researcher found out through the analysis that the married ones are much in the industry.
3. It was discovered by the researcher that the highest age bracket in the industry is 41-50years.
4. The researcher also noticed that most workers have worked for 11-20years in Aqua-Rapha Industry.
5. It was shown that majority of the workers in Aqua-Rapha industry have ND/NCE and BA/B.Sc/HND.
6. The findings indicates that majority of the workers works as junior staff in Aqua-Rapha industry.
7. Based on the analysis, the researcher found out that the company practice both team-building work/exercise, work free day(s) and short-break as work-life balance in Aqua-Rapha industry.
8. The researcher found out that the company actually practice work-life balance and the practice of the of it in the company add to productivity of Aqua-Rapha industry at a greater extent.
9. The analysis shows that staffs worked hard to a great extent in order to make sure that the profitability of the organization is achieved.
10. The findings indicates that unhelpful attitude and high stress levels are the challenges faced by employees of Aqua-Rapha Industry.
11. Although, the researcher indicates some challenges faced by employees in Aqua-Rapha industry, but based on the analysis, it was found that the management help to reduce the challenges is at a greater extent.
12. Based on the response of the respondents, the employees manage to tackle the challenges in the Industry mostly by hard working.
13. The findings shows that low productivity, low efficiency and decrease in working morale of employees are the influences of imbalance work-life practices on the organizational performance.
14. Through the analysis, the researcher observed that management is trying to correct the imbalance in work-life practice in the company at greater extent.
15. Through on the analysis, expansion is the major result of the corrected imbalance work life in the industry.
16. The findings indicates that proper work-life practices can be enhanced to boost performance by creating quiet space, encouraging company outing, putting ideas in practices and allowing unpaid time off life event.
17. With the test of hypothesis, the researcher indicates that Work-life Balance practices is existing in Aqua-Rapha Industry.
18. The hypothesis also help the research to find out that Employees of Aqua-Rapha Industry are facing Work- Life Balance challenges.
19. The researcher also found out that there are influences of imbalance work-life practices on organizational performance.
20. Finally, the researcher identified through the test of hypothesis that Proper Work-Life-Balance practices can be enhanced for boosting of performance in Aqua-Rapha Industry

**5.2 CONCLUSION**

To conclude, this work has help to provided some clear indications of employees general view on work-life balance. It has also identified a number of areas where improvements could be made and policies supporting flexible working arrangements could be further developed. Employees expect that organization should be empathetic towards employees’ needs by providing Work life balance approach. It can influence employees’ choice in terms of employment. It makes good business sense to support Work life balance approach not just to recruit & retain employees but also because employees’ feel that Work life balance approach enables them to work better.

Work- life balance philosophy is associated with real benefits 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 carry out day to day operations of the organization. High employee performance lead an organization to have greater opportunities for employees than those who have low performance. Therefore it is important for employer to look for better ways in improving employee performance. This can be done by helping them prioritize their work and life activities. When this is achieved, employee is motivated to render their service efficiently and effectively. Employees are happier when they are able to balance their work life demands. Management also experience improve relationship with employees. Management support for employees work life balance fosters a good relationship between the work force and management which improve effective communication in the organization.

**5.3 RECOMMENDATIONS**

Based on the above findings, the researcher hereby make the following recommendations:

1. If team-building work/exercise, work free day(s) and short-break as work-life balance in Aqua-Rapha industry helps the management to achieve the needed goals, they should continue the practice and also apply other necessary practices in order to help them to increase in productivity.
2. As the researcher found that unhelpful attitude and high stress levels are the challenges faced by employees of Aqua-Rapha Industry the management of the company should try their best to reduce these challenges because it may deter effectiveness and efficiency in working morale of the employees in the organization.
3. Since low productivity, low efficiency and decrease in working morale of employees are the influences of imbalance work-life practices on the organizational performance, the management of Aqua-Rapha should try and avoid the practice of imbalance work-life in order to avoid continuity of low productivity, low efficiency and decrease in morale of the employees. Rather, those ways that will help to improve in productivity and efficiency of the company should be the focus of the management of the organization.
4. If proper work-life balance practices can be enhanced to boost performance by creating quiet space, encouraging company outing, putting ideas in practices and allowing unpaid time off life event, the management of the company should try as much as possible to use those ideas so as to achieve the needed goals.
5. The management of the Aqua-Rapha should make sure they strategies different work life incentive that will encourage the employees to be more productive on their job.
6. Also, managers of these organizations should encourage their employee to fix their leave at their convenient period after performing all their work related duties.

**5.4** **SUGGESTIONS FOR FURTHER STUDY**

1. Impacts of training and development of employees to organizational efficiency.
2. Effects of workers empowerment on organizational performance.
3. The effects of social responsibility on business organization in Nigeria.

**References**

Allan, C.& Peetz, D. (2007) ‘Influences on work/non-work conflict’. Journal of Sociology. 21-30.

Allen, T.D. (2001) ‘Family-supportive work environments: The role of organizational perceptions’. Journal of Vocational Behaviour. 42-45.

Allen, T. D.& Sutton, M. (2000)‘Consequences associated with work-family conflict: A review and agenda for future research’ Journal of Occupational Health Psychology. 10-15.

Aryee, S., Srinivas, E.S. & Tan, H.H. (2005) ‘Rhythms of life: antecedents and outcomes of work-family balance in employed parents’. Journal of Applied Psychology, 90-92.

Barnett, R.C. & Hyde, J.S. (2001) ‘Women, men, work, and family: An expansionist theory’. American Psychologist, 781-796.

Barnett, R. & Rivers, C. (1996) she works/he works: How two- income families are happier, healthier, and better-off. San Francisco: Harper Collins. 42- 55

Bedeian, A.G., Burke, B.G. & Moffett, R.G. (1989) ‘Outcomes of work-family conflict among married male and female professionals’. Journal of Management,14-23.

Bell, J. (2010) Doing Your Research Project (5th ed). Maidenhead: Open University Press.11-18

Bernolak, I. (1997) “Effective measurement and successful elements of company productivity: The basis of competitiveness and world prosperity,” International Journal of Production Economics,

203-13.

Blumberg, B., Cooper, D.R. & Schindler, P.S. (2008) Business Research Methods (2nd ed). Maidenhead: McGraw-Hill Education.41-55

Bochner, S. (2003) ‘Organizational culture and climate’. In: O’Driscoll, M.,Taylor, P. & Kalliath, T. (eds). Organizational Psychology in Australia and New Zealand. Melbourne, Australia: Oxford University Press.67-19

Breaugh, J. A. & Frye, N. K. (2007) ‘An examination of the antecedents and consequences of the use of family-friendly benefits’. Journal of Managerial Issues, 19-20.

Broadwell, S.D. & Light, K.C. (1999) ‘Family support and cardiovascular responses in married couples during conflict and other interactions’. International Journal of Behavioural Medicine, 61-65.

Bromet, E. J., Dew, M. A., Parkinson,(1992) ‘Effects of occupational stress on the physical and psychological health of women in a microelectronics plant’. Social Science and Medicine, 34-36.

Bronfenbrenner, U. (1979) The ecology of human development: Experiments by nature and design. Cambridge, MA: Harvard University Press.23-24

Brough, P. & O'Driscoll, M. (2005) ‘Work-family conflict and stress’. In: Antoniou, A. & Cooper, C. (eds). A research companion to organizational health psychology. Cheltenham, UK: Edward Elgar.41-45

Brough, P., O’Driscoll, M. & Kalliath, T.J. (2005) ‘The ability of family friendly organizational resources to predict work-family conflict and job and family satisfaction’. Stress and Health.45- 64.

Bryman, A. & Bell, E. (2007) Business Research Methods (2nd ed). New York: Oxford University Press.21-23

Burke, R. (2000) ‘Do managerial men benefit from organizational values supporting work-personal life balance?’. Women in Management Review, 15 (2):81-87.

Casper, W.J., Eby, L.T., Bordeaux,(2007) ‘A review of research methods in IO/OB work-family research’. Journal of Applied Psychology 92: 28–43.

Clark, S. C. (2000) ‘Work/family border theory: A new theory of work/family balance’. Human Relations, 53 (6): 747-770.

Clark, S. C. (2001) ‘Work cultures and work/family balance’. Journal of Vocational Behaviour, 58 (3): 348-365.

Clark, S.C. & Farmer, P.M.K. (1998) ‘Living in two different worlds: Measuring cultural and value differences between work and home, and their effect on border-crossing’. Paper presented at the Institute of Behavioural and Applied Management Annual Conference, Orlando, FL, October, 1998.

Clarke, M. C., Koch, L. C. & Hill, E. J. (2004) ‘The work and family interface: Differentiating balance and fit’. Family and Consumer Sciences Research Journal, 33-35.

Cohen, J.W. (1988) Statistical power analysis for the behavioural sciences (2nd ed). Hillsdale, NJ: Lawrence Erlbaum Associates.

Collis, J. & Hussey, R. (2009) Business Research: A Practical Guide for Undergraduate and Postgraduate Students (3rd ed). Hampshire: Macmillan Publisher Ltd.34-23

Corbin, C. C. & Lindsey, R. (1994) Concepts of fitness and wellness with laboratories. (8th ed). Madison, WI: Brown and Benchmark Publications.CSO (Central Statistics Office) (2013) ‘Population and Labour Force Projections.45-50

Edwards, J. R. & Rothbard, N. P. (2000) ‘Mechanisms linking work and family: Clarifying the relationship between work and family constructs’. *Academy of Management Review*, 25 (1): 178-199.

Frone, M. R. (2000) ‘Work-family conflict and employee psychiatric disorders: The national comorbidity survey’. Journal of Applied Psychology, 85(6): 888-895.

Greenhaus, J. H. & Beutell, N. J. (1985) ‘Sources of conflict between work and family roles’. Academy of Management Review, 10 (1): 76-88.

Grzywacz, J.G. & Carlson, D.S. (2007).Conceptualizing work–family balance: Implications for practice and research. Advances in Developing Human Resources, 9, 455–71.

Grzywacz, J.G. & Marks, N.F. (2000) ‘Re-conceptualizing the work- family interface: an ecological perspective on the correlates of positive and negative spillover between work and family’. Journal of Occupational Health Psychology, 5(1):111-126.

Hill, E. (2005) ‘Work-family Facilitation and Conflict: working fathers and mothers work-family stressors and support’. Journal of Family Issues, 26: 793-819.

Kalliath, T. &Brough, P. (2008). Work-life balance: A review of the meaning of the balance construct. Journal of Management & Organization, 14, 323- 327.

Llgen, O. Schneider. P. (2012) Defining and measuring the quality of customer service, Marketing Intelligence & Planning, 8(6), 11-17.

Maxwell, G. & McDougall, M. (2004).Work-life balance. Public Management Review, 6 (3),377-393.

Oludayo O, Gberevbie, D. E., & Popoola, D. (2015) A study of multiple work-life balance initiatives in banking industry in Nigeria.

International Research Journal of Finance and Economics.

133,108-109.

Rothbard, N. P. & Dumas, T. L. (2006) ‘Research perspectives: Managing the work–home interface’. In: Jones, F., Burke, R. & Westman, M, (eds). *Work–life balance: A psychological perspective.* New York: Psychology Press, 71-89.

Seligman, M. E. P. (2011) A visionary new understanding of happiness and wellbeing: Flourish. Australia: Random House Australia Pty Ltd.32-33

Sullivan, C. & Lewis, S. (2001) ‘Home-based telework, gender, and the synchronization of work and family: Perspectives of time-workers

and their co-residents’. Gender Work and Organization, 8(2):

123-145.

Sullivan, C. & Smithson, J. (2007) ‘Perspectives of home workers and their partners on working flexibility and gender equity’. The International

Journal  of Human Resource Management, 18: 448–61.

Voydanoff, P. (2008). Linkages between the work family interface and work, family, and individual outcomes. Journal of Family Issues, 23, 138– 164.

**APPENDIX**

Department of Business Management

Faculty of Management and Social Sciences

Godfrey Okoye University

Thinker’s Corner Enugu

11th June, 2018.

Dear Respondent,

**QUESTIONNAIRE**

This letter is an introduction to the main reason as to why your participation in this questionnaire is required.

This study is titled **“THE EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE PERFORMANCE”** a study of Aqua Rapha Industry 9th mile, Enugu State.

The project endeavours to generate knowledge to be utilized in understanding employee relations and organizational performance. As a representative of your company, your views are very necessary to the questionnaire. This is purely for academic purposes and your responses will be confidential and anonymous.

Thank you for your time, co-operation and contribution to this study.

Yours Sincerely

Nwaochei, Greg Ifeanyi

U13/MSS/MAN/013

08136854066

**QUESTIONNAIRE**

Instruction: In each of the questions below, there are options in the boxes. Tick √ against any option of your choice in the box provided at the end of each question.

**SECTION A**

**BIOGRAPHY**

1. What is your Sex? a) Male [ ] b) Female [ ]

2. Your Marital status? a) Married [ ] b) Single [ ] c) Divorced [ ] d) Widow [ ] e) Widower[ ] f) Separated[ ]

3. Your Age? a) 21 – 30yrs [ ] b) 31-40yrs[ ] c) 41-50 yrs [ ]

d) 51-above [ ]

4. Academic Qualification?

a) FLSC [ ] b) WAEC[ ] c) ND/NCE [ ]

d) BA/B.Sc/HND[ ] e) M.Sc/MA/MBA/MED [ ]

f) Ph.D [ ]

5. How long have you worked in the organization?

a) Less than 10 year [ ] b) 11 – 20 years [ ] c) 21 – 30 years[ ]

d) 31 – 40 years [ ]

6. Your level in the organization?

a) Junior Staff [ ] b) Supervisors[ ] c) Senior Staff [ ] d) Managers [ ]

7. What are the various work life balance practices that exist in Aqua-Rapha Industry?

1. Team-building work/exercises [ ]
2. Work free days [ ]
3. Short-Break [ ]
4. Staff clinic [ ]
5. All of the above [ ]

8. If work-life balance practices exist in Aqua-Rapha Industry, to what extent do the practices help to add productivity in day-to-day operations of the company?

1. To a greater extent [ ]
2. To a great extent [ ]
3. To a low extent [ ]
4. To a lower extent [ ]
5. Not at all [ ]

9. To you as a staff of Aqua-Rapha industry to what extent have you worked hard to make sure that the possibility of the organization is achieved since there are work life balance practices in the organization?

1. To a greater extent [ ]
2. To a great extent [ ]
3. To a low extent [ ]
4. To a lower extent [ ]
5. Not at all [ ]

10. What are the work-life challenges face by employees of Aqua-Rapha Industry?

1. Unrealistic demands [ ]
2. Lack of organizational control [ ]
3. Unhelpful attitude [ ]
4. High stress level [ ]
5. Lack of skills [ ]

11. As an employee of the Industry, how do you manage tackle the challenges in the Industry?

1. By hard work [ ]
2. By maintenance of efficiency in day to day operation [ ]
3. By practicing punctuality and regularity in the work-place [ ]
4. By avoidance of complain [ ]
5. By enduring all the challenges at all cost [ ]

12. How do the management of the industry help to reduce the challenges?

1. To a greater extent [ ]
2. To a great extent [ ]
3. To a low extent [ ]
4. To a lower extent [ ]
5. Not at all [ ]

13. What are the influences of imbalance work-life practices on the organizational performance and social life of the employee?

1. Low productivity [ ]
2. Low efficient [ ]
3. Reductions in social life [ ]
4. Increase in complain [ ]
5. Decrease in working morale of employees [ ]

14. How do the management try to correct the imbalance in work–life practices in the organization?

1. To a greater extent [ ]
2. To a great extent [ ]
3. To a low extent [ ]
4. To a lower extent [ ]
5. Not at all [ ]

15. If the management has corrected the imbalance in work life practices in the organization to a greater extent, what have it helped to achieve in the organization?

1. Expansion [ ]
2. Excess profit [ ]
3. Increase in salary [ ]
4. Increase in infringe benefit [ ]
5. All of the above [ ]

16. In what ways can proper work-life practices be enhanced to boost performance in Aqua-Rapha Industry?

1. By creation of quiet space for employee and employer [ ]
2. By encouraging company outing [ ]
3. By putting ideas in practices [ ]
4. Allowing unpaid time off life event [ ]
5. All of the above