

WORK-LIFE BALANCE PRACTICES AS PANACEA FOR EMPLOYEE PERFORMANCE: EMPIRICAL EVIDENCE FROM RIVER STATE TELEVISION, NIGERIA

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Abstract

The paper examines work-life balance practices as a panacea for employee performance. The core objective of this study is to assess the effect of work life balance on employee performance in Rivers State Television. The target population used to survey the effects of work life on employee performance. was one hundred and seventy(170). The research work sought to determine the relationship between work flexibility and quality of output, employer/employee relationship and increased productivity, working environment and the rate of turnover and lastly job security and employee retention. Quantitative data was collected using self-administered questionnaires. One hundred and twenty (120) questionnaires were administered, out of which one hundred and eight (108) were returned and collated for analysis. Pearson's Correlation at 0.01 level of significance shows that there is a close relationship between the dependent variables and independent variables. Therefore the study indicated that work flexibility, employer/employee relationship, working environment and job security have a positive effect on improved quality of output, increased productivity, rate of turnover among employees, employee retention. The findings showed that: employees react negatively when they experience work life imbalance and that management should adopt work life balance initiatives to improve employee performance. From the research findings, it is concluded that work life balance is of paramount importance to the organization.

Keywords: Employee performance, Work-life balance, Employee retention, Job security, Organization, Working environment

1.0 INTRODUCTION

Historically, work-life balance issues have been considered as personal issues (Emslie & Hunt, 2009), and managers have just answered to their employees' desires by putting in place added benefits such as on-site childcare service and paid maternity leave in the workplace. However, with environmental alterations and value modifications of employees, employees' desire for work-life balance has amplified and employers have begun to propose more active provision of their employees' work-life balance. (Thorntwaite, 2004), it is critical to understand that work life equalization does not mean dedication of equivalent measure of time to salaried/paid work and no salaried roles; In its broadest rationale, is characterized as a level of fulfillment of inclusion or "fit" amongst the few roles or parts in a man's life. In spite of the fact that implications and elucidations may contrast, work life balance is connected with harmony between the measure of time and exertion some individual gives to work and personal exercises, so as to hold a general feeling of concordance in life.

In modern time, there has been an increase in the thought of the burdens that work has on family as well as life of employees. This has prompted exploration bordering on Work-Life Balance (WLB). In an environment where there is high level of competitive weights stemming largely from labors to bring excellence service, the weightiness of this on workers are massive. This is so because the question of conflict or line between people's private lives and occupational stress is critical to understanding how organizational can leverage on their performance and productivity levels as well as motivating staff for employee commitment (Deery, 2008; Cannon, 1998; Aluko, 2009). Till recently, the subject of WLB was regarded mostly as a Western idea; but this has drastically changed as African (Nigerian) women have taken up paid employment in the contemporary era in order to be part of provision of family needs. Nevertheless, this has also come with a huge price as families, organizations and social lives are impacted in the process (Muse, Carlson & Kacmar, 2008). Thus, organizational efforts for ensuring employees' work-life balance are needed and valued more than ever.

Many researchers (Clark, 2000; Marks & MacDermid, 1996) have generally agreed on the important role of work-life balance as it is related with an individual's psychological well-being and overall sense of harmony in life, which is an indicator of balance between the workplace role and the role in family (Clark, 2000; Marks & MacDermid, 1996). Recent research shows that both employees and organizations benefit from successfully balanced work and family life (Greenhaus & Powell, 2006; Hammer, Champoux & Clark., 2005). Work-life balance enhances their well-being and family satisfaction (Grzywacz, 2000). In work domains, the absence of work-life balance causes poor performance and more absenteeism of employees (Frone, Russell & Copper., 1997), but balanced work and family life is associated with increased job satisfaction and organizational commitment (Cegarra-Leiva, Sanchez-Vidal., & Gabriel Cegarra-Navarro, 2012; Wayne, Koch, & Hill, 2004). In other words, employees' work-life balance experiences deepen their role-related engagement, which is related to organizational performance improvement (Carlson, Kacmar, Wayne & Grzywacz, 2006).

Statement of the Problem

The pressure of work, for those in work place has been escalating over the latest decades. Factors such as the advances in information technology, and information load, the need for speedy response, the importance attached to the quality of customer service and its implication for constant availability and the pace of change all demand our time and can be sources of pressure.

In Nigeria today, enough emphasis is not placed on employees balance between work and family and the effect it has on the employee's stability which in turn affect the productivity which also affects the turnover in the organization as there is no balance. Changing demographics are behind the move to embrace work-life programs. The decline of the traditional family, and increase in dual-career couples, and a rise in the number of single parents mean that employees are juggling more responsibilities outside work.

Work-life balance has started giving organizations and homes concern due to its importance; it has effects on various sectors of both the employees which eventually affect the organizations. Negligence of work-life balance of employees have cost organizations, hence the need to prioritize it. Some people have debunked the notion that work-life balance can be attained Alain, (2001) who posit that "There is no such thing as work-life balance. Everything worth fighting for unbalances your life." While some have supported the notion like: Heather (2011) "You will never feel truly satisfied by work until you are satisfied by life."

Nowadays most managers do not have the knowledge of the benefits of effective work-life balance on employee performance and productivity; managers fail to realize that good management and higher productivity come at the expense of work-life balance. Contending and multi-confronted requests between work and home obligations have expected expanded pertinence for employees as of late, due in vast part to demographic and working environment changes, for example, a more noteworthy quantities of ladies in the workforce (double profession couples), change in family structures (an ascent in the quantity of single folks), a developing hesitance to acknowledge the more drawn out hours culture, the ascent of the 24 every 7 general public, and innovative advancement.

Research indicates that employee motivation and productivity is low when work/life initiatives are absent, company commitment to work/life initiatives is closely aligned with employee motivation and productivity. A study focusing on work, well-being and stress illustrates this link, finding that "45% of men and 50% of women would turn down a promotion if the new position would leave them with less time for their personal or family life." Also, work-balance issues are factors that affect employee retention with the company. The cost of employee turnover and accompanying loss of valuable company knowledge can be significant. Work/life programs offer a solution to retention anguish. A prime example is International Business Machine (IBM's) 1992 workforce survey that documented "the highest performers are the most likely to consider their ability to balance work and personal responsibilities in a decision to stay with the company."

Research Questions

This research seeks to answer the following questions;

1. Does work flexibility affect the quality of output?
2. Does employer/employee relationship have any effect on increased productivity?
3. What influence does work environment have on the rate of turnover?
4. How does job security affect employee retention?

2.0 LITERATURE REVIEW

2.1.1 Concept of Work Stress

Work-life balance is a concept that supports the efforts of employees to split their time and energy between work and other important aspects of their lives. Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth,

self-care, and other personal activities. In addition to the demands of the workplace, Work-Life Balance is the idea that a person's life outside of work is just as important as their work life and that the time a person spends working should be balanced by time spent doing other things such as spending time with friends and family, keeping fit, doing hobbies and traveling.

2.1.2 Work-Life Balance(WLB)

Work life balance has as of late taken the consideration of both analysts and administrators and this subject interests practically everybody including experts within the profession. This boundless investment is somewhat because of its appearance on all parts of life. For the individuals who surmise that the principle target in life is to work, their vocation turns into the centre of life. Nonetheless, individuals have constrained time and along these lines need to perform numerous different activities other than their occupations. Without a harmony between the two, numerous accidents can be knowledgeable about both. Work-life balance practices are deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. The transition from viewing work-life balance practices solely as a means of accommodating individual employees with care giving responsibilities to recognizing their contribution to organizational performance and employee engagement is an important paradigm shift that is still very much 'in process.' Competing and multi-faced demands between work and home responsibilities have assumed increased relevance for employees in recent years, due in large part to demographic and workplace changes, such as: a greater numbers of women in the workforce (dual-career couples), transformation in family structures (a rise in the number of single parents), a growing reluctance to accept the longer hours culture, the rise of the 24 per 7 society, and technological advancements. In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to design various kinds of practices, intended to facilitate employees' efforts to fulfill both their employment related and their personal commitments. The way of how work-life balance can be achieved and enhanced is an important issue in the field of human resource management and has received significant attention from employers, workers, government, academic researchers, and the popular media. In this study work life offset is examined from authoritative setting. This study can possibly empower the working individuals to consider their point of view as far as work –life balance and the officials to increase new viewpoint to adapt to such an issue. Work–life balance has arrived at the front line of strategy talk in create nations as of late, against a background of globalization and quick mechanical change, a maturing populace and concerns over work market cooperation rates, especially those of moms during an era when fertility rates are falling (Organization for Economic Co-operation and Development [OECD], 2004). Inside the European Union the compromise of work and family has turned into centre sympathy toward approach and empowered civil argument and strategy mediation at national levels.

From as far back as the 1960s studies have multiplied (Lewis & Cooper, 2005) on the linkages in the middle of work and family parts, initially concerned fundamentally with ladies and work–family push. New ideas rose, for example, work–family clash or obstruction, work–family convenience, work–family pay, work–family division, work–family enhancement, work–family extension and, obviously, work–family balance. This last idea went before that of work–life

balance and suggests 'the degree to which people are just as included in- and similarly fulfilled by their work role and family role.

A decrease in hours spent working seems to diminish work-life clash for both men and women. Part-time work is additionally connected with lessened work weight however it does as such essentially just for women. The relationship between flextime, lessened work weight and decreased work-life clash is critical just in people in general division, showing that the adequacy of adaptable work practices relies on upon the institutional connection. Notwithstanding, those telecommuting report essentially more elevated amounts of work-life clash. The authors propose that this negative relationship between telecommuting and work-home clash is halfway because of long living up to expectations hours additionally to different variables, for example, interruption into family space. As Russell, O'Connell and McGinnity watch the accessibility and take-up of adaptable working plans have imperative outcomes for the division of residential work. Their discoveries prove different studies that recommend that adaptability for men may mean expanded working hours and lessen their accessibility to their crew. This, thus, has results for ladies' occupation choices, making their response to part-time work more probable. All the more hopefully, the creators additionally take note of that men working in associations with a more prominent scope of adaptable work courses of action reported lower levels of work-life anxiety, recommending that such measures may have useful impacts for all employees, regardless of take-up.

Referring to Mary Blair-Loy's 'work devotion schema' (Blair-Loy, 2001), the author recognizes four perfect sorts keeping in mind the end goal to represent the different mixes of volume of work and nurture, managing them. Men in the "career" classification discover their work engrossing and satisfying and are unrestricted by family obligations, typically on the grounds that their wife takes full time care of the children or in light of the fact that the few outsources childcare, while at the inverse shaft men in the 14 "minding" class all the more nearly take after a conventional female working example: they work part time and experience tasteful work-life adjust by investing additional time with their family, however at the expense of lower wages, poor profession opportunities and lessened professional stability. A third group of men endeavour to consolidate care and profession by meeting expectations full time, yet tending to their kids however much as could be expected outside work, and experience a 'period crush' and work-life strain subsequently. Halrynjo's examination is especially inventive in recognizing what she terms 'interwoven vocation men', who discover their occupation empowering yet 'place work in its place', reject conventional profession standards and join part-time or interim work with home obligations and with other recreation or masterful interests. These men are in a minority. In this manner, men are demonstrated to adjust to the distinctive requests of work and family life in diverse, but gendered ways, which likewise apparently rely on upon arrangements in the couple.

2.1.3 Diversity and Work-Life Balance

While some companies view diversity and work/life balance as separate functions, the business case for managing diversity is, in large part, the same for work/life balance. Both diversity and work/life initiatives promote employee commitment, improve productivity, lower turnover, result in fewer employee relations challenges, and decrease the likelihood of unethical business practices. Diversity and work/life initiatives can be found at the core of the new social contract being negotiated between employers and employees. "The basic outline of the social contract, as it has emerged during the past several years, calls for workers to commit their best contributions

and greatest energies to the job in return for interesting work, respectful treatment, developmental opportunities, and an environment that responds to individual needs. Where those provisions conflict (e.g., the degree of commitment and energy expected by employers versus the flexibility required by employees), the expertise of both diversity management and work/life professionals will be critical to find win-win solutions.

2.1.4 Determinants of Work-Life Balance

i.) Individual

An individual is the most essential determinant of work-life balance. Two American cardiologists Rosenman and Friedman decided two separate sorts of identity relying upon heart issue and individual practices: type A and type B. Type A communicates somebody who is more dynamic, more work arranged, more enthusiastic and aggressive, while Type B is smooth, patient, adjusted and right minded. It can be contended that since sort A is more work situated, there will be a negative impression of it to work-life parity. Yet work comprehensive quality, which is considered as a fanatical conduct, is something else that annihilates work-life parity. At the point when work comprehensive quality infers over dependence on work, being grinding away for quite a while, exhausting and occupied with work now and again out of work. Since life is not just about work, obsessive workers experience the ill effects of distance, family issues and some wellbeing issues. Doorman (1996) states that heavy drinkers, obsessive workers disregard their families, companions, relations and other social obligations.

ii) Family

The demands that one experience in family life and that have effects on life balance can be given as the demand of workload and time, role expectations in family and support to be given to the spouse. It is also included in the literature that such variances as marriage, child rising, caring of the elderly at home have effect on work-life balance since they demand more family responsibilities. Those who have to look after a child or the elderly might sometimes have to risk their career by shortening their working hours, which becomes a source of stress for them. On the other hand, those without children or any elderly to look after at home experience less work-life imbalance.

iii) Work and Organisation

Workplace is more powerful in work-life irregularity than the family environment. The occupation and the establishment one works in both requests on his time, endeavors and mental limit. Among the endeavors to increment organization effectiveness, one of the subjects chiefs concentrate on is to raise the hierarchical productivity, one of the subjects administrators focus on is to raise the organizational reliability of the staff.

iv) Social environment

An alternate determinant of work-life balance is social environment. Particularly in nations that emerge with their socially collectivist attributes, an individual additionally has obligations towards certain social gatherings he has a place.

Practices to Support Work-life Balance and Productivity

a) Flexi time; This empowers employees determine (or be included in deciding) the begin and end times of their working day, provided a specific number of hours is met expectations. This can permit them to meet family or individual duties/crises (empower workers to react to both unsurprising and eccentric circumstances), amid the day or to decrease their driving time by beginning and consummation work before or after the surge hour.

b) Telecommuting: It is getting to be more basic for individuals to do at any rate some of their standard telecommute as opposed to going into the workplace. This sort of course of action is frequently called "telecommuting" or "working from home" and can be profitable for workers by permitting them: to compose their work day around their individual and family needs; to decline work-related costs; to decrease driving time; and to work in a less upsetting and problematic environment. It might likewise help to suit representatives who, in light of specific incapacities, are not able to leave home. Workers who "telecommuting" can utilize this included adaptability to underwrite their gainfulness, in spite of these profits and the consideration that working from home has pulled in the media, not very many aggregate understandings contain telecommuting procurements.

The shortage of telecommuting statements is partly due to the fact that not all occupations are agreeable to such a course of action. Besides, employers may be concerned by the starting execution costs, potential lawful liabilities, and challenges in regulating and assessing the execution of telecommuters. Trade Unions may dislike work-at-home provisions on the off chance that they see them as prompting more noteworthy separation of representatives, diminished professional stability and advancement opportunities, and reduced wellbeing and security insurance.

c) Compressed Work Weeks: A compressed work week is an arrangement whereby employees work longer shifts in exchange for a reduction in the number of working days in their work cycle (e.g. on a weekly or biweekly basis). This can be beneficial for employees in terms of additional days off work (e.g. longer weekends allowing "mini vacations") and reduced commuting time, whereas employers can extend their daily operating hours, with less need to resort to overtime. Compressed work week arrangements may be particularly useful for employees who wish to reduce the number of days per week spent at work, but who cannot financially afford to decrease their working hours.

Compressed work weeks are often initiated by the employee, but sometimes the employer may initiate the option to improve operational efficiency, to maximize production (reduced daily startup costs) or to establish longer business hours which can enhance customer service. Common arrangements for a forty hours work week are working ten hours per day, four days a week; working an extra hour a day with one day off every two weeks; or working an extra half hour a day and having one day every three or four weeks off.

d) Part-Time Work: Part-time arrangements can also allow people with health problems, disabilities or limited disposable time (e.g. students) to participate in the labour force, develop their skills and obtain work experience. Finally, they can facilitate re-entry into the workforce for those who have had career breaks particularly mothers (or fathers) who have stayed at home to raise their children or provide a gradual exit for employees nearing retirement. From the employer's point of view, the use of part time workers, where feasible, can help maximize the use of human resources and increase operational flexibility, by providing additional coverage during peak periods. Part time employment can also be considered unsatisfactory for those employees who would prefer working longer hours to increase their income, thereby ensuring a higher standard of living for their families. The European Working Conditions Survey found that 85% of those working less than 30 hours per week were satisfied with their work-life balance. Furthermore, part-time workers and those working less than 35 hours a week reported the lowest levels of both physical and psychological health problems. Part time work is one strategy frequently used by workers who wish to better balance their work and family life. Part-time work

should be promoted in more, higher-level occupations, for instance, Daimler Chrysler in Germany promotes part-time work in leading positions in the company. (Clarke, Koch, & Hill, 2004)

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

In some cases, such an arrangement can also provide additional coverage during busy periods, while ensuring continuity of coverage when one partner is on sick leave or holidays. For business with substantial numbers of administrative, maintenance or customer-facing employees, offering flexible working conditions can be problematic. Where the hours of work are customer-driven, organizations face limitations on flexibility for employees, but this is when family-friendly programs such as child care would be of most benefit. A positive example of childcare support is Star City Casino in Sydney that provides a 24-hour childcare facility. Management believes this has helped both staff and the organization, as evidenced by the lowest staff turnover rate of any casino in Australia. (Australia Government Website, 2005).

2.1.5 Benefits of Work-Life Balance to Employee Performance

Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. A number of studies have been conducted on work-life balance. According to a major Canadian study conducted by Lowe (2005), 1 out of 4 employees experience high levels of conflict between work and family, based on work-to-family interference and caregiver strain. Work-life balance reduces stress and strain of employees thereby increasing employees focus on his work which increases his performance. However, Hudson (2005) analysis emphasized that employee in organizations who do not have a balance of work and life matters tend to experience and generate negative outcomes. Hudson (2005) expressed further by stating that employees are more likely to be less productive, less committed and highly decisive of leaving the organization once they are experiencing increased stress due to work/life conflicting issues and are perceived of having no control over balancing work and life demands.

KPMG has reported that allowing employees to take emergency time off to attend to care responsibilities has been a driving force behind their retention and 'superlative services' provision. Organizations that offered more extensive bundles of work-life balance practices had higher ratings on a measure of organizational performance obtained from senior HR directors on such dimensions as being able to attract essential employees, the quality of relations between management and employees, and product quality.

Lambert (2010), believed that if balancing work and life was as a means of reducing absenteeism, reducing stress and health issues, then one can safely relate that work-life integration can have a positive impact on employees' performance and productivity. Work-life

balance not only benefits the organization through productivity but also enables the employees to minimize strain level, increase concentration at work, and have happy lives/families.

3.0 METHODOLOGY

The study adopted survey method by employing questionnaire to gather data. The survey instrument for this study consisted of a self-administered questionnaire. The questionnaire was designed to capture information on constructs pertaining to work life balance on employee performance. Descriptive survey method was adopted to investigate the study. This study was conducted amongst 170 members of staff of River State Television which comprises employees, casual workers, leaders, team leaders, management and non-management in, Port Harcourt, Nigeria. The sample size was 120 respondents selected using simple random sampling method. Statistical Package for Social Sciences (SPSS) was used to analyze the data and Correlation and regression methods were used for analysing the data collected. Validity and reliability of the instrument used were ensured through content validity and cronbach alpha test of 0.913 (Asika, 1991; Akanji & Olaegbe, 2002; Ojo, 2003 & Osuagwu, 2006).

Table 1 Analysis of Response Rate

Questionnaires: Respondents	Percentage of Respondents
Returned : 108	90.0%
Not Returned : 12	10.0%
Total Distributed :120	100%

Field survey, 2016

From the analysis above, 120 (100%) questionnaires were administered and 108 (90.0%) questionnaires were returned in the course of the field survey while 12 (10.0%) were not returned. The 90.0% returned shows a reasonable level upon which the research can be based comparing the number of questionnaires administered to the actual number returned.

Hypothesis Testing

Hypothesis One

H₀: There is no relationship between work flexibility and quality of output.

H₁: there is a relationship between work flexibility and quality of output

Table 2 Correlations

		Flexibility	Quality
Flexibility	Pearson Correlation	1	.127
	Sig. (2-tailed)		.192
	N	108	108
Quality	Pearson Correlation	.127	1
	Sig. (2-tailed)	.192	
	N	108	108

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

Field survey, 2016

It can be seen from table 2 that the simple coefficient correlation between work flexibility and quality of output recoded 0.127 values indicating a medium relationship with 0.01 significance. Since there is a positive relationship between work flexibility and quality of output, we accept the alternative hypothesis. This implies that the relationship between work flexibility and quality of output will increase employee performance.

Hypothesis Two

H₀: There is no relationship between employer/employee relationship and increased productivity.

H₁: There is a relationship between employer/employee relationship and increased productivity

Table 3 Correlations

		Employer/Employee Relationship	Productivity
Employer/Employee Relationship	Pearson Correlation	1	.401(**)
	Sig. (2-tailed)		.000
	N	108	108
Productivity	Pearson Correlation	.401(**)	1
	Sig. (2-tailed)	.000	
	N	108	108

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

Field survey, 2016

It can be seen from table 3 that the simple coefficient correlation between employer/employee relationships and productivity recoded 0.401 values indicating a medium relationship with 0.01 significance. Since there is a positive relationship between employer/employee relationships and productivity, we accept the alternative hypothesis. This implies that the relationship between employer/employee relationships and productivity will increase employee performance.

Hypothesis Three

H₀: There is no relationship between working environment and rate of turnover.

H₁: There is a relationship between working environment and rate of turnover.

Table 4 Correlations

		Working Environment	Rate of Turnover
Working Environment	Pearson Correlation	1	.314(**)
	Sig. (2-tailed)		.001
	N	108	108
Rate of Turnover	Pearson Correlation	.314(**)	1
	Sig. (2-tailed)	.001	
	N	108	108

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

Field survey, 2016

It can be seen from table 4 that the simple coefficient correlation between working environment and rate of turnover recoded 0.314 values indicating a medium relationship with 0.01 significance. Since there is a positive relationship between working environment and rate of turnover, we accept the alternative hypothesis. This implies that the relationship between working environment and rate of turnover will increase employee performance.

Hypothesis Four

H₀: There is no relationship between job security and employee retention.

H₁: There is relationship between job security and employee retention.

Table 5 Correlations

		Job Security	Employee Retention
Job Security	Pearson Correlation	1	.362(**)
	Sig. (2-tailed)		.000
	N	108	108
Employee Retention	Pearson Correlation	.362(**)	1
	Sig. (2-tailed)	.000	
	N	108	108

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

Field survey, 2016

It can be seen from table 5 that the simple coefficient correlation between job security and employee retention recoded 0.362 values indicating a medium relationship with 0.01 significance. Since there is a positive relationship between job security and employee retention, we accept the alternative hypothesis. This implies that the relationship between job security and employee retention will increase employee performance.

4.0 FINDINGS

1. In relation to the testing of the first hypothesis which sought to determine the adoption of work flexibility and quality of output. The null hypothesis was rejected while the alternative hypothesis was accepted. In this respect, the adoption of work flexibility will increase the quality of output
2. As result of the second hypothesis it has been proved that there is a significant relationship between employer/employee relationship and increased productivity. Testing shows that we reject the null hypothesis and accept the alternative hypothesis,
3. The testing of the third hypothesis deduced that null hypothesis be rejected and alternative hypothesis be accepted, which implies that the working environment has an effect on the rate of turnover.
4. As a result of the testing of the final hypothesis, it can be deduced that null hypothesis be rejected and alternative hypothesis be accepted which implies that job security has an affiliation with employee retention.

5.0 CONCLUSION AND RECOMMENDATIONS

From the theoretical findings and empirical findings above, the research objectives of embarking on this research has been achieved and then the following recommendations are made based on the findings of this study:

- (i) Organizations should take work-life balance of their employees utterly seriously by developing new policies and initiatives.
- (ii) Knowledge should be improved on work-life balance, increase cognizance of employees' rights to access flexible working arrangements, and what assistance and services are available to them directly or by recommendation.
- (iii) Organizations should implement more family friendly policies, this will provide greater flexibility to all employees, including supervisors, managers and other senior staff, and will ensure flexible working hours schedules, rosters and leave arrangements to accommodate their family and personal responsibilities, without detriment or penalty.
- (iv) Pre-exit interviews that include questions such as whether difficulties in balancing work and family/personal responsibilities were a contributing factor to the employee leaving, to be conducted prior to the employee leaving.

The research has been able to achieve the set objectives based on the findings of the study, it is concluded that work-life balance holds a lot of benefits for organizations. It is a platform for improving employees' performance and for eventual achievement of organizational goals. If one has managed to apportion the essential time for every facet of life duly and not reflect the problems in one part of life, it means that he has been able to achieve work-family balance (Aycan., Eskin, & Yavuz, 2007).

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