

**WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE OF FEDERAL MEDICAL CENTER  
IN ASABA, DELTA STATE**

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**ABSTRACT**

*This study examined the association between work-life balance and employee performance of FMC in Asaba, Delta State. The specific objectives were to ascertain the interplay between work-life balance, employee commitment, and service delivery quality. A structured questionnaire was used to collect data from 275 sampled staff comprising nurses, administrative, record personnel, cleaners, security, lab scientists, pharmacists, and portals. The data was presented using descriptive analysis, which presents the percentages. This was followed by Pearson's Product-Moment Correlation Coefficient, which was used to test the hypotheses and estimate the extent of the relationship that exists between the variables. The findings revealed a significant association between the predictor and criterion variables of the study. Based on the findings, the study concludes that there is a significant association between work-life balance and employee performance (employee commitment and service delivery quality). Based on the conclusion, the study recommends that Healthcare centers should prioritize work-life balance, considering its impact on employee performance in terms of commitment to the job and service delivery quality. Healthcare centers should create a productive work culture where traces of work-life are minimized and effectively controlled.*

***Keywords: Work-life Balance, Employee commitment, employee service delivery quality***

**INTRODUCTION**

Work-life balance has become a critical issue in modern organizational management, as employees strive to balance the demands of their professional responsibilities with personal and family commitments. In healthcare institutions such as the Federal Medical Center (FMC) Asaba, achieving an optimal work-life balance is particularly challenging due to the nature of the work environment, which often involves long hours, high levels of stress, and the need for round-the-clock service delivery. The inability to maintain a healthy work-life balance can have far-reaching consequences for employees and organizations. Employees may experience burnout, decreased job satisfaction, and impaired physical and mental well-being, while organizations face reduced productivity, higher absenteeism, and increased staff turnover (Okogba et al., 2024). In the context of FMC Asaba, these issues are of particular concern, given the institution's critical role in delivering healthcare services to the community.

Despite the growing recognition of work-life balance as a key determinant of employee performance (Idenedo & Eбенуwa, 2022), there is limited empirical evidence on how it specifically impacts employees in the healthcare sector, particularly in Nigeria. Factors such as demanding work schedules, inadequate staffing, and a lack of flexible work policies may exacerbate the challenge, potentially affecting the performance and overall efficiency of the medical center. The problem, therefore, lies in understanding the extent to which work-life balance influences employee performance at FMC Asaba. The specific objectives were to ascertain the interplay between work-life balance, employee commitment, and service quality. Addressing these is essential for developing effective policies and interventions that support employee well-being and enhance organizational productivity.

## **LITERATURE REVIEW**

### **Baseline Theory**

This study on work-life balance and employee performance of FMC in Asaba, Delta State, is premised on the resource-based theory proposed by Wernerfelt (1984). The theory postulates that an organization's performance depends on its resource profile and further explains why some organizations outsmart others and distinctively maintain a prime place in competitive space (Winnie & Francis, 2016; Didia & Idenedo, 2017; Idenedo & Ebinuwa, 2022; Frank & Idenedo, 2023). Resources, according to Maxwell et al. (2014), are "all assets, capabilities, organizational processes, firm attributes, information, and knowledge controlled by a firm that enables the firm to conceive of and implement strategies that bestow on the firm a competitive advantage." Consequently, for firms to achieve a sustainable competitive edge (Baker & Sinkula, 2005; Idenedo & Goodie-Okio, 2022; Idenedo et al., 2023), they must possess key resources, capabilities, and attributes that are valuable, rare, difficult to imitate and not substitutable which are in turn effectively deployed in the chosen markets (Barney, 1991).

Employees of an organization are bestowed with the intangible capabilities and distinctive attributes naturally and through education that are valuable, rare, difficult to imitate, and in most cases not replaceable (Idenedo & Wali, 2022), which gives credence to the suitability of this theory for the current study. The current study adopted resource-based theory as a baseline theory, considering healthcare firms where the study is domiciled. The FMC's employees help to create or implement strategies that enhance its efficiency and effectiveness in the marketplace and utilize their capabilities in providing excellent customer service that, in turn, builds on the FMC's reputation. This study proposed that work-life balance will increase the employee's job satisfaction and, in turn, enhance their commitment and service quality delivery to patients (customers).

### **Conceptual Review**

#### **The Concept of Work-Life-Balance**

The work-life mechanism is deliberate changes in programs or organizational culture that are designed by organizations to reduce work-life conflict and enable employees to be more effective at work and in other personal responsibilities (Idenedo & Ebinuwa, 2022). Work-life balance is achieved where there are shared benefits for employees and the organization (Mesimo-Ogunsanya, 2017) and when organizations create a productive work culture where traces of work-life conflict are minimized and effectively controlled (Kumar, 2015). It is about helping employees maintain healthy, rewarding lifestyles that will, in turn, lead to improvements in performance (Grimm, 2017). The concept of work-life balance (WLB) has been advocated for prime inclusion in the workplace, particularly in the healthcare sector in Nigeria. The dimensions of work-life balance and its influence on employees' behavioral outcomes have not been established in the literature. This inclusion expects that it will ensure employee well-being and improved organizational productivity. The presence of work-life-balance programs and initiatives also ensures that workers can fulfill their work and non-work goals without robbing each domain of the required attention it deserves (Oludayo et al., 2018), and it has triggered a series of research by scholars intending to expound the frontier of knowledge on work-life-balance, and it impacts on employees' job satisfaction and performance.

#### **Employee Performance**

The terms "job performance" and "actual performance" refer to the accomplishment of tasks or real accomplishments made by an individual. According to Mangkunegara (2014), an employee's performance is determined by the quality and quantity of work they accomplish while carrying out their responsibilities in line with those assigned to them. According to Kusrianto (2018),

performance is defined as the outcome comparison of labor unity time. Employee performance is defined as the ability that an employee gives and demonstrates while carrying out a task or responsibility. Siagian (2013) explains that performance is an achievement shown by employees, he is the result achieved in carrying out tasks assigned to them based on the skill of experience, sincerity, and the time available, Kusrianto (2018) states that the performance of employees is the level of results that can be shown a person in the implementation of his work. In other words, an employee's performance refers to the work they accomplish or the work they perform daily under a set of standards or assessments that are used to determine whether an employee performs well or poorly. These standards and measuring tools are used as indicators. The standard, which is determined by the kind and nature of the work, also acts as a gauge to ensure accountability.

### **Measures of Employee Performance**

Employee performance can be assessed using a variety of criteria, including work quality, timeliness, initiative, capability, communication, and commitment, according to Sedarmayanti (2014). As mentioned, these indicators can be used as a benchmark for evaluating an individual's performance level. As a result, the study modified commitment and service quality as metrics for evaluating employee performance.

**Service Quality:** It has been determined and proven that one of the main factors influencing an organization's ability to survive and grow is its ability to provide high-quality services, which is essential to the success of the business (Oliver & Rust, 2014). Diverse specialists, researchers, and practitioners have given different definitions and conceptualizations of service quality. Zeithaml and Bitner (2008) state that "service quality is a focused evaluation that reflects the customer's perceptions of certain dimensions of quality, including tangibles, assurance, responsiveness, and empathy." Perceived quality is a conceptual construct that is centered on a customer's assessment of an entity's overall excellence or superiority (Zeithaml 1987).

Parasuraman et al. (1985) defined service quality as the discrepancy between the perceived and expected services by customers. General dissatisfaction arises when perceived quality is below satisfactory levels and expectations are higher than service performance. Stated differently, customers' comparison of their expectations and their perception of how a service has been rendered determines the quality of that service (Gronroos, 2014). According to Parasuraman et al. (1988), an employee's service quality is determined by his/her capacity to either meet or surpass customer expectations. Zeithaml et al. (1990) go on to say that it's the distinction between what customers perceive as a service and what they expect from it. Customers' comparisons of their expectations and their perceptions of the services provided by employees determine the perceived quality of the services. The degree to which a service satisfies a customer's needs and expectations (Lewis & Mitchell, 2020; Asubonteng et al., 2016).

**Employee Commitment:** Meyer and Allen (1991) identified three distinct ways in which employees can demonstrate their commitment to an organization: through their desire to stay (affective commitment), their perception of the cost of leaving (continuous commitment), or their obligation to stay (normative commitment). According to Meyer et al. (2018), historically, the various ways that people express their commitment have been influenced by a complex interplay of individual characteristics, human resource management strategies, and environmental factors. Naturally, employees who are happy with HR policies or benefits or who have strong collectivist beliefs—which may promote employer loyalty—are more likely to commit to their company (Davies & Gould-Williams, 2015).

According to Markovits et al. (2017), normative commitment may be influenced by institutional collective orientation on one level, wherein employees strive to demonstrate loyalty that aligns with societal and constitutional values. At a deeper level, employee affective commitment is driven

by organizational HR practices and offerings like career development opportunities, training, informal recognition, and more autonomy rather than control, as well as an inclusive work environment (Johnson et al., 2018; Oruh et al., 2020).

### **Empirical Review**

To establish a hypothesized relationship between work-life balance and employee performance, the following empirical works were looked at.

Khaled (2019) studied the relation between work-life balance, happiness, and employee performance. Data was gathered from 289 employees from the (Med Pharma) Pharmaceutical industries in Jordan. Hypotheses were tested with multiple regressions. The results indicated that work-life balance and happiness positively and significantly affect employee performance.

Mmakwe (2018) carried out a study on the relationship between work-life balance and employee performance in the banking sector in Port Harcourt, River State. Data collected were analyzed with the Spearman rank order correlation coefficient. The findings revealed a strong correlation between the measures of work-life balance and the measures of employee performance.

Oludayo et al. (2018) ascertained the extent to which work-life balance initiative predicts employee behavioral outcomes in some selected commercial banks in Nigeria. Structural Equation Model (AMOS 22) was used for the analysis to find the resultant effects and the degree of relationship between the exogenous and endogenous variables. Results show that work leave arrangement, flexible work arrangement, employee time out, employee social support, and dependent care initiative are predictors of employee behavioral outcomes such as job satisfaction, employees' intention, and employee engagement.

Based on the above empirical works, the study hypothesized that;

Ho<sub>1</sub>: Work-life balance does not significantly relate to employee service delivery quality.

Ho<sub>2</sub>: Work-life balance does not significantly relate to employee commitment.

### **THE STUDY**

The research was conducted using a survey research design. The population of this study consists of 1,710 staff of the FMC in Asaba, Delta State. A structured questionnaire was used to collect data from 275 sampled staff comprising nurses, admin, record personnel, cleaners, security, lab scientists, pharmacists, and portals. The data was presented using descriptive analysis, which presents the percentages. This was followed by Pearson's Product-Moment Correlation Coefficient, which was used to test the hypotheses and estimate the extent of the relationship that exists between the variables. The reliability of the instrument was determined through a reliability test that was conducted at a threshold of 0.7, as set by Nunnally (1978). The Cronbach alpha method was used to determine the level of the coefficient of the result, and it was ascertained that the same results would be obtained if copies of the questionnaire were distributed to the same correspondents after days or to a different set of correspondents, which is a proof of the reliability of the research instrument as well as the integrity of the data obtained. Table 1 shows the summary of the reliability test.

**Table 1: Cronbach Alpha Reliability Test Result**

<b>Variables</b>	<b>Items</b>	<b>Alpha</b>
Work-life Balance	3	0.868
Employee Commitment	3	0.741
Service Delivery Quality	3	0.871

**Source:** Simulation from SPSS Output of Data Analyses on Work-life Balance and Employee Performance (2025).

### **Table 2: Questionnaire Administration**



**Source: Field Survey Data, 2025, SPSS 23.0 Output**

Table 4 reveals a Pearson's correlation coefficient of 0.635 for work-life balance to employee service delivery quality with a probability value of 0.000 ( $PV < 0.05$ ). This result indicates that work-life balance has a strong, positive, and significant relationship with employee service delivery quality. Therefore, we reject the null hypothesis and accept the alternate hypothesis, which states that work-life balance has a significant relationship with the employee service delivery quality of FMC in Delta State.

**Test of Hypothesis 2**

$H_{02}$ : Work-life balance does not significantly relate to employee commitment.

**Table 5: Correlation Analysis Showing the Relationship between Work-life Balance and Employee Commitment**

		<i>Work-life Balance</i>	<i>Employee Commitment</i>
<b>Work-life Balance</b>	Pearson Correlation	1	.756
	Sig. (2-tailed)		.000
	N	268	268
<b>Employee Commitment</b>	Pearson Correlation	.756	1
	Sig. (2-tailed)	.000	
	N	268	268

\*\* . Correlation is significant at the 0.05 level (2-tailed).

**Source: Field Survey Data, 2025, SPSS 23.0 Output****Decision:**

Table 5 reveals a Pearson's correlation coefficient of 0.756 for work-life balance to employee commitment with a probability value of 0.000 ( $PV < 0.05$ ). This result indicates that work-life balance has a strong (significant) association with employee commitment. Therefore, we reject the null hypothesis and accept the alternate hypothesis, which states that work-life balance has a significant relationship with the employee commitment of FMC in Delta State.

**Discussion of Findings****Association between Work-life Balance and Employee Service Delivery Quality**

The study hypothesized that work-life balance does not significantly relate to employee service delivery quality. The finding, however, indicates that a significant association exists between the variables, with a Pearson's correlation of \*0.635. This finding is in affirmation of previous empirical studies. For instance, Khaled (2019) studied the relationship between work-life balance, happiness, and employee performance. Data was gathered from 289 employees from the (Med Pharma) Pharmaceutical industries in Jordan. Hypotheses were tested with multiple regressions. The results indicated that work-life balance and happiness positively and significantly affect employee performance. Additionally, Mmakwe (2018) carried out a study on the relationship between work-life balance and employee performance in the banking sector in Port Harcourt, River State. Data collected were analyzed with the Spearman rank order correlation coefficient. The findings revealed a strong correlation between the measures of work-life balance and the measures of employee performance.

**Association between Work-life Balance and Employee Commitment**

The study hypothesized that work-life balance does not significantly relate to employee commitment. The tested hypothesis, however, revealed that a significant association exists between the variables with a Pearson's correlation of \*756. This finding coheres with the results of previous studies on work-life balance. For instance, Oludayo et al. (2018) ascertained the extent

to which work-life balance initiative predicts employee behavioral outcomes in some selected commercial banks in Nigeria. Structural Equation Model (AMOS 22) was used for the analysis to find the resultant effects and the degree of relationship between the variables. Results show that work leave arrangement, flexible work arrangement, employee time out, employee social support, and dependent care initiative are predictors of employee behavioral outcomes such as job satisfaction, employees' intention, and employee engagement. Also, Mmakwe (2018) carried out a study on the relationship between work-life balance and employee performance in the banking sector in Port Harcourt, River State. Data collected were analyzed with the Spearman rank order correlation coefficient. The findings revealed a strong correlation between the measures of work-life balance and the measures of employee performance.

### **CONCLUSION AND RECOMMENDATIONS**

Based on the findings, the study, therefore, concludes that there is a significant association between work-life balance and employee performance (employee commitment and service delivery quality). Based on the conclusion, the study recommends that Healthcare centers should prioritize work-life balance, considering its impact on employee performance in terms of commitment to the job and service delivery quality. Healthcare centers should create a productive work culture where traces of work-life conflict are minimized and effectively controlled.

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