

WORK LIFE BALANCE AND EMPLOYEE PERFORMANCE IN IGNATIUS AJURU UNIVERSITY OF EDUCATION.

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ABSTRACT

This study empirically investigated the influential relationship between work life balance and employee performance in Ignatius Ajuru university of Education. The study adapted: flexible work arrangement and family responsibility as dimensions of work life balance (predictor variable) while effectiveness and quality work are the measures of employee performance (criterion variable). The study was premised on the assumptions of two baseline theories: border theory (Clark 2000) and boundary spanning resources theory (Blumer 1964). The study has a population size of 1209 with sample size of 300 randomly drawn from all faculties and departments in Ignatius Ajuru university of education. The study adopted quantitative data type with the questionnaire as the only instrument for data collection. The collated data were analysed under four categories which are: demographic, univariate, bivariate and multi-variate analysis. The result of the study revealed work life balance as a strong predictor of employee performance. In view of these assertions and the accompanying empirical evidence, the following conclusions are stated: Organizations should operate a relatively flexible work arrangement such as Shift work, remote work, part-time work, telecommuting, compressed work, sabbatical, flexi-time, job sharing, seasonal work, annual working hours, vacation time as these has been found in our study to boost employee performance , Organizations should operate friendly employee welfare policies as this has been observed and considered as the merging force that induces or compels and maintains behavior.

Keywords: Work life balance, flexible work, family responsibility, employee performance, effectiveness and quality work

INTRODUCTION

In recent years, there has been an increased interest in work family interface in the human resource management literature, especially regarding the sources and outcomes of conflict between these two spheres. A number of studies have addressed this issue from different perspectives. Greenhaus and Beutell (1985) and Greenhaus et al. (1989) examined the antecedents of conflict between family and work, Goodstein (1994) and Ingram and Simons (1995) presented an institutional perspective on organizations,, responses to work-family issues. In addition, Campbell, Campbell and Kennard (1994) have studied the effects of family responsibilities on the work commitment and job performance of women. The work-family issue is even further expanded to address the relationship of business-marriage partners (Foley & Powell, 1997).

Work life balance is founded on the idea that professional work and personal life should be seen as compatible rather than confrontational in terms of priority. The employer has taken

the conceptualized two-way process method which entails taking into account their requirements. (Lewis, 2000) Work-life balance is important argument based on several characteristics such as demographics, societal tendencies, and economic aims sharing of childcare obligations, major career responsibilities, and personal responsibilities and interests. The state fluctuates according to the change in lifestyle and upbringing an individual's priorities. Organizations strive to maximize profit and, as a result, place a premium on the production process.

Organizations must focus on the total management system's effectiveness in order to optimize profits in the long run. In this perspective, human resources are the most important of all the resources on which the organization must focus. Employee well-being and happiness are the other critical components on which an enterprise's growth is dependent. The notion of work-life balance has recently gained popularity. This might be related to the rising complexity of labor, the desire for more specialization, the drive for more efficiency and productivity, the inclusion of women in the service industry, and increased market rivalry. According to Haar, Russo, Sune, and Ollier-Malaterre (2014), it is an individual's judgment of how well he balances numerous life roles. All of these definitions show that WLB is a combination of work and family, and many researchers have demonstrated that the idea of work encompasses the assignment of formal duties to workers in order to achieve goals (e.g. Helmle, Botero, & Seibold 2014; Semlali & Hassi, 2016). And life is demonstrated to comprise a variety of various tasks that are not usually associated with work, such as domestic chores and childcare, in which case work-life balance is achieved when there is existing harmony between work and life. Barrera (2007)'s definition will be used for the purposes of this study. Employee work-life balance management has been identified as a main emphasis for firms to address in order to find solutions to assist conserve human resources (Au & Ahmed, 2014). Human access, which is critical to organizational performance, must be harnessed and catered for in order to increase organizational well-being. Human resource preservation has become a crucial technique in today's firms as a result of the business environment's growing competitiveness. Work-life balance, on the other hand, includes a balance between two distinct roles that a person plays, such as work and family duties, and the successful management of both leads to increased satisfaction and performance (Shaffer, Reiche, Dimitrova, Lazarova, Chen, Westman, & Wurtz, 2016). On the other hand, it is important to underline that the benefits of work-life balance may improve both the life quality of employees and the performance of the business. As a result, it is also important to note that, while there appear to be limitless explanations for work-life balance, all appear to agree that work entails a group of formal tasks completed by an individual or group while occupying a given job position and that life entails a group of activities not associated with work such as household chores, care of elders, and care of children (Anwar, Hansu, & Janjua, 2013). Work-life balance refers to a person's ability, regardless of age or gender, to successfully integrate work and domestic responsibilities. Thus, this study covers three aspects of work-life balance: Employee performance.

On the other hand, Employee performance is critical in a company since it is a significant variable in accomplishing organizational goals and objectives. Every policy in a company should be aimed at boosting employee performance. This is due to the fact that in order for

an organization to stay competitive, it must enhance and monitor the performance of its staff; failing to do so exposes the business to a number of obstacles that impede organizational success (Obiageli, Uzochukwu and Ngozi, 2015). Various writers have investigated the link that exists between work-life balance and employee performance. A survey of 732 organizations in Germany, France, the United States, and the United Kingdom discovered that the concepts of work-life balance were related to employee performance. The study, however, revealed a tension between work-life practices and good performance inside organizations (White, Hill, McGovern, Mills, and Smeaton, 2003).

According to Lee and Bruvold (2003), the perceived care and value connected to employees creates a casual chain of procedures that activates employee performance from the desired Human Resource Practices to real practice. Wright and McMahan (2011) found that in today's dynamic working environment, HR managers have engaged in a variety of behaviors aimed at improving employee performance of Group, individual, and organizational success at all levels. The working atmosphere is characterized by organizational competitiveness as all want to hire and keep the finest employees on the job market. As a result, in order to gain a competitive edge, enterprises must take into account their human resources and assure their pleasure (Boxall, Ang, and Bartram, 2011). This is due to the fact that, as Ployhart and Moliterno (2011) pointed out, strong human resources activities that are typically linked with efficiency and effectiveness and that result in concrete results improved productivity Purcell et al. (2009) discovered that work-life balance (WLB) is important vital in the development of a high-performing culture in terms of growth, customer service, and productivity when it comes to quality and final contribution to shareholder value

The concept of work life balance has been embraced in developed countries of America and Asia, however, in Africa, the concept is yet to receive much attention as the African work environment has little or no recognition for organizational antecedents of this nature that does affect employee mental stability hence a gap. Secondly Scholars in this area of study have focused more on the private sectors such as the commercial banks and large corporations in the telecommunication sector (eg Ojo et al. (2014) Work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector., Kamau et al. (2013) work life balance practices on employee job performance at eco bank Kenya, Ojo (2012) work life balance practices and policies manager and employee experience in Nigeria banking sector, Similarly, Simonetta and Manfred (2010) "work life balance: an audit of staff experience at oxford Brookes University), less has been done in public institutions. Therefore, this study sought to close the gap and contribute to the existing body of knowledge by examining the relationship between work life balance and employee in Ignatius Ajuru university of Education Rumuolumeni, Port Harcourt.

This study basically has two objectives and two research hypotheses which served as a guide.

The objectives are stated as thus:

1. To examine the relationship between flexible work arrangement and employee performance in Ignatius Ajuru university of Education, Port Harcourt.

2. To determine the relationship between family responsibility and employee performance in Ignatius Ajuru university of Education, Port Harcourt.

The hypotheses are therefore stated as thus;

H01: There is no significant relationship between flexible work arrangement and employee performance in Ignatius Ajuru university of Education, Port Harcourt.

H02: There is no significant relationship between family responsibility and employee performance in Ignatius Ajuru university of Education, Port Harcourt.

Concept of Work life balance

Grzywacz, and Marks, (2017) 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. "Work" and "Life" have been rather loosely defined in literature where work is paid employment and life is everything outside of the formal employment but is usually used to connote the realm of family or home life (Ransome 2007).

According to (Lewis et al, 2016) Work Life Balance is a social construct that originated in the industrialized West, the relevance of the WLB discourse within broader social and cultural context its has been questioned. According to (Gonzalez, 2019) Work Life Balance is a current concept that may be understood as the existing relationship between work and personal life, but with a great impact on factors such as health, absence of stress, well-being, quality of life, organizational performance, and sustainable human and social development, among others Work Life Balance has a 6-hour working system and is divided into 4 shifts which replace the traditional work system, namely the 8-hour working system which is divided into 3 shifts, so that employees have more time to spend with their families. The results achieved from the new system are to improve employee morale, have a more positive view of other things in their work, including: improved service quality, pride in the organization, feelings of bondage and responsibility towards work and organizational efficiency (Risna., 2017)

Work Life Balance is the ability to join work with other dimensions of human life: home, family, health, social activity, private interests, etc (Anita Richert-Kazmierska and Katarzyna Stankiewicz, 2016). Employees not only spend time doing work tasks, but have another life outside of work, but have another life outside of work, such as familylife and social life so that a balance is formed that will make employees satisfied and happy in carrying out work tasks (Pertwi, 2019).

Work-life balance is not simply about equally dividing the time spent on one's work and personal life, but establishing a harmony that reflects an individual's priorities. So, this allows for acceptance of the happy workaholic or the satisfied stay-at-home mum or dad. Work-life balance can be defined as "conceptualised as a two way process involving a consideration of the needs of employees as well as those of employers" (Lewis, 2000). It's the satisfactory level or fit between the multiple roles in a person's life. It's about maintaining an overall sense of harmony in life. The study of work/life balance involves the examining people's ability to manage the multi-faceted demands of life, simultaneously.

Although work/life balance has been assumed to involve the equal amounts of time to paid work and non-work activities, more recently the concept has been recognized as more complex and has been developed to incorporate additional components. Murphy and Doherty (2011) revealed that it is not possible to measure work-life balance in an absolute way as there are personal circumstances which influence the way that is perceived but establishing a harmony that reflects an individual's priorities whereas employees must draw a firm line between their home and work lives and be confident that the line is in the right. Work life balance is based on the concept that professional work and personal life should be less conflicting on priorities than as harmonizing elements of their life. The employer has adopted the approach of conceptualized two way process which involves a consideration of their needs. (Lewis, 2000). Work life balance has a argument on different parameters as demographic, social trends, economic goals, sharing of childcare responsibilities, primary career responsibilities, personal interests. In the change of lifestyle and upbringing the state varies according to the priorities of an individual.

According to the concept of work-life balance, there seems to be an assumption that the scale of balance is tilting more towards the work sphere (that work predominates) and hence the need for a balance with life. A person can perfectly experience „work–family balance“, even though work „weighs more“ than family, and in a consistent way in the course of a whole lifetime. Each person experiences balance in a different way (Poelmans et al. 2017; Muna & Mansour 2009). Also, one can have work-life conflict and yet still have work-life balance depending on how Work-Life Balance is defined (Poelmans 2017). The feeling of whether there is a balance or not is perceived by the individual. It may not be there in objective terms, if one is to consider the number of hours one is working or the involvement/preoccupation with work even when one is at home. Still, the individual may experience a work-life balance. Thus, it becomes that particular individual's perception or experience of a balance. Hyman and Summers (2004) classified seven major problems which are associated with current practices over work-life balance these are unevenness of adoption across different sectors and organizations, lack of formalization of policies at organizational level, restricted employee voice over the introduction and implementation of policies , policies are primarily to meet business needs rather than those of employees, there is no evidence of reduction in working hours, tangible and intangible work intrusions into domestic life , domestic responsibilities are still conducted primarily. Reiter (2007) posited that the concept of work life balance is pregnant with diverse meaning. He categorized other scholars various the definitions of work life balance into a framework of ethical believe of two construct :absolutist or situationist perspective. One of the holders of situationist view

is (Kofodimos 1993), who defines Work life balance as the apportionment of time and strength to fit an employee personal needs and what things he cherished, rightly deciding on the build up of life while incorporating inner needs and outer demands to suit individual attributes, values and aspiration. On the other hand (Clark 2000) a holder of the absolutist view sees work life balance as the satisfaction and good functioning an employee derived at work and at home, with a minimum role conflict. The more we get to give clear definition of the concept the more we tend to separate it, by putting life on one and work on the other end. No wonder Cooper (2005) argued that it is a problematic term because it appears to separate the term "work" and "life". Work life balance entails striking a balance between ones job, social life, health and the state of the mind. It entails having an equal impact on your kids and family at the same time on one's job, Work-life balance explains a clear cut of separation of work life on one hand and personal life on the other side. It described the ability to prioritize very important and sensitive areas of one's life while given it equal space without regret, regret or apology. Work life balance is a creation of the mind of feeling contented with the three domain of life (work domain, family and social domain). In actualizing a work life balance it is of essence to draw up scale of preference of what is of utmost priority, stay in control of work line and then create a way forward.

Dimensions of work life balance

Flexible work arrangement (FWA)

Flexible work arrangement is defined as: „any policy, practice, formal or informal, which permit people to vary when and where work is carried out“ (Maxwell, Rankine, Bell & MacVicar 2006, p. 138). Gardiner and Tomlinson (2009) view flexible work arrangements as a broad concept that includes any work arrangements that digress from standard employment involving fixed daily hours on the employer's premises. There are an increasing number of flexible work arrangements on offer across organisations. The most prevalent are flextime (or flexitime) and flexspace. These flexible work arrangements allow flexibility in the timing of work and the place in which the work is conducted (Shockley & Allen 2007). Gainey and Clenney (2006) found that telecommuting, which involves working from home using technology, has been instrumental in helping employees meet the many demands on their time. Other popular types of flexible work arrangements are part-time work and job-sharing (Secret 2000). At times when the labour market is particularly competitive, flexible work arrangements can be utilised not only to retain staff, but also to attract groups who are currently under-represented in employment due to family responsibility.

According to Goddey et al., (2022), flexible work arrangements are also known as flexible time, which refers to working hours with no constraints and a work environment. Chen and Fulmer (2018) also pointed out that employees can decide when and where they work by having flexible work options, allowing them to balance their work and personal obligations. Work design and processes such as flexible time, telecommunications or teleworking, work sharing, and various temporary work contract arrangements can make flexible work arrangements relevant.

Kammerer (1960) proposed the concept of flexible working arrangements to solve problems related to family obligations and working hours (Arthur et al., 2019). It was found that

employee performance can be improved by flexi time as it can boost productivity by balancing work and family responsibilities (Alqasa & Alsulami, 2022). According to Cannon and Elford (2017) globalization studies in FWAs focus on global trends that lead to a higher demand for flexible work arrangements, such as socio-demographic changes, technological advances and global business operations

Flexible work schedules refer to practices that allow individuals to decide and manage their work schedules (Maxwell, Rankine, Bell & MacVicar, 2006). On the other hand, Gardiner & Tomlinson (2009) observe with regards to hours of work, based on these schedules, the employee is allowed to have some control over their job and can decide on the timing as well as the place where the job should be done (Lambert, Marler, & Gueutal, 2008). Flexible work practices are perceived by organizations as a strategy for obtaining and retaining high quality staff (Cole 2006). This has been a major basis for achieving a competitive advantage given the unique contributions of the highly satisfied and committed workforce (Nadeem & Henry 2003)

According to Estes and Michael (2005), FWAs are schedules such as telecommuting, flextime, part-time job, job-sharing, and compressed work week. The technological advancement, market volatility, increased competition, changing family demographics characterized by increased women engaging in formal employment, single-parent families and guardians taking care of the elder has necessitated the need for FWAs (Bond et al., 2012).

Although FWAs has not been adopted by many organizations, Lambert et al., (2008) noted that employers are increasingly granting their staff significant level of independence and FWAs to manage and control themselves as to when and where they work from. FWAs are expected to attract highly qualified employees. Despite the availability of FWAs, it is not guaranteed that the employees will automatically use; instead, their adoption and usage vary with various factors like career aspiration, age, and managerial control.

Family Responsibility

Family responsibilities are one important factor influencing the amount of time and energy that individuals are able and willing to devote to work. Consistent with gender-based normative expectations, women still generally bear primary responsibility for home maintenance and childcare irrespective of their employment status. Although employed married women spend less time on housework and childcare than non-employed women, they devote considerably more time to home and family in fulfilling their family role responsibilities than men (Parasuraman and Simmers, 2001). Researchers have argued that in a workforce that is increasingly composed of individuals in "post-traditional families", work-family conflict may have a significant impact on how individuals view their career outcomes (Kirchmeyer, 2006; Schnerer and Reitman, 2002). Under conditions of new "protean" careers (Hall, 1996), self-employment and increasingly flexible employment contracts, work-family conflict has not become obsolete. On the contrary, the demands are even higher for the self-employed (Jennings and McDougald, 2007). Characteristics of the work context are important predictors for work-family conflict, too. In particular, work

variability and forms of working hours such as working weekends are related to higher conflict. Conflict seems to be higher among those who work a greater number of hours. This indicates that work and career contexts of individuals (i.e. factors such as demands and pressures from work, degree of turbulence, etc.) constitute important influencing factors when analyzing the effects of family situations on career success.

Concept of Employee Performance

Employee performance has been the most important consideration for every organization, be it profit or non-profit organization. It has been very important for managers to know which factors influence an organization's performance in order for them to take full advantage and appropriate steps to initiate them. Organizational researchers among themselves have different opinions of performance as it continues to be a contentious issue (Barney, 2012). According to Daft (2012), employee performance is the employee's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2012), Richardo (2016) defined organizational performance as the ability of the organization to achieve its goals and objectives. According to Cascio (2014) employee performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period according to (Kasmir, 2019:181). According to (Bintoro and Daryanto 2017: 105) performance is the result obtained by an organization, both the organization is profit oriented and non profit oriented which is generated over a period of time. According to (Furtasan, 2017: 108) performance is the result obtained by an organization, both the organization is profit oriented and non profit oriented which is generated over a period of time. Meanwhile, according to (Hery, 2012: 1) performance is a continuous communication process in partnership between employees and their direct superiors, concerning clear expectations and mutual understanding of the work that must be done.

Kaplan and Norton (2015) defined employee performance as employee's capacity to accomplish its goals effectively and efficiently using available human and physical resources. This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees' work-based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizations' future performance (Ittner and Larcker, 2012). Although many studies have found that different companies in different countries tend to emphasize on different objectives, literature suggests financial profitability and growth to be the most common measures of employee performance. The concept of performance lends itself to an almost infinite variety of definitions, many of which relate to specific contexts or functional perspectives. Anthony (2014) gave a general definition and well-crafted definition of performance, sharing the concept of two primary components, efficiency and effectiveness. Efficiency refers to performance in terms of inputs and outputs so that the resulting higher volume for a given amount of inputs, means greater efficiency. Effectiveness refers to the performance by the degree to which planned outcomes are

achieved (for example: objective to avoid interruptions of supply over a period of time can be regarded as an efficient outcome).

Employee performance reflects the ability of an employee to fulfill its shareholders' desires and survive in the market (Griffin, 2013). Also, organizational performance is known as the outcome of the actions or activities, which members of organizations carried out to measure how well an organization has accomplished its objectives (Chung & Lo, 2007; Ho, 2008). So, organizational performance is the ability of the organization to achieve its goals. Goal achievement is one of the essential criteria to identify the performance of an organization.

Measures of employee performance Effectives

The concept of effectiveness means doing the right things, an effective-oriented organization continues to plan the instruments to achieve this outcome. In this sense, effectiveness is a form of activity and measurement of an organization that aims at maximizing the results of the organization and its purpose is to achieve a desired outcome. Effectiveness by contrast means implementing certain actions to get a desired result to further a goal (Keh, Chu, & Xu, 2006). Another definition refers to the concept of effectiveness as the art of striving for dynamic goals, while working on materials that have not yet been formulated (Hobday, 2000).

An effective employee is one who can adapt to the changing environment, and it knows how to reinvent itself every time in a perfect timing. Effectiveness-oriented organization's goals are always achieved, while meeting the quality goals, and the managers delegate authority to their subordinates in the task of achieving the goals. The employees in an effective organization communicate freely with each other, and there is an excellent collaboration among all the teams in the organization, and the cooperation within each team is also excellent. Effectiveness is the ability to achieve a desired goal, while efficiency is the ability to do things without wasting time or energy (Grimshaw, Thomas, MacLennan, Fraser, Ramsay, Vale, & Wensing, 2004). Therefore, effectiveness deals with what should be achieved, whereas the efficiency is engaged in how to achieve the goals. Or it can be understood from their argument that effectiveness deals with substance.

In common parlance, formulating a business identity independently by a group of people for some specific purpose is known as organization and getting the desired outcome within defined resources is called as effectiveness. Hence, organizational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate (Muhammad, et al, 2011). It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner (Matthew et al, 2005).

In other words, employee effectiveness is defined as the extent to which an organisation, by the use of certain resources, fulfils its objectives without depleting its resources and without placing utility of the primary constituents (Matthew et al, 2005). The goal model describes organizational effectiveness in terms of the extent to which an organization attains its objectives. The legitimacy model regards organizational effectiveness in terms of a

background evaluation "of component preferences for performance and natural limitations on performance from an external environmental perspective" (Zammuto.R.F, 1982).

The constituency model considers organisational effectiveness "as a set of several statements, each reflecting the evaluative criteria applied by the various constituencies" involved with the organization being evaluated with an emphasis on means criteria. The systems resource model defines employee effectiveness "in terms of its (the employee's) bargaining position, as reflected in the ability of the employee, in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources" and how they utilize these resources (Yuchtman.E, 1987). Hobday, (2000) defined effectiveness as the ability to achieve a desired goal, the completion of a task and transition to the next task and the achievement of a defined goal (Hobday, 2000)

There is lack of consensus on the definition and elements of organizational effectiveness due to its nature of multi-dimensionality. A lot of research work has been undertaken to explore and develop various models and theories. But at the same time, it confuses a researcher who desires to undertake empirical research and measure the effectiveness of an organisation. Review of literature on organizational effectiveness reviews the studies undertaken to develop models and indicators of organizational effectiveness. It also reviews research works carried out to study the impact of different variables on organizational effectiveness.

Quinn & Rohrbaugh (1983) proposed an alternative approach to assessing organizational effectiveness that was labeled Competing Values Approach (CVA). The development of this approach was conducted at two levels. In the first level of the study, seven individuals who had research interests in the field of organizational effectiveness participated in the study. They were asked to participate in a 2-stage judgment task in order to reduce the list of 30 criteria as put forth by Campbell (1977). In the first stage participants were asked to eliminate the criteria by applying certain decision rules. All the thirteen criteria were eliminated in this stage. In the second stage, each panel member made judgments of similarity between every possible pairing of the criteria not eliminated in the first stage

Quality of work

Even though it is a relatively new term, the principles of Quality work refers to work that meets or exceeds the expectations of clients or the company (Jannsson-Boyd 2010:1),. Achieving quality work requires leveraging your management skills to perform tasks to the highest standard. While the definition of quality is subjective and varies by client or employer, it generally involves meeting all deadlines, fulfilling completion expectations, and presenting accurate information. Quality work is the service/task one completes successfully within the estimated time, with the end output satisfying the expectations of everyone involved.

Service delivery is a continuous, cyclic process for developing and delivering user focused services. It is further defined in four stages as user engagement, service design and development, service delivery and lastly assessment and positive change of service (Dachs,

Ebersberger & Pyka, 2004). Other scholars have propounded other definitions and according to Carrillat, Jaramillo and Mulki (2007), service delivery is the physical access or reachability of services that meet a base standard. The later regularly requires detail as far as the components of service delivery, for example, essential equipment, medications and products, healthy workforce, and rules for treatment. Service delivery denotes the ability of the client to pay for the services where data can be collected by facility visits or by household interviews (Berghman et al., 2006).

The quality of work your team delivers determines your growth in the business landscape. It can either build your business or break it. As managers and employers, you understand that it's not just about meeting deadlines. Instead, it is about delivering work that meets high standards and drives the organization forward. Quality work boosts client satisfaction, enhances our reputation, and fosters a culture of excellence.

However, the real challenge lies in fostering an environment where the organization prioritizes quality and seamlessly integrates into daily tasks. It involves cultivating the right environment, providing the necessary resources, and offering continuous feedback (Ahmed and Allen, 2019). But how do you inspire your team to complete their work to excel? Or are you looking for that answer too? In any case, this blog is the perfect place to get answers to task-quality queries. In this blog, we'll explore practical strategies to enhance quality work, ensuring our teams meet and exceed the standards that define our success.

According to Daraio and Simar (2007) Quality of work boosts employee productivity by reducing the number of edit requests or project changes, allowing employees to focus on other tasks. You can use comprehensive employee monitoring software like EmpMonitor to boost the quality of work by monitoring employee productivity patterns and identifying bottlenecks. This efficiency helps achieve goals and progress toward key performance indicators faster.

Employees who consistently produce quality work receive higher performance review ratings. It helps the business achieve its goals by maximizing available resources and aids employees in reaching their career objectives. Consistent submission of quality work by employees improves overall company morale. When employees meet their expectations and produce high-quality work, then the company achieves its goals. Additionally, employees who complete their tasks effectively don't need to rely on others to finish their portions, fostering positive workplace relationships. Delivering quality work enhances job security by maintaining customer satisfaction, which is vital for the company's success. A company that meets its customers' needs can continue operating and providing employment for its team members.

Relationship between work life balance and employee performance

Researchers argued that, an employee's performance directly depends on the individuals it employs (Arulrajah & Opatha, 2012). As an employee competitive advantage is typically based on strong human resources, it is crucial for organizations to improve employee performance to enrich the overall organizational performance. Hence, organizations

seriously focus on enhancing positive work-related attitudes (eg: job satisfaction, organizational commitment) and work-related behaviors (eg: OCB, work engagement) to unleash the job performance of employees (Meijerink et al., 2018). In this context, several researchers argued that, it is possible to enhance the positive work-related attitudes and behaviors among employees through the work-life balance promoting HRM practices such as telecommuting, job sharing, flextime, etc (Bardoel & Drago, 2016; Chan et al., 2016; Fleetwood, 2007; McCarthy et al., 2013; Winefield et al., 2014).

Organizations with more satisfied employees tend to be more effective. For many companies, worklife balance seems to lead to several positive outcomes such, low turnover, less absenteeism and increased work engagement, OCB, in-role performance, employee productivity, job satisfaction, organizational commitment and etc (Konrad & Mangel, 2000; Lambert, 2000; NawabandIqbal., 2013; Parakandi and Behery, 2016; Wang and Walumbwa, 2007) which turns lead to superior organizational performance. Wheatley (2012) indicates that, worklife balance of employee providing the win-win outcomes from both employer and employees. In addition to that, Naithani (2010) has stated that organization which neglects issues related to employee work-life balance will end up with lower employee productivity and in turn will find it more difficult to improve the employee job performance. Further,

Thevanes and Arurajah (2017) have identified work-life balance promoting practices as a one of the sustainable HRM practices which contributes to economic, social and environmental performance of the organizations. In this sense, for the employees who work in the home town, the work-life conflict is much less than the others whose work site is far away from home. An employee has the privilege of spending more time with his family and easily fulfills his/her family commitments. So, the employees become a vibrant team of happy and committed individuals driving the organizations towards sustainable growth (Thevanes & Arurajah, 2017). In addition to that, Robbins and Judge (2013) revealed that organizations that don't help their people achieve work- life balance will find it increasingly difficult to attract and retain the most capable and motivated employees. Hence, organizations should give more priority to enhance the work-life balance of employees to create the satisfied, committed and retained workforce to uplift the organizational performance.

Stravrou (2015), Brewster et al. , (2014); Glass, and Finley, (2002); reveal that some flexible options result to positive outcomes while others results to negative outcomes. According to Batt, and Valcour, (2013), FWAs are positively related to job satisfaction which leads to employee performance. Peters et al. (2014) opined that FWAs affect the mobility of employees since they have to reschedule their daily responsibilities while reconciling the two domains of their jobs, personal needs, household requirements, and organizational demands. However, continuous scheduling and rescheduling of day-to-day operations may lower employee's productive hours; hence, lowering their productivity. According to Kelly et al. (2008), the mechanisms used to design an organization's work flexibility to minimize the incidence of time conflicts for staff might affect the employees' performance.

Various organizations have used the employee welfare policies as a strategy for improving employee performance (Manzini, & Gwandure, 2011). According to a study by Lagat et al. (2014) on the importance of employee welfare and performance indicated that employee welfare has a positive influence on employee performance. The outcomes further indicated that in order of descending importance, maternity, pension, housing and medical schemes were some of the benefits from the employees' welfare that enhance employees' performance. However, the study indicated that availability of recreational facilities received the least attention among other employees' welfares initiatives. According to Armstrong (2006), the welfare policies may not add to staff productivity, but it can help to avoid a decrease. He further opined that staff welfare programmes increase loyalty and motivate them.

A study conducted by Kamau et al. (2013) at ECO Bank, Kenya revealed that the presence of the employee assistance programmes has its impacts on individual worker which translated to employee performance. The health programmes helped to keep the workforce healthy, hence, were able to contribute always to the goals of the organization, with 61.7% agreed and 31.9% strongly agreed that health programme kept employees contributing at the workplace. Moreover, the welfare programme improved attendance rates by employees, 46. % strongly agreed while 48.9% agreed that the welfare policies had improved the attendance rates. This translates to employee productivity; hence, a clear indication that there is a positive effect of welfare policies on employee performance. Kamau et al. (2013) noted that the presence of employee welfare policies enables employees to handle their issues without necessarily affecting their productivity in the organization.

Okereke, and Daniel (2010) at Patani local government council, Delta State Nigeria on staff welfare and productivity showed that despite the awareness of the welfare policies, it is largely neglected in the local government council. The study indicated that there were staff welfare was non-existence. Muli et al. (2014) used a cross-sectional research design to examine the effect of human resource work family support services and the performance of the Kenyan commercial banks. The findings of the study indicated that there is a positive correlation between the HR work family support services and employee performance. Based on these empirical evidences, this study seeks to investigate the impact of welfare policies on the performance of employees of the ministry of finance and economic planning Kitui County government.

Empirical review

Lazăret al. (2010) studied whether work-life balance initiatives and practices can be considered as strategic human resource management decisions that can translate into improved individual and organizational performance. The study showed the outcomes and the benefits of implementing work life balance practices not only for employees themselves, but also for their families, organizations and society. It also revealed that work-life conflict has significant business costs associated with lack of engagement, absenteeism, turnover rates, low productivity and creativity or poor retention levels, there are some factors of organizational work-life culture that may compromise availability and use of these practices.

Susi and Jawaharrani (2010) examined employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. The study found that highly engaged workforce is 50% more productive than an unengaged workforce. The majority of HR professionals (78%) feel employee engagement is important or extremely important to business success. Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Employee engagement is increasingly viewed as a "win-win" strategy for companies, employees, and their communities alike. In addition, work life balance is increasingly important for engagement and affects retention.

Albertsen et al (2008) reported that female employees who worked for higher number of work hours and engaged in overtime work experienced low work – life balance in their life. This observation was also found to exist among gender mixed groups. Long working hours often resulted in creation of negative impact on marital satisfaction between couples and also on the wellbeing of children. On the other hand female employees engaged in doing part time work experienced a better work – life balance. Few men were engaged in part time work and in case they do it the reason for opting for part time jobs is completely different than from female employees. Part time work was also suitable for people with special needs like elderly people, disabled people or female employees with small children and it leads to a positive work – life balance for them. Therefore the study revealed that the when employees have a greater control over work hours then it is related to experiencing an improved work – life balance. This impacted the family life in a great way and when working wives had no control over their work hours then their husbands reported to have experienced feelings of role strain. In addition when parents did shift work and worked at odd hours then it often resulted in children suffering from behavioral and emotional difficulties.

Theoretical review

This study is hinged on the assumptions of border theory (Clark 2000) .The work/family border theory was developed by Clark (2000). The theory tries to explain how people manage to draw negotiation between their life within their families and responsibilities at the workplace and the boundaries between these spheres as they try to strike a balance. The key aspect of this theory is the idea that work and family make up two distinct domains or spheres which however have a bearing on each other. Clarke (2009) observes that this is so due to the fact that there are generally different cultures both at family level and work level which thus means an individual has to transit between these two cultures on a daily basis. Whereas the transition could be slight in cases where acceptable behavior in both cases is more or less similar, there are cases where there is massive contrast between the two spheres of an employee's life (Othman, 2009). This could be due to the fact that individuals are motivated by different things in both spheres like income and accomplishment at work and close relationships and happiness in family (Clark, 2000). For this reason, between work and home, there exist borders which might be temporal, physical or psychological. Clark (2000) observes that these borders might be temporal given the

differences in time an individual cross to another domain or physical as elaborated by the walls of a workplace or home. Similarly, a border can be psychological in terms of the difference in thoughts, behavior patterns or emotions one has when in a given domain (Othman, 2009).

Border theory posits that work and family are separate but mutually influential domains. According to this theory, individuals negotiate between the work and family spheres in order to attain work-life balance. The central proposition of border theory is that "integrating work and family facilitates transitions between these domains" (Desrochers & Sargent, 2004).

Since the rise of industrialism, the workplace has become increasingly separated from the family, and the concept that work and family are respectively regarded as public and private spheres has intensified (Parsons & Bales, 1955). Such a dichotomous view of these social spheres presumes that a nuclear family serves an ideal family function with the workplace meant for males and the house meant for females. Parsons & Bales describe the two spheres as being hierarchical, with a high value on paid labor in the market and a low value on caring labor in the household. Thus, the dichotomy of public and private places can be seen as problematic in that it intensifies gender inequality. While dual-earner families have increased during the past few decades, many working families face problems in managing the care of their dependents while dealing with work demands in the overlapping spheres of work and family. Bonney (2005) found that the separation of the workplace and the home intensifies the long hours, gender division, and social ignorance of caring work. Lambert (1993) pointed out that the existing job structures no longer fit for married or single working parents.

This theory is devoted only to work and family domains. The outcome of interest in this theory is the work-family balance, which refers to "contentment and good operation at work and home, with a depth of role clash" (Clark et al., 2014). Central to this theory is the idea that "work" and "family" constitute different domains or spheres which influence each other. Given their opposite purposes and cultures, work and home can be likened to two different countries where there are differences in language or word use, differences in what constitutes acceptable behaviour, and differences in how to achieve tasks. For the working theory of this study, we will situate this research on the work-family border theory. Border theory in comparison to boundary theory is a relatively newer theory that improves our understanding of the relationship between work and family in modern societies (Chen et al., 2005).

Similar to boundary theory, border theory considers work and family as two different spheres; however, it emphasizes the understanding of the influence each sphere has on the other (Chen et al., 2005). This theory focuses on identifying the factors that create work and family conflict, and tries to find ways to manage these two spheres and the border between them, in order to reach a balance between work related roles and family related roles (Clark et al., 2004; Desrochers & Sargent, 2002). Based on explicit study of these two fundamental theories, Chen et al., (2005) explain that individuals can select different boundary management strategies on a continuum ranging from segmentation to integration. In other words, individuals may select one of the divisional strategies: keeping distance

between work and family life and treat work and family roles as different roles that playing one role requires leaving another role; or integrating work and family domains, and try to manage a balance between these two spheres (Rothbard et al., 2005).

Knowledge gap

The concept of work life balance has been embraced in developed countries of America and Asia, however, in Africa, the concept is yet to receive much attention as the African work environment has little or no recognition of organizational antecedents of this nature that does affect employee mental stability hence a gap. Secondly Scholars in this area of study have focused more on the private sectors such as the commercial banks and large corporations in the telecommunication sector (eg Ojo et al. (2014) Work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector., Kamau et al. (2013) work life balance practices on employee job performance at eco bank Kenya, Ojo (2012) work life balance practices and policies manager and employee experience in Nigeria banking sector, Similarly, Simonetta and Manfred (2010) "work life balance: an audit of staff experience at oxford Brookes University), less has been done in public institutions. Therefore, this study sought to close the gap and contribute to the existing body of knowledge by examining the relationship between work life balance and employee in Ignatius Ajuru university of Education Rumuolumeni, PortHarcourt

METHODOLOGY

The study takes a cross-sectional survey design in assessing the relationship between work life balance and employee performance. This research design comprises of the overall scheme or programme of the research. It includes an outline of what the investigator will do from the statement of research objectives, research questions and their operational implications to the final analysis of data. The population for the study comprised of an accessible population of 2856 staff of Ignatius Ajuru University of education, Rumuolumeni. The sample size of 351 was determined using the Taro Yamen"s formula at a 0.05 level of significance I.e. 95% confidence level. However, only 284 of the sample was used due to questionnaire mortality. The study analyzed two of the hypotheses earlier stated in the introduction.

H01: There is no significant relationship between flexible work arrangement and employee performance

Correlation Matrix for flexible work arrangement and Employee performance Correlations flexible work arrangement and Employee performance

		Flexible work arrangement	workEfficiency	Effectiveness	Quality work
Efficiency	Correlation Coefficient	1.000	.514**	.437**	.601**
	Sig. (2-tailed)		.000	.000	.000
	N	284	284	284	284

rho	Spearman's	Effectiveness	Correlation Coefficient	.514**	1.000	.802**	.366**
			Sig. (2-tailed)	.000	.	.000	.004
			N	284	284	284	284
		Quality work	Correlation Coefficient	.437**	.802**	1.000	.344**
			Sig. (2-tailed)	.000	.000	.	.007
			N	284	284	284	284
			Correlation Coefficient	.601**	.366**	.344**	1.000
			Sig. (2-tailed)	.000	.004	.007	.
			N	284	284	284	284

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

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

The result of the Spearman Rank Order correlation coefficient for the association between welfare policy and Employee performance is herein presented in Table 4.26. In addition to the correlation matrix obtained for the 4th, 5th and 6th research question, the table also extends to provide the result of the statistical test of significance (p-value), which makes it possible for us to answer the question and further generalize our finding to the population of the study

H01: There is no significant relationship between family responsibility arrangement and employee performance

Correlation Matrix for family responsibility and Employee performance Correlations for family responsibility and Employee performance

			Family responsibility	Efficiency	Effectiveness	Quality work
Spearman's rho	Family responsibility	Correlation Coefficient	1.000	.431**	.305*	.319*
		Sig. (2-tailed)	.	.001	.018	.013
		N	284	284	284	284
	Efficiency	Correlation Coefficient	.431**	1.000	.802**	.366**
		Sig. (2-tailed)	.001	.	.000	.004
		N	284	284	284	284
	Effectiveness	Correlation Coefficient	.305*	.802**	1.000	.344**
		Sig. (2-tailed)	.018	.000	.	.007

	N	284	284	284	284
	Correlation Coefficient	.319*	.366**	.344**	1.000
Quality work	Sig. (2-tailed)	.013	.004	.007	.
	N	284	284	284	284

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

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

The results in table 4.28 indicate that there is a significant relationship between family responsibility and efficiency, family responsibility and effectiveness, family responsibility and quality work. Family responsibility is significantly correlated to efficiency ($r = 0.431$, $p = 0.001 < 0.01$). Also, family responsibility is significantly associated to effectiveness ($r = .305$, $p = 0.018 < 0.05$); family responsibility is also significantly associated to quality work ($r = 0.319$, $p = 0.013 < 0.05$). The relationship between family responsibility and the measures of employee performance is found as significant and positive at the level of 0.05 significance. Going by this result, hypotheses seven, eight and nine presumes the existence of a significant relationship between family responsibility and employee performance. The hypotheses are hereby stated as follows:-

CONCLUSIONS

In conclusion, the position of this study is that work life balance, drives and substantially influences employee performance in Ignatius Ajuru university of education. In view of these assertions and the accompanying empirical evidence, the following conclusions are stated:

1. Flexible work arrangement significantly influences employee performance in Ignatius Ajuru university of education.
2. Family responsibility significantly influences employee performance in Ignatius Ajuru university of education.

RECOMMENDATIONS

Drawing from the conclusions stated above we therefore make the following vital recommendations.

- 1) Organizations should operate a relatively flexible work arrangement such as Shift work, remote work, part-time work, telecommuting, compressed work, sabbatical, flexi-time, job sharing, seasonal work, annual working hours, vacation time as these has been found in our study to boost employee performance
- 2) Organizations should initiate Practices that assist employees with managing their responsibilities at home.

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