

# Demographic Factors, Work-Life Balance and Employee Performance: A Study of Industrial Training Fund (ITF)

Akinbola O. Oluwatosin<sup>1</sup> and Ighomereho O. Salome<sup>1</sup>

<sup>1</sup>Department of Business Administration and Marketing  
Redeemer's University, Ede, Osun State, Nigeria

**Abstract:** *Challenges posed by work-life balance issues in organisations globally calls for strategic attention. Therefore, the purpose of the study is to examine the impact of work-life balance on employee performance using Industrial Training Fund (ITF) in Southwest Nigeria as a case study. Specifically, the study seeks to determine the influence of job flexibility, work-life balance policies, dependent care on employee performance as well as the differences in work-life balance of employees with respect to gender and age. The study adopted a cross-sectional research design. Using total population sampling, 184 copies of questionnaire were administered but 155 representing a response rate of 84.2% were returned. The data collected were analysed quantitatively using Multiple Regression Analysis, t-Test and ANOVA. The study found that job flexibility does not significantly influence employee performance ( $r = 0.130$ ,  $p = 0.108 > 0.05$ ). On the other hand, work-life balance policies ( $r = 0.339$ ,  $p = 0.000 < 0.05$ ) and dependent care ( $r = 0.161$ ,  $p = 0.045 < 0.05$ ) significantly influence employee performance. The findings also indicate that there are no significant difference in work-life balance of employees with respect to gender and age ( $t = 0.927$ ,  $p = 0.065 > 0.05$ ;  $F = 1.153$ ,  $p = 0.334 > 0.05$ ). Based on the results, the study recommends improvement on ITF's work-life balance policies to include transfer policies that take cognizance of family needs, improve on privileges that have direct bearing with dependent care and ITF should put in place a feedback system on employee's work-life balance issues.*

**Keywords:** Work-life balance, job flexibility, demography, dependent care, employee performance

## Introduction

The world today is filled with conflicting responsibilities and demands. Issues such as rapid changes in technology, demand for quick response, tight deadlines and the importance attached to quality customer service, place great demand on employee's in the labour force. This regularly causes tremendous stress and pressure which could lead to imbalance in other areas of life (Khandelwal & Shakhawat, 2018). This makes work-life balance an important issue to be considered in all aspects of work-life endeavours if sanity and equilibrium are to be achieved. Organisations can provide work-life balance to their employees by adjusting working patterns to permit employees to accommodate work with other life responsibilities like caring for families, social and religious duties. Work-life balance involves the right interactions among different areas of life and the advantages and disadvantages associated with that balance or imbalance, which actually affect various levels of society. Work-life balance is of crucial concern for all employees, whether in government or private institutions. Unfolding events have shown that all sectors need to consider this all-important aspect of life. Usually, many assume that government employees should not have challenges with balancing work and life since they are not under any sort of pressure or that their pressure is containable. However, work-life balance affects government workers in various offices and across various strata of employment. The sole difference is the way and manner it affects different sets of workers including employees in parastatals like Industrial Training Fund (ITF). ITF is a federal government parastatal that has the mandate to provide and encourage skills acquisition required for national economic development. The organisation with area offices in almost all states of the federation was established to raise training awareness and promote the generation of skilled indigenous manpower who will be manning the various sectors of the economy. In pursuance of this, employees sometime's face pressures from various domains of life because of dealing with clients in the private sector and satisfying them in their various locations, meeting targets and deadlines, which culminate in work-life imbalance.

In some studies, attention was given to how work-life imbalance affects women folks in view of the roles they play as mothers, wives and as workers. As more women join the workforce and both husbands and wives have to work, both men and women are faced with the necessity to ensure a balance between family, life and work (Karkoulian, Srour & Sinan, 2016; Agboola, 2019; Uzoechi, 2020). It is incumbent therefore upon every person who works and has other responsibilities that compete for time, energy and money, to see the need of balancing work and other aspects of life. This is because there may be a decrease in employee's morale and consequently performance, if an organisation does not consider and properly managed the Work-life balance of its employees (Abioro, Oladejo & Ashogbon, 2018; Wolor, Kurnianti, Zahra & Martono, 2020). Work-life balance is of great concern in workplaces because of its impact on organisations' performance. Work-life balance programmes could help improve organisational culture and employees overall performance and this could be instrumental to social change by preparing employers for goals achievement while positioning employees to achieve optimum balance between work and life responsibilities (George, 2016; Mendis & Weerakkody, 2017).

### Statement of the Problem

The main aim of organisations is optimum operation and performance, which is possible through efficient employee performance. Employee performance depends on a number of factors, which can influence work-life balance. Work-life balance improves the wellbeing and efficiency of employees which in turns leads to improved performance and invariably a better performing organisation. It is evident today in Nigeria that economic situations have affected employment conditions resulting in imbalance in all spheres of life. This imbalance has resulted in abundance of negative effects on both work and personal lives of individuals, which manifests in increased stress, work fatigue, disruption of family and work relationships (Meenakshi, Venkata, & Ravichandran, 2013; Meenakshi *et al.* 2013; Mukururi & Ngari, 2014; Wolor *et al.* 2020). The effects of technology and globalisation have affected the world of work and may add to the already mounting pressures, which may impact performance of employees. The demand on employees makes it desirable for employers to put in place various enablement such as job flexibility, Work-life balance policies, and dependent care facilities that will aid Work-life balance.

A number of scholars have worked and are still working on this crucial subject. In related research already published, attention was focused on manufacturing industries (Egbuije, 2016; Litt, Patnaik, & Mohapatra, 2019), banking sector (Orogbu, Onyeizugbe & Chukwuemeke, 2015; Chiekezie, Nzewi, Emejulu & Chukwujama, 2016; Ogundoro, 2019; Akpa, Egbuta, Akinlabi & Magaji, 2019) and other private companies (Ojo, Salau & Falola 2014; Mendis & Weerakkody, 2017; Eke & Nwaeke, 2019; Bienwi-Patrick, Onuoha & Best, 2020). Some previous studies (Karkouljian *et al.*, 2016; Agboola, 2019; Uzoechi, 2020) considered how Work-life balance affects the female gender ignoring the male gender. Also, other researchers such as Mukururi and Ngari, (2014) who worked on influence of Work-life balance policies on employee job satisfaction in Kenya's banking sector emphasised more on job satisfaction with less attention on how work life balance affect employee performance.

Another vacuum is in the area of parastatals. While many researchers focused on private companies (Ojo *et al.* 2014; Orogbu *et al.* 2015; Bienwi-Patrick *et al.* 2020), there are few research works, which focused on parastatals (Sheyindemi & Daniel, 2022). Previous scholars who have worked on Work-life balance might have assumed that public servants could not have issues with Work-life balance since they are not under great pressures to achieve results. However, a level of work-life imbalance exists in public service emanating from individual life style, family life, as well as the work environment. In parastatals like ITF which serves private companies and public institutions, their employees have to organise their time and job responsibilities to meet their clients' demands, and they are expected to meet certain targets with respect to clients' services and ensure continuous improvements in the organisation. This puts pressure on the employees to ensure the actualisation of these targets giving rise to longer hours of work, weekend work and pressure of constant travel. Hence, the objective of this research was to examine the impact of work-life balance in terms of job flexibility, work-life balance policies and dependent care on employee performance and to ascertain if there are differences in work-life balance with respect to gender and age.

### Literature Review

#### Theoretical Framework

##### Spillover Theory

There are various theories or models used to look at the relationships between work and other aspects of life necessitating a balance. The theory that underpins this research is the spillover theory. Spillover theory according to Hsieh, Pearson, Chang and Uen (2004) denotes the extent to which participation in one domain (e.g., work) impacts participation in another domain (e.g., family). The authors further stated that, spillover theory stipulates that what occurs at work correspond to what occurs in life outside work. It shows that what happens at work "spills over" and affects non work-life, and that personal life events can spillover and affect work. This buttresses the reason behind this research in which attempt is made at looking into how work-life balance or imbalance affects performance of employees. Lakshmypriya and Krishna (2016) stated that spillover theory can be looked at as situations resulting in positive or negative spillover of work-life and the family-life. They opined that if work and family inter-relationship are strongly structured, then spill over in terms of energy, time and behaviour is generally negative. They viewed work flexibility as a means to bridge the challenges of time and space between work and other aspects of life, which can ultimately result in positive spillover and hence become a veritable instrument in achieving healthy work-life balance. It was further noted that when interactions between work and family domain are strongly attached together with respect to time and space, then spillover is negative. On the other hand, when flexibility occurs which enables individuals to integrate and juxtapose work and family responsibilities in time and space then it would lead to positive spillover, which can bring about the achievement of good work-life balance.

##### Employee Performance

Employee performance is a major factor that makes an organisation achieve its goals or targets. Various ideas, opinions and assertions have been made by various researchers and experts about what employee performance is. According to Akpa *et al.* (2019), employee performance is the extent to which employees contribute to achieving the goals and objectives of the organisation. In the words of Mendis and Weerakkody (2017), employee performance means the ability of an employee to perform the job in a particular way that will lead both organisation and the employee to achieve their common goals and objectives. The two assertions here point to the fact

---

that employee performance is key to the actualisation of the goals of any organisation. Orogbu, *et al.* (2015), describe performance as the results delivered on a particular job function or activity for a stated period. Considering this, performance is seen as a set of outcomes produced during a given time period.

Rizal, Idrus, Djumahir and Mintarti (2014); Wolor, Supriyati and Purwana (2019) asserted that employee performance is the result of a person's work in carrying out the assigned tasks and how much contribution the employee makes to the organisation. Thevanes and Mangaleswaran (2018) stated that an organisation's performance is dependent on the performance of its employees. This is because employees are considered as major stakeholders in determining the performance of the organisation. Hence, organisations are increasingly required to focus on improving performance of employees to enhance organisational performance, but this will be a herculean task if the issue of employees' work-life balance is not properly addressed.

### **Work-life Balance**

In recent years, attention has been given to the concept of work-life balance. There are diverse explanations and definitions given to work-life balance by authors and researchers. Work-life balance is believed to have originated from three situations: changing demographics, participation of women in labour force and rising interest in flexible work arrangements (Garg & Dawra, 2017). Andrade, Westover and Kupka (2019) posited that work-life balance is the interplay of work and family roles and how both roles bring about the desired results. These results are related to factors such as work, family, and life fulfillment. The authors stated that there is no ideal work-life balance, as people differ in circumstances and each must work out the right balance based on their situation, family size, work and life commitments. Krishnakumar and Premalatha (2019) in their study stated that work-life balance is the ordering of every domain of life in such a way that one aspect will not negatively affect the other. It is the ability to properly organise or bring together all aspects of one's life to successfully achieve the quality of life that will bring overall fulfilment while managing attendant conflicts and role demands.

Khatri and Shunglo (2015) reviewed thirty research articles covering the impact and causes of work-life Imbalance. The research concluded that there are several variables such as lack of autonomy of tasks and schedule flexibility, which are linked to each other bringing about work-life imbalance. For instance, employees that have opportunities of telecommuting and good scheduling of work would experience reduced work-life imbalance. Thus, changes in work conditions are also a significant factor. Byrne (2005) opined that technology is a major factor dominating working conditions and also creeping into homes and other aspects of our lives. He noted that some years ago, the typewriter and telephone were the only machine in most offices but today's work environment somehow 'enslaved' people to computers with internet access, electronic diaries, email, personal organisers, and the ubiquitous mobile phone with a need to replicate the main work location at other sites, and also probably at home. With all of this technology, other aspects of workers' lives are being affected in several areas.

Ugoani (2016) worked on dimensions of work, family conflict and employee commitment using samples comprising of 483 respondents from South-East Nigeria. He viewed work-life conflict as experiences where work interferes with family life such as official work clashing with personal needs or challenges emanating from a difficult boss, colleagues, superiors and subordinates, unplanned travels on official assignments including working long hours extending into the night. Other sources include but not limited to career transitions and inadequate pay to meet family needs. The other dimension of family-work conflict he considered occurs when experiences from the family domain interfere with work, such as problems of coping with the demands of a large family, responsibility of caring for young children, dependents, interpersonal problems within the family unit, inability to meet social and cultural traditions, as well as turbulent marital relationships.

According to Dhas (2015) working for long hours and jobs that are highly stressful make employees' ability to harmonise work and family life to be hampered and also brings about associated health risks, such as increased smoking and alcohol consumption, weight gain and depression. Therefore, work-life imbalance is associated with numerous physical and mental health implications while work-life balance has several positive physical and mental health effects on the overall wellbeing of individuals. Devadoss and Minnie (2014a) analysed the reasons for the existence of work-life imbalance in the work place and discovered that 'unmanageable workload' is a major factor affecting the work-life balance of individuals and also brought about other factors such as 'long hours of work, health problems and reduced performance at work'. These factors in turn affect the strength of work-life balance and result in work-life imbalance. Furthermore, they discovered that 'lower work output' is the next factor which induced other factors like 'longer hours of work and unmanageable workload' to be active and affected work-life balance negatively in a vicious cycle.

Dhas (2015) further pointed out that work-life imbalance constitutes a serious problem that affect workers, their employers and communities. The study he carried out revealed that the problem increased over time due to high participation rates of female in labour force, upsurge in the numbers of single parent families, the situation where both parents were high flyers professionals and the challenging trends such as elder care. All these are further made worse by globalisation, an aging population and unemployment,

which put more pressure on the few hands working. Based on the review, three measures of work-life balance were identified namely, job flexibility, work-life balance policies and dependent care.

### **Job Flexibility**

Job flexibility is one of the main approaches adopted by organisations to achieve work-life balance hence the indispensability of it, as a veritable factor. Considering job flexibility, Diksha and Shilpa (2014) posited that the approaches here include but not limited to flexible work hours (flextime) which permits workers to vary their start and finish times as long as they put in the required hours per week. Khateeb (2021) opined that flextime is the giving of freedom or opportunity to employees to manage their working time in a more beneficial way than limiting their work hours. Additionally, it is an arrangement where the working schedule is arranged between the employee and the employer so that it is beneficial to both. Stankeviciene, Tamasevicius, Diskiene, Grakauskas and Rudinskaja, (2021) examined the effect of work-life balance in terms of mediation relationship between work and culture. They identified links between wellbeing of employees and work-life balance to include operational flexibility and supportive supervision. Furthermore, Khateeb (2021) stated that with flextime, the employees are afforded the autonomy to vary starting time and finishing time in such a way that it does not affect the work of the organisation negatively and that flexible time includes compressed workweek, in which employees work a full week's worth of hours in four days and take the fifth off. Working from home, sometimes referred to as (telework), is another aspect of job flexibility. Others are sharing a full-time job, also called shared work between two employees (job sharing).

Some studies have examined the relationship between work-life balance and employee performance in relation to job flexibility. De Tiroina and Sulaiman (2021) in their research, found that work from home significantly affect employee performance. Eke and Nwaeke (2019) researched on work-life balance and job performance in oil servicing companies and found that recreational activities have a way of affecting the productivity of staff and their commitment to their duties. They also found that part-time work is significantly related to the performance of employees. When such job flexibility models are utilized, there will be reduction in conflict between work and other aspects of life. Abioro, *et al.* (2018) worked on work-life balance factors influencing productivity in the Nigerian University system and found that flextime, job sharing and telework positively influence employee productivity. Hence, it is hypothesized that:

H1: Job flexibility has significant influence on employee performance.

### **Work-life Balance Policies**

Work-life balance policies are the backbone of the balance envisaged and desired. They are strategies set up for the benefit of employees to address work and life responsibilities and any organisation that aims at maximising the performance of its employees must put in place several policies that will aid this vision. Orogbu *et al.* (2015) in their submission stated that there are large varieties of family and healthy work-life friendly policies, which include, but are not limited to the following: family leave programmes (parental leave, adoption leave, compassionate leave, on-site childcare facility), training and development, employee assistance programmes and general employees wellbeing which can aid work-life balance of employees. For Garg and Dawra, (2017), these arrangements are important for work-life balance.

Indu and Sameeksha (2018) posited that the behaviour and attitude of management has significant role in work-life balance. They further revealed that factors influencing work-life balance from management perspective like negotiated time off for personal reasons, ad-hoc arrangements for dealing with emergencies are key strategies for employee engagement, satisfaction, commitment and achieving work-life balance and eventually high performance of employees. Additionally, Diksha and Shilpa (2014) noted that employers may provide a range of benefits relating to employees which could include, health insurance for employees and their dependents, off days, and opportunities for programs that will address fitness, physical and mental health needs of employees. All these when aggregated bring about robust work-life balance policies. These policies and strategies must be readily available for employees' use and the organisation's culture should be acceptable to all and managers should be supportive in implementing the work-life balance policies, if employers are to achieve considerable effects on job performance (Garg & Dawra, 2017).

With respect to work-life balance policies and employee performance, Jayasingam, *et al.* (2021) in a research on breaking down the life domain in work-life balance, discovered that policies which promoted work-life balance were not totally utilised or were sometimes limited to employees with family obligations. They concluded that policies focused on work-life balance support may result in a work-life backlash and the result maybe individual or collective poor performance. In the study of Mukururi and Ngari (2014) on work-life balance policies influence on satisfaction of employee in Kenya's banking sector, it was found that work-life balance policies affect employee satisfaction. Furthermore, Johnson-Hoffman (2019) studied strategies for improving employee work-life balance in an organisation and found that policies may increase morale, productivity, and quality of life, which can be instrumental to the expected increase in workplace sustainability and meet the physiological and psychological needs of employees as well as contribute positively to the communities and the organisations served. Thus, it is hypothesized as follows:

H2: Work-life balance policies have significant influence on employee performance.

### **Dependent Care**

There are various studies on the relationship of dependent care and work-life balance. For instance, Padma (2013) highlighted the role of family support in balancing personal and work-life and found that support from family members play a significant role in balancing personal and professional lives. He also noted that employees who have adult children can easily balance their lives than those with younger age kids. Similarly, employees who need to take care of elderly parents/in-laws' health responsibility have low work-life balance or experience higher work-life conflict than their colleagues. The study concluded that lower work-life balance may result to higher absenteeism, lower job satisfaction and sometimes manifest in higher employee attrition and lower performance. Researchers have stated that factors such as number of children and childcare responsibilities in the family can lead to imbalance in work and family roles. Married men have been discovered to experience more stress with childcare due to the mother's absence. Also, childcare and elderly care have been said to add more strain on women than men and these strain in dependent care can lead to mental health issues if not properly managed (Sareena & Fathima, 2020; Andrea, *et al.*, 2020).

Ugoani (2016) worked on the dimensions of work-family conflict balance and employee commitment and found that employers who do not bring about a balanced work-family life for employees contribute to stress and tension in employees' personal lives, which affect their ability to concentrate, their loyalty, commitment and ultimately performance. The results further showed that there exists a strong dimension of positive relationship between work to family conflict balance and employee commitment, which translates to overall performance. Fernando and Umma (2016) in their research, studied work-life balance factors on working married women in the banking sector and focused on bank of Ceylon head office. The study revealed a positive relationship between work-life balance factors such as childcare, working hours, and support system and work-life balance. In another study carried out by Mbanya and Waithaka (2019) on the effect of dependent care programmes on employee performance, it was found that dependent care programmes have a positive and significant effect on employee performance. Therefore, it is hypothesized that:

H3: Dependent care has significant influence on employee performance.

### **Demographic Factors**

Demography plays a very important role when it comes to measuring work-life balance of employees. This study examined gender and age.

#### **Gender**

Jayasingam, Lee and Zain (2021) opined that where there is little or no emphasis on the needs of employees that have unique demographic profiles, work-life imbalance may not be far. Each gender requires work-life balance and deals with issues related to balance differently because of differences in gender roles. A larger number of women no longer want to be stay-at-home-mom but desire a career, thus they may encounter difficulties in balancing both roles. Men do not derive satisfaction from work alone but by combining work and other personal responsibilities, while getting the required finance to manage their families (Fapohunda, 2014).

In a study carried out by Omran (2016) on work-family balance dilemma among working parents. It was revealed that in many organisations in Egypt, where male-oriented culture obtains there is increase in the number of women who are educated coupled with inflexible work hours, lower level of economic status and the absence of child care facilities which constitute impediments rather than sources of support for employed mothers. This tends to limit the female gender career aspirations, growth and personal achievements for family reasons and sometimes their performance. The researcher further argued that maintaining a low profile in their career enabled females and those with young children to be in the world of work and family which limits them as their performance is hampered. The study carried out by Masood and Mahlawat (2012) and Walia (2015) revealed succinctly that there is significant impact that gender variable has on factors that are critical in organisations for maintaining work-life balance. De Tiroina and Sulaimon (2021) also opined that married female employees' work-life balance cannot be felt because they have difficulty dividing their time between work and social life. This is because married females are usually responsible for household care such that even after official hours, they generally have to complete household tasks and other obligations. This makes gender a critical factor to be considered in relation to work-life balance. Hence, it is hypothesized that:

H4: There are significant differences in work-life balance of employees with respect to gender.

#### **Age**

In a study by Odeloye, Osibanjo, Adeyeri, Ogbari, Imuzeze and Akande (2020) it was noted that millennials desire a dynamic environment, where they can come and go as desired without negatively affecting their career. The study also revealed that many middle age enjoy having side jobs with the hope to manage both without hampering their career while employees in later part of life

desire exit from employment without any financial fear. This indicates that employees in different age groups, have their different aspirations and belief as regard what they consider as work-life balance at different stages of life. The challenges faced by young workers cannot also be the same with that of older workers. Research by Andrea, *et al.*, (2020) noted that as age increases, there is a level of association with higher morbidity, chronic conditions, and higher use of health services. This could be as a result of physical and physiological differences which can ultimately make or mar performance.

Darko-Asumadu, Sika-Bright and Osei-Tutu (2018) identified age as one of the determinants of work-life conflict or balance that individuals necessarily pass through. They agreed with Tausig and Fenwick (2001) that older employees enjoy greater success with work-life balance than younger employees but suggested that at the later stage of their career, older employees might not be able to endure work pressure; hence, it is advisable to reduce their workload. This might eventually reduce the conflict with regards to their work-life balance. In the study of Karishma and Harvinder (2015) it was found that middle age employees are less satisfied with their work and thus perform less than optimal, therefore they recommended that Management should help mid-life employees to find more fulfilment, meaning and satisfaction in their work. Thus, it is hypothesized that:

H5: There are significant differences in work-life balance of employees with respect to age.

### Methodology

The study adopted a cross-sectional research design to collect data relating to the survey from the population of study. The population of this study comprises all ITF staff located in Southwest Nigeria. This includes managers, supervisors, and subordinate staff. The study area has a total of one hundred and eighty-four (184) staff who were purposively used in the study. They are represented in four (4) States, which are: Lagos, Oyo, Ogun and Ondo States. These are States where ITF area offices are domiciled in Southwest Nigeria. Osun and Ekiti States do not have ITF offices hence they were not considered. The sample size is relatively small, hence the decision to use total population sampling. Table 1 presents a distribution of the sample according to the States.

**Table 1: Distribution of ITF Staff in Southwest Nigeria**

S/No	State	Sample
1	Lagos State/Ikeja	52
2	Oyo State/Ibadan	50
3	Ondo State/Akure	40
4	Ogun State/Abeokuta	42
<b>Total</b>	<b>4</b>	<b>184</b>

The data were collected with the aid of questionnaire. The items were adapted from the works of Mukurari and Ngari (2014) and Mulanya and Kagiri (2018). The questionnaire was divided into three main sections. The first section required respondents to give their demographic information which just required ticking of options that are true of the respondents' gender, age, marital status, education level, length of service in the organisation, position held in the organisation, working hours per week, having dependent relatives and the number of dependent relatives; all in ranges. The second section on work-life balance has constructs such as job flexibility, work-life balance policy and dependent care while the third section was on employee performance. They were measured using five-point Likert scale ranging from Strongly Agree to Strongly Disagree. In all, a total of thirty (30) questions were asked.

The determination of the validity of the research instrument was based on content validity. The items were adapted from content analysis of the literature. The Reliability of the research instrument was tested using Cronbach's Alpha. The rule of thumb is to accept the alpha value (reliability coefficient) which is greater or equal to 0.70 (George & Mallery, 2003). A pilot study was conducted on thirty (30) respondents, so as to validate the internal consistency of the measures of work-life balance dimensions and employee performance. Table 2 shows that there was internal consistency among the items..

**Table 2: Reliability Test**

Construct	Cronbach's Alpha	Number of Items
Job Flexibility	0.714	5
Work-life Balance Policies	0.775	7
Dependent Care	0.745	5
Employee Performance	0.871	4

## Results

A total of 184 copies of the questionnaires were administered to ITF employees in Southwest Nigeria but only 155 (84.2%) were correctly filled and returned. The collected data were analysed using descriptive statistics and inferential statistics.

### Respondents' Demographic Characteristics

Table 3 reveals the demographic characteristics of the respondents. The result indicates that 54.8% of the respondents were males while 45.2% were females. It also reveals that 45.8% of the respondents were between the ages of 31 and 40 years, while 1.3% of them were less than 25 years. The table also shows that 78.1% of the respondents were married, 18.7% were single and 3.2% were widowed. Majority of the respondents are educated with 64.5% of the respondents having HND/BSc degrees, this implies that majority of the respondents are educated while 2.6% of the respondents have SSCE certificate. The respondents have varying years of length of service as 60.0% of the respondents have spent less than 10 years as staff of ITF, 2.6% have spent above 30 years in service. With regard to position, the result indicates that 25.8% of the respondents were junior staff while 63.9% were Senior and the remaining respondents 10.3% were of management position. Also, it was discovered that 44.5% of respondents work for up to 40 hours per week, while 46.5% work for between 41 and 50 hours per week and the remaining respondents 9% work for 50 hours and above per week. Concerning dependent relatives, it was found that 63.2% of the respondents have dependent relatives while 36.8% do not. This implies that policies that have to do with dependent issues will be of great importance in ITF.

**Table 3: Demographic Analysis of Respondents**

Characteristics	Frequency	Percentage (%)
<b>Gender</b>		
Male	85	54.8
Female	70	45.2
<b>Age (years)</b>		
Below 25	2	1.3
25-30	19	12.3
31-40	71	45.8
41-50	51	32.9
51-60	12	7.7
<b>Marital status</b>		
Single	29	18.7
Married	121	78.1
Widowed	5	3.2
<b>Level of Education</b>		
SSCE	4	2.6
OND/NCE	23	14.8
HND/BSc	100	64.5
MSc/MBA	28	18.1
<b>Length of Service (years)</b>		
Below 5	27	17.4
5 – 10	66	42.6
11 – 19	48	31.0
20 – 29	10	6.4
30 – 35	4	2.6
<b>Position Held</b>	40	25.8
Junior	99	63.9
Senior	16	10.3
Management		
<b>Working Hours/Week</b>	69	44.5
Up to 40 hours	72	46.5

41 – 50	14	9.0
Above 50		
<b>Dependent Relatives</b>		
Yes	98	63.2
No	57	36.8

### Work-life Balance and Employee Performance

To examine the influence of work-life-balance dimensions on employee performance, multiple regression analysis was conducted.

**Table 4: Results of Multiple Regression Analysis**

Variables	Unstandardised Coefficients	Standardised Coefficients	t.	Sig.
	Std. Error.	Beta.		
Constant	0.037		4.141	0.000
Job Flexibility	0.025	-.072	-1.622	0.107
Work-life Balance policies	0.256	0.318	5.758	0.000
Dependent Care	0.649	0.729	16.854	0.000
<b>R = .951<sup>a</sup></b>				
<b>R Square = 0.904</b>				
<b>Adjusted R Square = 0.902</b>				

a. Predictors: (Constant), DC, WLBP, JF

As indicated in Table 4, the  $R^2$  is 0.904 meaning that 90.4% of the variation in employee performance was jointly explained by the independent variables. The results further indicate that job flexibility has no significant influence on employee performance ( $\beta = -0.072$ ,  $p = 0.107 > 0.05$ ) while work-life balance policies has a positive significance influence on employee performance ( $\beta = 0.318$ ,  $p = 0.000 < 0.05$ ). Concerning dependent care, there is a positive and significant impact on performance, as seen by the regression value of ( $\beta = 0.729$ ,  $p = 0.000 < 0.05$ ). Based on the results, dependent care and work-life balance policies contribute significantly to employee performance in ITF Southwest Nigeria while job flexibility contributes insignificantly to employee performance. Thus, H1 is rejected while H2 and H3 were accepted.

### Gender and Work-life Balance

The independent sample t-test statistics was used to determine the extent to which work-life balance of ITF staff vary with respect to gender.

**Table 5: T-test on Gender and Work-life Balance**

Variable	F	Sig.	T	df
<b>WLB</b> Equal variances assumed	3.460	0.065	0.927	153
Equal variances not assumed			0.942	152.871

Table 5 shows the t-test analysis of gender and work-life balance. The result indicates that there is no significant difference in work-life balance of employees with respect to gender ( $F = 3.460$ ,  $t = 0.927$ ,  $p = 0.065 > 0.05$ ). Therefore, H4 was rejected.

### Age and Work-life Balance

Analysis of Variance (ANOVA) was used to determine how work-life balance of ITF staff varies with respect to age.

**Table 6: ANOVA Result on Age and Work-life Balance**

Variable	Sum of Squares	df	Mean Square	F	Sig.
<b>Age</b> Between Groups	0.892	4	0.223	1.154	0.334
Within Groups	29.02	150	0.193		



Total	29.912	154
-------	--------	-----

Table 6 shows the ANOVA result of the differences in work-life balance with respect to age. The result indicates that there is no significant difference in work-life balance of different age groups ( $F=1.154, p=0.334, >0.05$ ). Therefore, H5 was rejected.

### Discussion of Findings

The first objective of this study was to determine if job flexibility has effect on employee performance. The findings revealed that there is no significant relationship between job flexibility and employee performance. Therefore in ITF, job flexibility does not have effect on employee performance. This could be attributed to the nature of the organisation's job which is client driven and hence, allowing employees to determine when and where to do their job. This is similar with the findings of Mulanya and Kagiri (2018) which discovered that the Kenyan Constitution Commission lacked flexible work arrangement which reduced the employees' degree of independence with their working arrangements. This finding is contrary to the findings of De Tiroina & Sulaiman (2021); Eke & Nwaeke (2019) that telework and part-time work were related to employee performance. The second objective which was to examine if there is a significant relationship between work-life balance policies and employee performance revealed that work-life balance policies has impact on employee performance in ITF. This could be because of the several positive policies put in place in ITF to enhance employee performance. This finding is in tandem with previous researchers who found that work-life balance policies is a predictor of job satisfaction that engendered staff commitment and ultimately leading to higher productivity (Mukururi & Ngari, 2014; Obiageli *et al.*, 2015; Mulanya & Kagiri, 2018).

The third objective was to determine whether dependent care influences employee performance. It was found that there is a significant relationship between dependent care and employee performance. This finding agrees with the findings of Martins, Eddleston & Veiga (2002); Darko-Asumadu *et al.* (2018) which opined that individuals who are married experience lesser work-life balance in view of having to attend to dependent needs than those who are not married; hence, this affects their performance. The implication of the finding here is that there exist a relationship between dependent care and employee performance in ITF and if dependent care issues are not properly handled employees with dependent care may have challenges with their performance.

The fourth objective was to establish if there is any difference in work-life balance of employees with respect to gender. It was revealed that there is no significant difference in work-life balance of employees with respect to gender. The finding implies that gender does not significantly affect work-life balance in ITF. This result agrees with the findings of Walia (2015) that there are significant differences between the male and female professionals on the dimensions of work interference with personal life, but no significant differences were found concerning the personal life interference with work, and overall work-life balance. This result is contrary to previous researchers' submissions who observed that women's career satisfaction is negatively affected by work-life balance throughout their working lives while men experience adverse effects at the later stage of their career pursuit (Martins *et al.* 2002; Darko-Asumadu *et al.* 2018). With respect to the fifth objective, which was to establish if there is any difference in work-life balance of employees with respect to age, the result revealed that there is no significant difference in work-life balance of different age groups. This finding is at variance with the position of Wang *et al.* (2010) who identified age as a determinant of work-life balance however, it agrees with the findings of Walia (2015) that there are no differences in the work-life balance or any of its dimensions among professionals in different age groups.

### Conclusion and Recommendations

This research has considered job flexibility, work-life balance policies and dependent care as measures of work-life balance that could impact employee performance. Based on the findings, this study concluded that job flexibility has insignificant impact on employee performance in ITF Southwest Nigeria despite having flexibility options such as job sharing among employees. The study further showed that dependent care has the highest significant impact on employee performance. Therefore, the study concludes that work-life balance policies and dependent care measures such as provision of onsite childcare programmes, allowing lactating mothers to close early and giving employees' opportunity for parental care leave greatly influence the performance of ITF employees and so continuous attention on these would be a step in the right direction. Furthermore, this study reached the conclusion that gender and age do not affect work-life balance. Thus, gender and age are not a measure that can be relied upon when considering work-life balance of employees of ITF Southwest Nigeria.

In view of the various findings and the conclusions, the study makes the following recommendations:

- i. ITF Southwest Nigeria should continue to improve on its work-life balance policies in such a way to include transfer policies that take cognisance of the needs of employee's families and other aspects of life.
- ii. ITF Southwest Nigeria should continue to improve on privileges that have direct bearing with dependent care like establishing employee counselling unit and childcare unit so that employees nursing babies' can be assured of their

children safety while at work. The organisation should also consider the implementation of the recent 14-day paternal leave approved by the Nigerian Senate.

- iii. ITF should put in place a feedback system on work-life balance issues of its employees. The system should be such that every employee that has a challenge with work-life balance can immediately report it and the issues be given immediate attention.

## References

- Abioro, M.A., Oladejo, D.A. & Ashogbon, F.O. (2018). Work-life balance practices and employees productivity in the Nigerian University system. *Crawford Journal of Business and Social Sciences*, 8(2), 49–59.
- Agboola, B.G., (2019). Work-life balance and role conflict of career women in Ekiti State civil service. *British Journal of Education*, (12), 1-6.
- Akpa, V.O., Egbuta, O.U., Akinlabi, B. & Magaji, H.N. (2019). Work-life balance and employee performance: A study of selected deposit money banks in Lagos State, Nigeria. *The Journal of Social Sciences Research*, 5(12), 1787-1795.
- Andrade, M., Westover, J. & Kupka, B. (2019). The role of work-life balance and worker scheduling flexibility in predicting global comparative job satisfaction. *International Journal of Human Resource Studies*, 9(2), 81-83.
- Andrea, G., Silvia, S. & Massimo, M. (2020). Work-life balance: weighing the importance of work–family and work-health balance, *International journal of Environmental and Public Health*, 17(907), 1-20.
- Bienwi-Patrick, L., Onuoha, B.C. & Best. C.E. (2020). Work-life balance and employee performance in the Nigerian oil and gas industry. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 6(9), 484-497.
- Byrne, U. (2005). Work-life balance - why are we talking about it at all? *Business Information Review*, 22, 53-59.
- Chiekezie, O.M., Nzewi, H.N., Emejulu, G.A. & Chukwujama, C.N. (2016). Work-life balance and job performance in selected commercial banks in Anambra State, Nigeria. *EPRA International Journal of Economic and Business Review*, 4(6).
- Darko-Asumadu, D.A., Sika-Bright, S. & Osei-Tutu, B. (2018). The influence of work-life balance on employees' commitment among bankers in Accra, Ghana. *African Journal of Social Work*, 8(1), 47-55
- De Tiroina, S. & Sulaiman, M. (2021).The effect of work from home during the Covid-19 pandemic on work-life balance and its impact on employee performance of Aceh Communication, Informatics and Encoding Office. *International Journal of Business Management and Economic Review*, 4(2), 55-63.
- Diksha, G. & Shilpa, R. (2014). Work-life balance: A key driver to improve organizational performance. *International Journal of Research (IJR)*, 1(11), 1471-1477.
- Egbujie, C.C. (2016). *Effect of work-life balance on organisational performance of selected manufacturing firms in Southeast Nigeria*. Ph.D. Thesis, Department of Management, University of Nigeria, Enugu, 1-2.
- Eke, B.O. & Nwaeke, L.I. (2019). Assessment of work-life balance and employees' job performance in oil servicing companies in the Niger Delta region of Nigeria. *IIARD International Journal of Economics and Business Management*, 5(3).
- Fapohunda, T. (2014). Gender influences in work-life balance: Findings from Nigeria. *Global Journal of Human Resource Management*. 2(2), 25-39.
- Fernando, L.S. & Umma, M. (2016). The factors affecting work-life balance of married working women: with special reference to Bank of Ceylon head office. *INTSYM Conference Paper South Eastern University of Sri Lanka*, 124-134.
- Garg, M. & Dawra, S. (2017). Work-life balance and women employees. *International Journal of Applied Business and Economic Research*, 15(22), 233-246.
- George, D. & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference 11.0 update (4<sup>th</sup> ed.)*. Boston: Allyn & Bacon
- George, S. (2016). *Work-life balance programs to improve employee performance*. Retrieved from Walden University @ ScholarWorks@waldenu.edu, 6-7.
- Hsieh, Y., Pearson, T., Chang, H. & Uen, J. (2004). Spillover between work and personal life balance for lodging managers. *Journal of Human Resources in Hospitality and Tourism*, 3(2), 61-83.
- Indu, G. & Sameeksha, J. (2018). A study of work-life balance: Challenges and solutions. *International Journal of Research in Engineering, IT and Social Sciences*, 198-217.
- Jayasingam, S., Lee, S. & Zain, K. (2021).Demystifying the life domain in work-life balance: A Malaysian Perspective. *Current Psychology*. 1-12.
- Johnson-Hoffman, V.L. (2019). *Employer Strategies for Improving Employee Work-Life Balance*. Walden Dissertations and Doctoral Studies Walden University, 1-83.
- Johnson, T. & Owens, L. (2016). *Survey response rate reporting in the professional literature*. Annual meeting of American Association for Public Opinion Research, Nashville, TN, 127-133.
- Karishma, B. & Harvinder, S. (2015). Impact of gender, age and work experience on satisfaction towards work-life balance (with special reference to Bank of Baroda, Udaipur). *Journal of Business and Management (IOSR-JBM)*, 17(3), 48-53.
-

- Karkoulian, S., Srour J. & Sinan T. (2016). A gender perspective on work-life balance, perceived stress, and locus of control. *Journal of Business Research*, 1-3.
- Khandelwal, A. & Skekhawat, N. (2018). *Impact of work-life balance on employee's performance*. The IIS University at SSRN: <https://ssrn.com/abstract=3186376>, 1-2.
- Khateeb, F.R. (2021). Work-life balance - a review of theories, definitions and policies *Cross-Cultural Management Journal* 23(1), 27-55.
- Khatri, M. & Shungloo, S. (2015). Work-life imbalance - Its causes & impacts: An overview. *Ascent International Journal for Research Analysis AIJRA*, 6(1), 1-9.
- Krishnakumar, K. & Premalatha, R. (2019). Factors of work-life balance - A critical review. *Journal of Emerging Technologies and Innovative Research (JETIR)*, 6(1), 205-206
- Lakshmypriya, K. & Krishna R.G. (2016). Work-life balance and implications of spillover theory – A study on women entrepreneurs. *International Journal of Research in IT & Management*, 6(6), 96-109.
- Litt, I.S., Patnaik, B.C. & Mohapatra, D. M. (2019). Work-life balance as a parameter of job satisfaction in the manufacturing sector. *International Journal of Mechanical Engineering and Technology*, 10(2), 97-104.
- Martins, L.L., Eddlestone, K.A. & Veiga, J.F. (2002). Moderators of the relationship between work-family conflict and career satisfaction. *Academy of Management Journal*, 45, 399-409.
- Masood, Z.R. & Seema, M. (2012). Impact of demographic variables on the critical factors of work-life balance - An empirical study, *Journal of Organizational Management*, 1(1), 3-10.
- Mbanya, J. M. & Waithaka, P. (2019). Dependent care programs and employee performance in commercial banks in Nyeri County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(5), 40-52.
- Meenakshi, S.P., Venkata, S.C.V. & Ravichandran, K. (2013). The importance of work-life-balance. *IOSR Journal of Business and Management (IOSR-JBM)*. 14(3): 31-35.
- Mendis, D.S. & Weerakkody, A.S. (2017). The impact of work-life balance on employee performance with reference to telecommunication industry in Sri Lanka: A mediation model: *Kelaniya Journal of Human Resource Management*, 12(01), 72-74.
- Mulanya, C. & Kagiri, A. (2018). Effect of work-life balance on employee performance in constitutional commissions in Kenya. A case of Commission on Revenue Allocation. *The Strategic Journal of Business & Change Management*, 5(4), 1448-1466.
- Mukururi, J.N. & Ngari, N.M. (2014). Influence of work-life balance policies on employee satisfaction in Kenya's banking sector. A case of commercial banks in NCBD. *Journal of Humanities and Social Science*, 19(3), 102-112.
- Obiageli, L.O., Uzochukwu, O.C. & Ngozi, C.D. (2015), Work-life balance and employee performance in selected commercial banks in Lagos State, *European Journal of Research and Reflection in Management Sciences*, 3(4).
- Odeloye, O.F., Osibanjo, O.A., Adeyeri, O.I., Ogbari, M., Imuzeze, C. & Akande, J.O. (2020). Factors of work-life balance that influence employee performance in government-owned organisations in Nigeria: A conceptual review. *International Journal of Research and Innovation in Applied Science (IJRIAS)*, 5(10), 35-41.
- Ogundoro, O. (2019). *In search of work-life balance: Organisational and economic challenges confronting women in Banking and Management Consulting Firms in Southwest Nigeria*. Electronic Theses and Dissertations, 20-32.
- Ojo, I.S., Salau, O.P. & Falola, H.O. (2014). Work-life balance practices in Nigeria: A comparison of three sectors. *Journal of Competitiveness*, 6(2), 3-14.
- Omran, S.K.A. (2016). Work-family balance dilemma among employed parents (an empirical study). *International Journal of Business and Economic Development*, 4(1), 32-46.
- Orogbu, L.O., Onyeizugbe, C.U. & Chukwuemeke, D.N. (2015). Work-life balance and employee performance in selected commercial banks in Lagos State *European Journal of Research and Reflection in Management Sciences*, 3(4), 63-72.
- Padma, S.M.S. (2013). Role of family support in balancing personal and work-life of women employees. *IJCEM International Journal of Computational Engineering and Management*, 16(3), 93-97.
- Rizal, M., Idrus, M.S., Djumahir, & Mintarti, R. (2014). Effect of compensation on motivation, organizational commitment and employee performance (studies at local revenue management in Kendari City). *International Journal of Business and Management Invention*, 3(2), 2319–2328.
- Sareena, U.M. & Fathima, Z.M. (2020). Factors affecting the work-life balance: Study among the teachers of a government school in Sri Lanka, *Journal of Management*, 15(2), 65-73.
- Sheyindemi, A.F. & Daniel, C.O. (2022). Influence of telecommuting on work-life balance in Nigerian Export Promotion Council. *World Journal of Management and Business Studies* (ISSN: 2795-2525), 2(1), 36-46.
- Stankeviciene, A., Stankeviciene, A., Tamasevicius, V., Diskiene, D., Grakauskas, Z. & Rudinskaja, L. (2021). The mediating effect of work-life balance on the relationship between work culture and employee well-being. *Journal of Business Economics and Management*, 22(4), 988–1007.
- Tausig, M. & Fenwick, R. (2001). Unbinding time: alternate work schedules and work-life balance. *Journal of Family and Economic Issues*, 22(2), 101-120.
-

- Thevanes, N.& Mangaleswaran, T. (2018). Relationship between work-life balance and job performance of employees. *IOSR Journal of Business and Management*, 20(5), 11-16.
- Ugoani, J. (2016). Dimensionality of work (family) conflict balance and employee commitment in Nigeria. *American Journal of Business and Society*, 1(2), 42-52.
- Uzoechi, N. (2020). Institutions and organisational work-life balance policies and practices; exploring the challenges faced by Nigerian female workers. *Journal of Work-Applied Management*, Emerald Publishing Limited, 12(1),42-54.
- Walia, P. (2015). Gender and age as correlates of work-life balance. *Journal of Organisation & Human Behaviour*, 4(1),13-18.
- Wang, P., Lawler, J. & Shi, K. (2010). Work-family conflict, self-efficacy, job satisfaction, and gender: Evidences from Asia. *Journal of Leadership and Organisational Studies*, 17(3), 298-308.
- Wolor, C.W., Destria, K., Siti, F.Z. & Martono, S. (2020). The importance of work-life balance on employee performance millennial generation in Indonesia. *Journal of Critical Reviews*, 7(9), 1103-1108.
- Wolor, C.W., Supriyati, Y. & Purwana, D.(2019). Effect of organisational justice, conflict management, compensation, work stress, work motivation on employees' performance of sales people. *Humanities & Social Sciences Reviews*, 7(4), 1277–1284.