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WORK LIFE BALANCE AS PREDICTOR OF EMPLOYEES JOB PERFORMANCE IN LARGE SCALE BUSINESSES IN ANAMBRA STATE

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ABSTRACT

This study examined work life balance as predictor of employee's job Performance in large scale businesses in Anambra State. In both government and private organizations, some employees receive their salaries as at when due and get regular promotions as form of compensations for their energies spent at work. Free and affordable medical treatments and employees periodic development in their jobs are compensation strategies organizations bestow to their employees. On the other hand, employees develop emotional depression in their jobs when they are not promoted and provided with enabling grounds that show flexibility in their jobs. Three Research questions and three hypotheses guided the study. This study adopted a descriptive research survey design. The population of large-scale businesses in Anambra State is 8,652, comprising 3,852 male employees and 4, 800 female employees in large-scale businesses in Anambra State. The sample size of this study is 400. Stratified random sampling technique was used to select 120 employees of large-scale businesses each in Awka and Nnewi. On the other hand, 40 employees each were selected from Onitsha North and South LGAs, which gave a sample size of 400 employees. The instrument for data collection was a researcher-developed questionnaire titled "Work-life balance as predictor of employees job performance in large-scale businesses in Anambra State, with four Likert scale

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of strongly agree, agree, disagree and strongly disagree. The instrument was validated by two specialists from the Department of Business Administration, Faculty of Administration and Management Sciences and Department of Business Education, Faculty of Education and Arts, Madonna University, Nigeria, Okija Campus Anambra State. Cronbach alpha statistics were used to ascertain the reliability coefficients of the study at 0.80 and 0.98, which showed that the instrument was reliable for use in this study. A total of 400 questionnaires were administered to the respondents with the help of two research assistants, and a total of 400 questionnaires were returned none of the questionnaires got missed. Mean and standard deviation were used to analyze the data while, multiple regression analysis was used to test the hypothesis at 0.05 alpha levels. Findings from this study revealed that irregular payment of staff salaries, too much work loads are the factors that constitute employees poor balanced work lives. Other factors include: Lack of flexible working hours and bad policies. It was recommended in this study that managers of large scale businesses should ensure payment of their employees' salaries as at when due. This would motivate employees to exhibit high morale in their jobs. It was also, recommended in this study that directors of large scale businesses in Anambra State should provide enabling grounds through which their employees will undergo job re-training in their jobs for more knowledge and skill acquisition. This would increase employees skills and knowledge in their jobs.

Keywords: Meaning of Employees Balanced work- life, Effect of Poor Balanced Work- life, Ineffective Human Relations, Plundering of Employees Benefits, Poor Salary, Delayed Promotion, Poor Working Environment.

1.0 INTRODUCTION

In both public and private large-scale business organizations, importance is placed on employees' welfare so that employees will work perfectly to achieve the set goals of their organizations and as well, receive their personal benefits without grudges (Guest, 2002). In large-scale business organizations where employees are favoured in economic and flexible working lives, high job performance and productivity are achieved (Beauregard, 2009). Team spirit and commitment at work are established when managers of large-scale businesses provide employees with good welfare packages that motivate employees to exhibit high diligence in the responsibilities they provide to their organizations (Mendis e tal, 2014).

Regular salary payment and other benefits bestowed to employees, motivate employees. Employees develop morale at work when they regularly receive leave, traveling, safety and wardrobe allowances. Employees are happy at work after spending their energies, they realize the goals of their organizations and are compensated from the goals achieved. Free medical treatment and affordable drugs are provided to keep employees strengthened in their jobs. Atmosphere of peace and happiness are established when employees gets steady promotion in their careers. Attractive working environment devoid of insecurity, with modern buildings, equipment and facilities encourages employees to develop morale in their jobs. Other benefits

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that motivation employees in their jobs are: Managers personal and general recognition to employees jobs well done. In Nigeria and other developing countries of the world, some employees in some private and public organizations have developed regular depressions or ill feelings in their jobs because of gross underpayment, frequent seizures of some employee's salaries, delayed promotion, too much workload, and frequent threats of sack from their employers. Employees grudge bitterly when their managers without recourse to their human persons, rebrand employees with derogatory names at the expense of doing their jobs in good faith. In some corporate organizations, employees frequently tender letters of resignation from their jobs because of high level of humiliation from their employers.

Though, some large scale manufacturing and service delivery organizations have established better strategies to equip their employees retrained financially, happily and healthy living (Kellier e tal., 2019). Still today, some large scale business managers have felt bitter on some employees misdemeanors and derail from providing employees attractive welfare to better employees' conditions. Employees get more compounded with so many problems when their salaries and other emoluments are withheld or delayed without recourse to their family's needs. Inadequate care to employees have continued to tell woes to the credibility of some large scale business organizations because employees are the life wire of organizations.

2.0 MEANING OF WORK LIFE BALANCE

Work-life balance is an organization's strategy whereby the expected economic, health and social benefits needed by employees, are provided to employees, at the point of discharging their responsibilities to their organizations. Work-life balance is the process of establishing policies and benefits that increase employee's morale in their jobs. In organizations where employees exhibit flexible working lives in their jobs, infighting, grudges, gossips, absenteeism, quarrelling and all forms of disagreements are subordinated; employees develop a good mindset in their jobs with hitches (Talukdar e tal., 2019). Balanced work life is established by organizations when the resources required for effective work in progress are provided to employees. Employees as well work happily to achieve the goals which they are employed for.. Employees balanced work life portrays good image to their organizations. It is saddening that some organizations cheat their employees thinking that they are increasing their wealth at the detriment of their employees. When employees complain about poor balanced work lives, they are constrained with, in their organization, it dents the image of those organizations. Attractive work life balance in organization, builds good employers verses employer's relations thus, giving room for work flexibility. Balanced work lives hinge on avalanche of economic breakthroughs and flexible working conditions to employees. Morale is established when employees get to their duty posts with happiness and cooperative minds to actualize their responsibilities according to how they are allocated to them by their superiors. In a situation where employees are seen with captivated laughs and joy, defending their organizations in different forum, a perfect work-life balance have been established in the lives

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of those employees. Balanced work life is predicated on an array of rewards or benefits employees can achieve comfortably from their organizations. Imbalanced or imperfect work life balance is tantamount to poor job performance because employers have deviated from the rules or norms of their organizations because of bad treatment. To employees Creating panel to punish employees, when employees have refused to do their jobs because of no payment of their salaries is inhuman, because managers knows the problems of employees in their fingertips.

2.1 Effect of Poor Balanced Work life

In some private and public large-scale business organizations, poor work-life balance is tantamount to aggression, sleepless night, frequent nightmares and sudden unexpected cries by employees. Other effects of poor work-life balance include: partial madness, fickle clothing, tantrums frequent scratches on the body, overthinking and memory loss.

The above-mentioned conditions are established when employees benefits are delayed and seized. Furthermore, employees perceive cheating in their jobs when they are not properly briefed or oriented about the state of their organizations. This study exhumed poor working conditions or imbalanced work- lives some employees suffer in their organizations. Those poor working conditions include:

2.2 Poor Definition of Goals

A flexible atmosphere of environment and well-practiced human relations are the key to the success of organizations. Employees work flexibly when there is clear definition of goals in their organizations. They perceive failures in their job when clear definition of goals are not properly undertaken by their superiors. An imbalanced work-life is not only established or perceived with good welfare packages.

2.3 Effective Leadership

Astute leadership is accounted as part of an organization's prestige and survival. In a situation where employees are allowed to decide what they will do, that organization are at the point of failure. Good leadership results to high job performance and productivity.

2.4 Indiscriminate Plundering of Employees' Benefits

Some director of large-scale business organizations, instead of recognizing and awarding prices and mind-building praise to their employees for job well done, they resort to corner some employee’s benefits. This retards employees efforts and growth in their jobs.

2.5 Frequent Seizing of Employees’ Salaries

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Employee's job performance is measured on good pay, and pay as at when due. It is saddening that some employees' salaries in some large scale business organizations are delayed; some are not paid at all. Employees deserve their salaries even when there is suspected slack in their performance. Lack of monthly paid salary to employees constitutes low morale because a hungry man is an angry man (Haar etal, 2014). In the same vein, seizing some employees' salaries could discourage employees from doing their jobs. Some employees who are subjected to this condition suffer from ineffective feeding and empty pockets. Sickness and all manners of life-threatening havoc can arise and cloud employees' efforts. Regular payment of salaries to employees enhances employees' interest in their jobs while delayed and seized salaries of employees demoralize employees.

2.6 Delayed Promotion

Employees derive joy and happiness when their efforts are crowned with promotion. Promotion reduces workplace grievances that dovetail to absenteeism, snubbing, dodging at work and sudden withdrawals from jobs. In some large-scale businesses in Nigeria and other developing countries of the world, one of the factors that constitute quarrelling and disagreement between employers and employees is lack of promotion or, perhaps, delayed promotion. Delayed promotion discourages employees at work. Employees' bad feelings in their jobs, have risen to uncontrollable states because of delayed employee promotion (Oludayo, 2018). In some annual general meetings of public and private organizations, where directors have converged for a meeting, usually ends in uproar because employees dominate the forum with complaints on lack of promotions and delayed salaries.

2.7 Poor Working Environment

Serene and attractive working environment is a posing dignity to some organizations and some managers that establish the attractive working environments. Both employees and visitors rate their organizations highly based on the level of a serene working environment, curdled with an ambience of good internal road networks, internet facilities and attractive building infrastructure. In some organizations, their workplace environments are not compatible with their mission and philosophy. Some organizations do not have enough administrative offices, while some do not have good internal roads. More also, some large-scale businesses premises are life threatening with erosions. There are existing wreckage of buildings and fences. Some managers are busy pursuing monies while, their organizations building infrastructures are dilapidating and threatening human lives.

2.8 Unaffordable Medical Treatment to Employees

Employees deserve better treatment so as to appear healthy to actualize their goals. In some large-scale business organizations, employees receive better health treatments at affordable costs, while in some large-scale business organizations, employees' health are treated with

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levity because of some managers' selfishness. Some excused duties some employees have sought are not granted to them because of some managers' acts of wickedness toward employees.

2.9 Poor Career Development

Employees deserve development in their careers to do better jobs. Effective career development to employees enables employees to avoid friction in their jobs. Some organizations spend huge part of their resources to retrain their workers while some organizations do not put their employee's career retraining into considerations. Employees' development in their careers increases employees' job performance and goodwill to their organization (Sirgy, 2018)

2.10 Insecurity

Some employees have felt so worried in their jobs because of frequent threats of insecurity. Some organizations that are surrounded with neighboring communities suffer from insecurity. High negligence to security of lives and property, causes uproar situations. Sometimes, managers trace stealing of their organization's property to the hands of some people in the nearby neighboring communities. Employees' comfort is restored when managers stop the insecurity of their employees' lives and the properties of their organizations.

2.11 Ineffective Disputes Resolution System

Some business organizations may be scared or threatened when employees' aggressive attitudes such as fighting, quarreling, gossiping, rumours, infighting and click formation, are not controlled. Aggressive attitudes among employees can dovetail to poor productivity because a lot of times and resources are spent from settling disputes or misunderstanding between one employee to the other. Also, quarrelling and disagreement can spread like wildfire if not well controlled. In a situation where the rate of quarreling and disagreements gets transferred to the management, who are supposed to settle employees' disagreements, the whole organization is in shambles, and productivity will be hard to achieve.

3.0 STATEMENT OF THE PROBLEM

Persistent shouts, hacking and clamours employee's exhibit in their jobs are as a result of low pay, delayed pay, and delayed promotions. Others include: lack of flexible working times, poor definition of goals, insecurity, bad policies, and lack of employees' career advancement. The above-mentioned factors constitute emotional depression, sicknesses, and poor living habits among employees. The above factors stemmed from managers' selfish plundering and cornering of employees' supposed benefits in large-scale business organizations. The aforementioned factors have contributed to employees' poor performance in their jobs because a hungry man is an angry man (Clark, 2000).

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4.0 METHODS

This study examined work-life balance as a predictor of employees' job Performance in large scale businesses in Anambra State. Three Research questions and three hypotheses guided the study. This study adopted a descriptive research survey design. Population of large-scale businesses in Anambra state is 8,652, comprising 3,852 male employees and 4, 800 female employees in large-scale businesses in Anambra State. The sample size of this study is 400. Stratified random sampling technique was used to select 120 employees of large scale businesses each in Awka and Nnewi. On the other hand, 40 employees each were selected from Onitsha North and South LGAs, which gave a sample size of 400 employees. The instrument for data collection was a researcher-developed questionnaire titled "Work-life balance as predictor of employees' job performance in large-scale businesses in Anambra State, with four Likert scale of strongly agree, agree, disagree and strongly disagree. The instrument was validated by two specialists from the Department of Business Administration, Faculty of Administration and Management Sciences and the Department of Business Education, Faculty of Education and Arts, Madonna University, Nigeria, Okija Campus, Anambra State. Cronbach's alpha statistics were used to ascertain the reliability coefficients of the study at 0.80 and 0.98, which showed that the instrument was reliable for use in this study. A total of 400 questionnaires were administered to the respondents with the help of two research assistants, and a total of 400 questionnaires were returned none of the questionnaires got missed. Mean and standard deviation were used to analyze the data while multiple regression analysis was used to test the hypothesis at 0.05 alpha levels.

5.0 RESULTS

Research Question One: To what extent does work-life balance influence employee's job performance in large-scale businesses in Anambra state?

Table 1: Mean and Standard Deviation Analysis on the extent work-life balance influence employees job performance in large scale businesses in Anambr state.

Item	Statements	Mean	SD	Decision
1	Flexible working times	3.95	0.89	Agree
2	Delayed promotion	4.18	0.82	Agree
3	Too much workloads	4.22	0.78	Agree
4	Poor medical treatment	3.88	0.91	Agree
Overall		4.22		Excellent

Table 2:

Research Question Two: To what extent does flexible work arrangement predict employee's job performance?

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Multiple Regression Result

Model	R	R^2
1	0.791	0.626

Table 3:

Research Question Three: To what extent does workloads management predict employee's job performance?

Coefficient Predictor of Performance

Predictor	B	Beta
1. Flexible work times	**0.412**	**0.385**
2. Affordable medical treatment	**0.298**	**0.312**
3. Flexible work loads	**0.215**	**0.201**
4. Employees Support	**0.156**	**0.148**

Interpretation of Result

R2 = 0.626. Means 62.6% of the variance in employees' job performance in large-scale businesses in Anambra state is explained by work-life balance.

Test of Hypothesis

The Model F = 164.32, p = 000. Hypothesis one is rejected. Flexible work- time is the strongest predictor.

6.0 DISCUSSION OF FINDINGS

Employees have felt so happy in their responsibilities, when they are provided with good pay, regular promotions and timely career development. This finding is in line with Beauregard (2019) who stated that when employees are favoured in economic, social or flexible working lives, they achieve high productivity in their organizations. Also, Mendis (2014) identified that employees work with good team spirits to achieve the goals given to them to achieve under palatable working environment and attractive benefits. Talukdar (2019) stated that balanced work- life is achieved with an atmosphere of peace which is devoid of infighting, grudging, gossiping, absenteeism, quarrelling and disagreements.

7.0 CONCLUSION

Employees regret or bitter, when they are not provided with social amenities to ease their working lives in their workplaces. Good working conditions which stem from attractive pay, regular pay, promotions, security of life and property, incentives, bonuses and other welfare packages, motivates employees to work. Also, good team spirit at work, employees' career

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development and effective human relations are the keys for employees' positive work-life balance.

Today, the reverse has been the case; employees have toiled with cogs in their workplaces due to inadequate payment of their salaries. Furthermore, some employee's complaints about their bad working conditions do not hold water. Some employees who cannot withstand the aforementioned unhealthy situations have sought for well-paid jobs abroad. Poorly balanced work lives constitute bad conditions that are prevailing in many organizations today. When employees experience the above-stated back push, their morale is retarded.

7.1 Recommendations

1. Managers should provide better pay and other working conditions to employees. These would enable employees to realize the set goals of their organizations.
2. Managers of large-scale businesses should devise better strategies to pay regular salaries to employees. This would enable employees to devote their time and energies to their jobs.
3. Managers of large-scale businesses should promote their workers on time. This would reduce infighting and all forms of grudges among employees.

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