



**EFFECTS OF WORK LIFE
BALANCE ON EMPLOYEES
PERFORMANCE OF
ACADEMIC STAFF IN THE
POLYTECHNIC IBADAN, OYO STATE,
NIGERIA**

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Abstract

Balancing work and family responsibilities has become a significant issue, especially in the academic field. This is likely due to the distinctive nature of academic work and its connection with activities in the academic environment. Poor work life-balance is a global issue that greatly affects organizational performance as well as individual well-being and performance. Therefore, the objective of the study is to examine the effect of work-life balance on employees' performance among academic staff of The Polytechnic, Ibadan. The study adopted a survey research design with the population of 326 academic staff and the sample size 251 was selected using Bartlett, Karthik, and Higgins formula with stratified and simple random sampling techniques. A structured closed-ended questionnaire was used to elicit information from the

respondents and the multiple regression was used to test the hypothesis. Result showed that work-life balance significantly affected employees' performance with ($R=0.975$, $R^2= 0.95$). The

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study concludes that work life balance has a significant effect on employee's performance in Nigeria polytechnics. It was recommended that it is important for employer to look for better ways in improving employee performance.

Introduction

Balancing work and family responsibilities has become a significant issue, especially in the academic field. This is likely due to the distinctive nature of academic work and its connection with activities in the academic environment. Educational institutions face various challenges, where employee-related factors being the most critical, as they often influence other aspects. Employees are essential to an organization and play a crucial role in determining the overall quality of service delivery. In the education sector, employees struggle to balance work and family responsibilities to achieve a balanced life. Tasks such as teaching, administrative duties in higher education institutions, and participation in professional development activities like seminars and conferences can be overwhelming for individual employees to manage alongside family obligations. These challenges often intersect, as academic staff frequently work extra hours organizing weekend classes and other schedules, spending substantial time away from home. The idea of work-life balance is deeply rooted in the fundamental need of employees to uphold a balance between their family and work commitments (Greenhaus & Allen, 2011; Kossek & Lambert, 2005). In today's business world, employee performance is key determinant in the achievement of organizational goals. As a result, organizations look for different ways of motivating their employees, in order for them to give their best to the organization.

Employee performance is a focal point in any establishment. Every policy should be geared towards increasing the employee performance. Ryu, G. (2024) defined work life balance as “satisfaction and good functioning at work and at home with a minimum of role conflict”. It can be defined as the degree to which individuals in the workplace can fulfill their basic personal needs through their experiences within the organization. This concept recognizes that every employee, including managers, must find a harmonious equilibrium between their professional duties and their personal lives, regardless of their family commitments. It could be called a condition of equilibrium where the demand of a person's work equals that of his personal life, Flatøy, C. A. (2025), discussed that scholars' work on work life balance explain the concept as the ability to satisfy three basic domains of life i.e. work, family and personal. Work life balance is a crucial concept that concerns different workers in both the public and private industry. It does not just limit one to personal life and the work role. It goes ahead into influencing a person's mental, social, economic, as well as psychological well-being. Poor work life-balance is a global issue that greatly affects organizational performance as well as individual well-being and performance. Work makes the significant part of our lives but so does our family. A uni - polar inclination towards one would result in an unbalanced life. Finding healthy work-life stability has become a key goal for workers in many industries in today's demanding and

busy workplace. The need to balance personal commitments and well-being with work responsibilities is increasingly seen as a means of improving employee performance, overall well-being, and job satisfaction. The association between work-life balance, employee productivity, and well-being has generated much interest in theoretical research and practical administration as organizations endeavor to make happy and productive work environments. More often than not, employees encounter difficulties in trying to find a balance between their social life and responsibilities at the workplace. Thus, the objective of this study is to examine the effect of work-life balance on employees' performance among academic staff of The Polytechnic, Ibadan.

Work Life Balance

Work life balance has many unique characteristics. It often depends on the context of the conversation and the speakers view point. It means different things to different groups. The right balance today will probably be different by tomorrow. The right balance when one is single will be different after marriage and having children; when one is on a start to a new career versus when one is nearing retirement. Academics also have not reached consensus on the understanding and definition of the work life balance concept. Therefore, one of the possible definitions or views of the concepts is the division of the activities into two categories: work related and non-work -related life. Ibaceta, M., Holman, D., & Niven, K. (2024), defined it as the division between the different categories of work and non-work nature. Author states that the balance between work and non-work life is seen by individuals, when time is dedicated to both, however it is seen subjectively. According to the ilo document, work life balance is defined as the distribution of time and effort between work and other aspects of life (Fagan, *et al*). Work-life balance (WLB) refers to the ability of individuals to pursue successfully their work and non-work lives, without undue pressures from one domain undermining the satisfactory experience of the other. Etim, H. D., Edem, E. A., Andem, F. E., Gwegwe, J., & Osurua, I. (2024). A “good” work-life balance is defined as a situation in which workers feel that they are capable of balancing their work and non-work commitments, and, for the most part, do so (Moore, 2007). Generally, work life balance definition includes three important themes. These include the need for employees to achieve an acceptable balance between work and family lives, a need for employer to facilitate their employees by providing programs and provide flexibility to the employees.

According to Adnan Bataineh (2019), harmony exists between the domains of work and life when balance is reached. Accordingly, work life balance refers to a person's ability, irrespective of gender or age, to effectively handle their responsibilities at home and at

work. Kalliath and Brough (2018), identified six different but commonly used definitions as seen below:

Work-life Balance Reflects an Individual's Orientation across different roles

Work-life balance is about people having a measure of control over when, where and how they work. The extent to which an individual is engaged in and equally satisfied with his or her work and family roles respectively. Low level of inter-role conflict and high levels of inter-role facilitation contribute to higher levels of perceived work-family balance. Achieving satisfying experience in all life domains and to do so requires personal resources such as energy, time and commitment to be well distributed across domains. The extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life role priorities at a given point in time. From the above definitions, Kalliath and Brough (2018) defined work-life balance as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities. Today, work-life balance has shifted to incorporate both the issues and strategies aimed at effective time management for employees. It has also expanded to include burnout prevention and stress management. Academic staff today want better time management skills to spend time with their families and on their personal interest.

Sturges and Guest (2004) describe work-life balance as "satisfaction and good functioning work and at home with a minimum of inter-role conflict, and posit that, at times, it is characterized by the absence of unacceptable levels of conflict between work and non-work demands. It follows that when the demands of the work and non-work domains are mutually incompatible, conflict may occur, and it is for this reason, that a lack of balance between work and non-work is commonly conceptualized as work/family conflict or work/non-work conflict. Work life balance refers to the effective management of multiple responsibilities at work, at home, and in the other aspects of life. It is an issue that is important both to the organizations and to employees. In the current economic scenario, organizations are hard pressed for higher productivity and need employees with improved work-life balance as an employee with better work-life balance will contribute more meaningfully towards the organizational growth and success (Naithani, 2010).

Achieving work life balance, according to Gautam and Jain (2018), entails deftly striking a balance between our paid professions and other meaningful endeavors, like volunteering, spending time with families, returning to school, or engaging in leisure and sports. It includes the proportion of an employee's time spent between work and family. An imbalance between work and family either an excessive amount of work or an excessive amount of family time may result in stress and unfavorable work attitudes, which can

eventually lead to burnout (Sen and Hooja, 2018). different authors have attempted to explain and emphasized the interconnection of work and personal life in the organization setting, namely:

- (1) “the compensation effect implies that employees tend to compensate for low work or personal life satisfaction by seeking contentment in the other domain”; and
- (2) “the spill-over view that indicates that job satisfaction spills over into one’s work life and vice versa.” (Bruck Allen & Spector, 2002; Gibson, Ivancevich, Donnelly & Konopaske, 2006). Gibson et al. (2006: 197-198). to reinforce this, a study by Manuel and Ramos (2008) on work-life balance among workers in the business processing outsourcing (BOP) in the Philippines, most of the respondents have encountered difficulties to balance their work and life at the same time.

Moreover, the study revealed that work schedules affect or obstruct appointments for studies and family time. Work-life balance practices spans from work-life conflict experienced by employee. Work life conflict is the inter-role conflict that results when one’s roles as an employee is incompatible with one other area such as being a spouse, parent or with other religious and leisure activities. The concept of work life conflict recognizes that most individuals have multiple roles. Work-life balance practices help minimize the amount of work life conflict and also target the antecedents (Lero and Bardoel, 2007). Some of the antecedents of work-life conflicts include heavy job demands and job overloads. Work-life balance is of utmost importance to government and policy makers as it is the individual who is the core to the healthy functioning of the society. Work-life balance is said to be the aggregate time an individual use to carry out his work in comparison with the aggregate time spent with relations and other individual’s engagement. It can also be said to be the process of regulating the work designs to permit staff to join work with their other duties like child care or aged family member (Upadhaya, Munir and Blount, 2014).

Increased Productivity: Studies have shown that employees who have better work life balance are more productive, creative and motivated. For example, one study found that employees who have a great balance of work and personal time are more productive by as much as 30%. Being able to disconnect from work and focus on other things, whether it’s spending time with family, pursuing a hobby, or simply relaxing can help you come back to your work with renewed energy and focus. Plus, when you are feeling more balanced you are less likely to burn out, which can lead to a decreased in productivity and even health issues.

Improved Health: When you are constantly working, it can be easy to neglect your health. But maintaining a good work life balance can have a positive impact on your physical and mental wellbeing. a study by the American psychological association found that people

who maintain a good balance of work, as well as personal time are more likely to have a good health and less likely to report poor health. When you are able to disconnect from work, you are able to focus on other things like exercise, healthy eating, and getting enough sleep. Plus, having a better balance will reduce stress.

Better Relationships: When one is working for long hours, it can be easy to neglect your relationships. But maintaining a good work life balance will have a positive impact on your personal relationships. When one disconnect from work, you can focus on other things, like spending time with friends and family, pursuing hobbies, and building new relationships. Also having a better balance can reduce stress, which can lead to better communication and such individual will be able to handle the demands of their jobs, which in turn can lead to a better performance and more job satisfaction.

Better Career Opportunities: Employees who have a good balance of work time and personal time are more likely to be promoted and have better job satisfaction. By disconnecting from work one will be able to focus on other things like learning new skills, networking and exploring new career opportunities.

Promote Organization's Image: One of the ways how an organization can promote its image is by showing care to their employees. By doing this, the organization has a positive reputation to the outside world.

Dimensions of Work -Life Balance

They are various factors that promote a healthy work life balance which are both beneficial to an employee and an employer. Some of those factors include:

Self –Management

Lecturers with Good Self-Management Skills do not need Supervision to Complete Tasks on Time and can motivate themselves to get their work done. They can manage their time, resources, stress levels, behaviours and emotions to the best of their abilities. Self-management is a necessary soft skill required in a job. It has become a necessity nowadays considering the kind of pressure lecturers go through in their professional life. In order to be good in managing things, lecturers have to be very organized and disciplined in their life. In order to get ahead in their career, they should also know how to get over stress and anxiety. Self-management refers to the way employers manage and monitor their own behavior and take responsibility of every action they make. Bergen et al., (2002) also viewed self-management as an individual exerting control over some aspect of his or her decision making and selected behavior. It is also the method, skills and strategies by which an individual can effectively manage their bodies, thoughts, feelings and behaviours in a way that is consistent with the achievement of their objectives. To be able to manage self

effectively, an individual must define specific behaviours related to individual goals and take appropriate action. The reason behind self-management is that employees take an active role in regulating their performance, this is done by setting their own goals, monitor their behavior related to the goals set and finally reward themselves for the achievement of set goals. Self-management seems to be a basic prerequisite for work-life balance as the individual manages his or her self and strategies on managing other activities and people around them as well.

Steven, (2002), proposed eight habits as an agenda for self-management:

- Be proactive by choosing the right means and ends in life
- Take personal responsibility for your actions
- Begin with the end in mind
- Be goal oriented: Put first things first
- Establish firm priorities that will help you accomplish your goals and mission in life
- Balance your work daily and plan for future accomplishments
- Think win/win: Be positive minded, seek creative and mutually beneficial solutions to problems and conflicts, seek to understand first, then be understood.
- Synergize: There is need to generate teamwork among individuals with unique abilities and potentials. The first and effective step for any individual practicing work-life balance must be to pick any of the self-management habit strategies for instance, the think win/win might remind a conflict prone teacher to practice co-operative teamwork behaviours with both family members and co-workers. the seek first to understand before being understood habit helps female lecturers to minimize stress and enjoy a work-life balance because listening more calms their nerves and gives them a more coordinated mindset and atmosphere in dealing with issues.

According to Stent and Staden (2018) self-management is an essential managerial competency and entails taking responsibilities for one's own actions and behaviours. Another important point they stated is lecturers who do not have effective self-management competencies may affect their service delivery adversely. As Opatha (2010), stated that self-management refers to a deliberate and systematic attempt to plan and control a person's life for achieving his/hers life goals without wasting time, energy and available resources. Furthermore, he defined self-management as the totality, knowledge, attitudes, skills, techniques and systems that assist you to plan and control your precious life to achieve what you want as a person of good personal quality. In other words, self-management is a process that begins with monitoring and evaluating one's behaviour followed by reinforcing improvements in one's performance (Hughes et al.,

2013). However, self-management can be said to be a personal decision arrived at through conscious deliberation for the purpose of integrating action which is designed to achieve certain desired outcomes or goals as determined by the individual himself (Goldried et al., 2013).

Work Flexibility: Working flexibility practical explains measures put in place by a formal system or organizations in which allows an individual or employee design a suitable working arrangement where both parties interest are factored in and put into consideration for effectiveness and expected organizational output without encroaching into the individual's private life. Flexible working hours have been introduced to benefit parent/ caring employees to help them fulfill work and life responsibilities and achieve work-life balance. Flexible working hours have been introduced to benefit parent/ caring employees to help them fulfill work and life responsibilities and achieve work-life balance. In the recent work-life balance survey, researchers found that employees believe that flexible working practices improve workplace morale, positively influencing work-life balance; employees think the employer can help them balance their work and life roles. Malik and Ahmad (2011) state that digital technologies have made it more practicable for workers to keep contact with supervisors using several devices, like smartphones, electronic mails, and computer systems, which aid them to finish their tasks elsewhere than confinement of the office. Staffs return email and voice mail after hours of work and weekends (Hawkins & Weitzman, 2001). Flexibility gives employees the ability to control when, where, and how much time to work, flexibility contributes to allocating work and life responsibilities. Thus, an employee might fulfill their working and non-working roles efficiently. Achievement of inside the job and outside the work responsibilities leads to finding work-life balance, which increases overall life satisfaction. However, it might be said that the use of flexible working practices positively influences the employee's work-life balance and overall life satisfaction.

Leave Policy: Leave policy is a set of rules, procedures, and guidelines put up by an organization that falls in line with federal and local laws, which govern the time frame and reporting procedures for the time taken off work. According to Orubu, Onyeizugbe, And Chukwuemeka (2015), leave is the amount of hours/days employees of an organization are permitted to be away from their employment position within a period without consequences. This time off is paid by the company. It also gives the ability for employee to release themselves from work stress and create a balance between work and their family activities. There are different types of leave policy which are:

Annual Leave: Annual leave can be defined as paid leave for the purpose of recreation to which employees become entitled after a period of qualifying service or employment with a particular employer (work place information, 2002). This is a type of leave that an

employee is entitled to after working with their employer for an extended period. This is made possible for the employee to refresh himself or relieve himself from work pressure. However, most employees use the opportunity to go on vacation.

Nigeria has been greatly influenced by the British system. The provisions of the Nigerian labour act (1974) mainly concern blue-collar workers and are very basic with limited government regulations for employers. Daily hours of work are to be fixed by mutual agreement or by collective bargaining between the employer and employee (section 13:1). provision is made for rest intervals of no less than one hour in total if the day's work is longer than 6 hours (section 13,3), and for one day's rest per week (section 13:7). After twelve months of continuous service, a worker is entitled to an annual leave of at least six working days that may not be deferred by more than twelve months (section 18).

Parental Leave: Parental leave is an official permission given to employees with child care giving responsibilities. Women are entitled to twelve weeks' maternity leave with at least half pay but usually the customary benefits are more generous with maternity leave fully paid. The female employees often times are the greater beneficiaries of this leave in Nigeria where maternity leave allows a nursing mother to be away from work for 3 months.

Paid Family and Medical Leave: It is an officially granted leave of absence from work to attend to dependent care challenges or personal health concerns of the employee. Olumuyiwa Akinrole, Oludayo (2015).

Sick Leave: Sick leave is the type of leave that enables an employee to take some time from work to take care of or attend to personal health and safety needs without losing pay.

Study Leave: This type of leave is given to any employee undertaking an approved study course. This purpose is to enable self-development.

Job Sharing

Job sharing or shared work is an arrangement wherein two or more people having similar job profile divide their responsibilities by dividing the time and compensation among themselves (León et al., 2019). In addition to the benefit that employees get with regards to their time-related commitments, it also develops employee partnerships and support (lazar et al., 2010). According to Ioan, Codruta, and Patricia (2010), job distribution is a practice that permits more than one worker to simultaneously occupy a permanent work position with tasks and work hours divided among the staff. Work distribution is most suitable, where there are limited openings for temporary jobs or other measures. One of the benefits of implementing a job sharing policy is that it gives employees sufficient time to prepare for other appointments such as care for the family.

Moreover, job distribution promotes cooperation among workers where job sharers can provide mutual support for each other and learn from each other. Job sharing is a relatively new and innovative method of work arrangement that allows two or more employees to fill one full-time job jointly.

The responsibilities and working time, salary, leave, and benefits are divided between the participants according to the proportion of time each person works. This way of working sprung up during the 1970s but did not become popular until the 2000s, when working mothers were looking for more flexibility in their jobs and quality of life became more of a priority for everyone. Theoretically, job sharing can be in any profession, including law, medicine, scientific research, and many more. It can help facilitate a more appropriate work-life balance for parents of young children. Job sharing can increase flexibility, motivation, job satisfaction, time for other commitments, and facilitates the development of partnerships, work at two different jobs to expand their experience. Combining a more comprehensive range of skills and experience in a single job can improve staff retention, increase productivity, and acquire skilled workers, although, it is not widely adopted, and its implementation is often restricted because of a culture of full-time work and economic motive, difficulty in finding compatible partners that can share a job, and the historically negative perceptions of individuals not wholly committed to their job and employer. Moreover, managers may form a perception that job sharing will increase the workload of managers as a result of supervising two employees instead of one employee.

Relevance of Work-Life Balance

The rationale for its application in Nigeria, especially the tertiary institutions cannot be ignored. With a satisfactory work-life balance, employers can reap a range of benefits. Productivity is higher, absenteeism is low and physical and mental health improved with a higher commitment and motivation to work. As stated by Popoola (2010), human beings are material resources which are liable to deterioration and failure if not replenished. Academic staff perform optimally when they are refreshed, balanced, trained and have a conducive atmosphere for performance. Today, in our tertiary institutions, academic staff need work-life balance practices since our institutions have become centres of violence and hostility. Thus, gone are those days when academic staff felt proud and safe of their jobs. An average Nigerian academic staff's everyday life is full of emotional stress, burnout, fear, tension, anger, frustration and mental exertion. There is an ever-increasing number of students to handle in a lecture hall that is not well equipped and overcrowded, ill equipped offices, increasing number of scripts to mark in the midst of the academic staff personal need for prospects of promotion, family and societal expectations and responsibilities. On this note, the difference between office and home is not distinguished

as many seem to carry office work to their houses in order to meet up with the deadlines. If an academic staff does not have time to relax and recharge, their ability to do their job decreases and their performance level suffers. thus, from a management point of view, it is important to encourage a lecturer to take time off from work instead of putting in long hours creating a schedule that allows the lecturers to do activities they feel will help them to be better employees, friends and family members. Once the time to work is over, the lecturers need to learn to walk away from the books and laptops and not answer the cell phone for work calls. This type of balance is not easy to achieve because there will always be people who want to make demands on an individual's time. Lecturers need to learn that it is okay to say no and only agree to take an additional task if they are important.

Employees Performance

Performance is a multi-component concept, in that it can be judged by many different constituencies depending on perception, values, and attitudes resulting in different interpretations and having various implications in different contexts. Performance is a function of individual ability, skill, and effort in a given situation that involves taking a complex series of actions that integrate skills, expertise, and knowledge to produce a valuable result and in measuring competitiveness. Performance will be operationalized here as the achievement of goals at the organisational level which could be influenced by work-life balance factors. This is because the new generation workforce who are intelligent in technology and multitasking wants freedom and flexibility in working time. A worker's achievement has continually been a crucial issue in the management of any organization (Kelidbari, Dizgah, and Yusefi, 2011).

Consequently, the staff's performance is a vital structure of the workplace; thus, it must be critically examined by the management to ensure a thriving work environment. According to Ahmad Shahzad and Khurram (2011), employee achievement represents the general conviction of personnel about their behavior and efforts geared towards achieving organizational objectives.

Ahmad Shahzad et al (2011) believe that apparent employee achievement encompasses the complete view of an organization's personnel on how they behave or attain corporate objective. The researchers proceed to state that reward programs, performance appraisal, and promotional measures are factors that determine the degree to which they perform. Likewise, Anitha (2014) describes employee performance as a measure of the employee's output that is linked with the achievement of organizational productivity and further stated that work condition, management, team and co-employees' relationship, compensation programs, codes and conducts, as well as employee's appointment, are the significant determinants of employee performance.

Theoretical Review

This study is anchored principally on Boundary Theory Weiss, S., & Ortlieb, R. (2025) holds that individuals manage the boundaries between work and personal life through the processes of segmenting or integrating the domains. The idea that individuals actively segment or integrate their work and personal life domains is a seminal concept within boundary theory. Segmentation exists when there is low flexibility to leave one domain to attend to the other and low permeability of the domain boundaries. An individual at the end of the continuum would maintain work and personal life as separate domains. For instance, such an individual would not interrupt work to attend to personal matters. Boundary theory focuses on outcomes such as the meanings people assign to home and work. Gerald, D. T., Chambel, M. J., & Carvalho, V. S. (2025) and the ease and frequency of transitioning between roles (Ashforth et al., 2000). This theory suggests that individuals manage the boundaries between work and personal life through segmentation processes and/or integration of domains. (Bulgar, Matthews and Hoffamn, 2007). Boundary theory emphasizes on the ways that workers create, preserve and alter boundaries so that they may simplify and classify the world they experience (Ashforth, Kreiner and Fugate, 2000). The boundary theory has its origin in the sociological work of Nippert-eng (1996) wherein he described how people seek to find and assign meaning to work and home and ease the transition from work to family and family to work. according to this theory, the flexibility and limit to switch over the boundaries between people's work and family lives will affect the level of work-life balance, and determines the ease of transitions between the two spheres, and the level of conflict between these domains are closely related. Boundaries that are flexible facilitate integration between work and home domains. When domains are relatively integrated, mutual transition is easier, but that may lead to work-family conflict. Conversely, when these domains are segmented; transition is more effortful, but work-family conflict is less likely (Bellavia and Frone, 2005).

Employees are highly valued asset in any firm (Baral & Bhargava, 2010), explains that a successful and productive business can easily be achieved by actively engaging employees in the process of improving the performance. Khaled, R., Ali, H., & Mohamed, E. K. (2021) defines performance in terms of output; "the achievement of the set quantified objectives. according to Inuwa (2016), performance is closely related to output's quality and quantity, output timeliness, job presence and attendance, efficiency, and effectiveness in completing a task, employee performance refers to an outstanding execution of job duties by an employee or group of employees as addressed and determined by the organization's management to an established benchmark while systematically and logically making use of the available resources within a dynamic environment. All organizations are set up with clear and definite goals and objectives to accomplish. These goals can only be achieved by employing human resources, machines,

materials, and money. Out of all these resources mentioned above, human resources are the most important. Human resources perform a significant role in task accomplishment. Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period. Lestari, S., Watini, S., & Rose, D. E. (2024). According to this definition performance is set of outcomes produced during a certain time period. Hence the researchers have developed the working definition of employee performance for study purpose is that, “achievement of targets of the tasks assigned to employees within particular period of time”. According to Saidin, K., Wan, P., Halim, W. A., & Solihah, W. F. (2024) performance is related to that which the individual that is hired do in fulfilling her / his duties and the activities that can be examined and measurable are reflected.

According to business dictionary employee performance is the job- related activities expected of a worker and how well those activities were executed. The organization success depends on the employee performance.

Performance could be described in various ways. It could be an act of accomplishing or executing a given task (Simon, H. A. 2024). It could also be described as the ability to combine skillfully the right behaviour towards the achievement of organizational goals and objectives. Alzadjali, B., & Ahmad, S. Z. (2024) argued that job performance is determined by the worker ‘s level of participation in the day to day running of the organization. Job performances are typically determined by the motivation to work hard and high motivation means greater efforts and higher performances (Ify, I. P. 2024) thus, it can be said that motivation is to push workers towards improved performance and increased productivity (Ahmad, S., Wong, W. K., Riaz, S., & Iqbal, A. 2024). Also, the managements ‘concern has increased for the employees for keep them motivated on the job (Celestin, M., Vasuki, M., Sujatha, S., & Kumar, A. D. 2024). In the context of work settings, the performance of all individuals that makes up the organization is targeted towards the achievement of the goals of the organization. The overall productivity of the organization is hinged on the performance of each individual within the organization. contemporary organizations in today ‘s context are characterized by such constantly changing dynamics as complexity of customization and competitiveness, importance of people rather than strategies; reliance on technology and the rise of knowledge economy both for the individual employees and the organization as a whole among many other organizational issues (Ardo, M. A., Gurin, I. M., & Buhari, M. 2024).

Measures of Employees Performance

according to Liu et al. (2021), companies can invest in work life balance programs and policies to improve employee performance, productivity, reduce absenteeism, reduce stress among employees, improve employees’ health and wellbeing, increase dedication, loyalty, and motivation, enhance customer services, improve employee health, enable

flexible work schedules, and have a happier, more motivated workforce. Therefore, work-life balance is crucial for employees and improves their productivity inside the company (Liu et al., 2021).

Roopavathi and Kishore (2021) assert that using several approaches makes employee productivity measurable. According to Wong et al. (2020), the worrying issue is how someone can manage both a fulfilling personal life and productive professional performances. The question about whether these aspects are complementary or conflicting with one another arises. According to Johari et al. (2018), an inability to maintain precise balance and improved control would result in a lack of energy and an excessive workload. Fatigue and subpar performance are caused by the imbalance, which further lowers the standard of living (Roopavathi & Kishore, 2021).

In light of this, controlling employee performance has emerged as one of the primary factors influencing organizational success in the current environment of developing a more devoted and effective workforce. It entails timely delivery of work, attendance at work, accommodating and helpful behavior, and both the amount and quality of output (Sari, Aliyu & Ahmad, 2017). Enhancing organizational performance is mostly dependent on employee performance. It outlines the tasks that employees perform for the company or refrain from doing so. Within the context of an organization, performance is commonly understood to be the degree to which a member of the organization contributes to the achievement of the organization's objectives. Motivation affects work-life balance because motivated employees will put forth more effort at work, which will boost employee productivity within an organization (Singh, 2018).

The following are some factors influencing employee's performance:

Work Environment: A supportive, safe, and motivating environment boosts morale and productivity, while a toxic or stressful workplace can hurt performance.

Leadership and Management Style: Effective, communicative, and fair leadership encourages better employee performance, whereas poor leadership can create confusion and disengagement.

Training and Development Opportunities: Providing employees with skills development and career growth opportunities helps them perform better and stay engaged.

Work-Life Balance: Employees who can balance work with personal life tend to be more satisfied, less stressed, and more productive.

Recognition and Reward Systems: Regular recognition and fair rewards for good work motivate employees to maintain or improve their performance.

Empirical Review

Kinman's (1998) study showed that the strongest predictor of psychological distress and job dissatisfaction was the demands relating to the work-home interface. Furthermore, more than half of the academics surveyed in past studies indicated that they regularly

worked at home during evenings and weekends. this practice could compound the risk of work-home conflict by preventing the development of firm physical and psychological boundaries between the two domains and preventing academics from participating fully in home life (family outings, get together, and family time out among others) and leisure activities. There is some evidence that merging of boundaries between work and home life can have a deleterious impact on family functioning, individual wellbeing and self-concept confusion (Frone, 2003). It cannot be assumed, however, that a high degree of integration between work and home is inherently damaging (Greenhaus & Parasuraman, 1999).

Professionals who are deeply involved in their work might desire little separation between their work and home lives (Lewis, 2003). Whether it is desirable (or possible) to compartmentalize “work” and “non-work” into distinct, non-overlapping domains is questionable (Nipper-eng, 1996). Work life balance has a huge influence on employee’s performance. A recent study by Nwangi (2017) found that work-life balance has a negative impact on lecturers’ performance at higher education institutions. Work-life balance practices, according to Aguenza and Som (2015), are one of the variables that motivate workers to improve their service delivery. A well-established work-life balance strategy may help people manage both their professional and personal lives better. As a result, lecturers are more engaged in the work place, more satisfied with their jobs, and are more likely to stick around. The following are some of the factors that can influence employees’ performance thereby leading to a favourable work balance to both employers and employees:

Mendis and Weerackkody (2014) researched the relationship between work-life balance and employee performance regarding the telecommunication industry of Sri Lanka, using the cluster sampling method as the research design. The target population of this research is executive- level married employees in the telecommunication industry in Sri Lanka. The hypothesis was tested using univariate and bivariate statistics methods. The data were analyzed through SPSS 20.0 software to determine the relationship between variables. The findings revealed a strong relationship between work-life balance and employee performance. The connection is positive and has a significant level. The research finding gave evidence that the better work-life balance of the employees leads to increased employee performance.

Mmakwe, Kido, and Ukoha (2018) studied work-life balance and employee performance in Nigerian banks, port-Harcourt city, and rivers state. The study population consisted of 769 employees in 4 higher institutions in port-Harcourt, randomly selected, and the sample size was 400, derived from using the taro Yamen formula. The spearman rank order correlation coefficient was the appropriate statistical technique to analyze the data.

The findings revealed a strong correlation between the measures of work-life balance and employee performance measures. The study recommends that organizations in the banking sector promote policies and structures that foster a balance between the personal commitment and responsibilities of an employee and his organizational roles and duties to enhance employee performance effectively.

Research conducted by Obiageli, Uzochukwu, and Ngozi (2015) appraised work-life balance and personnel accomplishment in chosen banks in Lagos state. This study's research design was a descriptive survey research method with a study population of 759. The sample size was determined using Taro Yamane's formula, and the sample size computed was 262. The data obtained were analyzed using Pearson's product moment correlation and regression analysis. Consequently, hypotheses were tested. The findings from this study revealed that work-life balance and employee performance are significantly related. This research further recommended that this commercial institution's executives must encourage work-related programs that will enhance employee performance.

Methodology

The study adopted a survey method which adopted a cross-sectional design. A cross-sectional design is a type of research study that involves the collection of data from a population or sample at a single point in time. A structured closed-ended questionnaire was used to elicit information from the respondents. A sample size of two hundred and fifty-one academic staff (251) of The Polytechnic, Ibadan was selected from the total population of three hundred and twenty-six (326) using Bartlett, Karthik, and Higgins (2001) sample determination method. A stratified random sampling technique was employed to categorize the population into relevant subgroups – staff of the Polytechnic Ibadan. Simple random sampling was applied in each stratum to select unbiased representatives.

Data Analysis

The study employed the Statistical Package for Social Sciences (IBM-SPSS, version 27). Data was analyzed in two forms; namely descriptive and inferential. Descriptive statistics was used to analyse the respondents' socio- demographic characteristics while the inferential statistics such as multiple regression were used to test the hypothesis postulated in the study.

Results

Hypothesis 1: There is no significant relationship between work-life balance and employees' performance among academic staff of The Polytechnic, Ibadan

Perception of respondents on the performance of employees in the tertiary institution.

S/N	Statements	N (Σf)	Mean	Std.	Rank	Decision
1.	Employees perceive continuing workshops and academic development plans as crucial to improving their performance.	251	4.34	0.925	5	Agreed
2	Employees believe that the institutions that invest in capacity building will experience higher staff productivity.	251	4.43	0.847	3	Agreed
3	Prompt salary payment and good welfare packages are perceived as factors that enhance employee performance.	251	4.41	0.878	4	Agreed
4	Supportive leadership and job stability are considered as factors that enhance employee commitment.	251	4.45	0.825	2	Agreed
5	Employees believe that transparent and fair performance appraisal systems enhance performance.	251	4.47	0.796	1	Agreed

Source: Field Survey, 2025.

From Table 1, it is observed that majority of employees in the polytechnic perceive continuing workshops and academic development plans as crucial to improving their performance (mean = 4.34); believe that the institutions that invest in capacity building will experience higher staff productivity (mean = 4.43); perceive prompt salary payment and good welfare packages as factors that enhance employee performance (mean = 4.41); perceive supportive leadership and job stability as factors that enhance employee commitment (mean = 4.45); and believe that transparent and fair performance appraisal systems enhance performance (mean = 4.47) based on the fact that the obtained mean score in each statement is greater than cut off mean 3.0.

Model Summary

Model	R	R-Square	Adjusted R Square	Std. Error of the Estimate
1	0.975 ^a	0.951	0.950	0.20617

a. Predictors: (Constant), Predictors: (Constant), self-management, work flexibility, leave policy and job sharing.

Table 2 shows the coefficient of determination (R-Square =0.95). This value indicates that 95% variations in employee performance in the institution can be explained by self-management, work flexibility, leave policy, and job sharing. Hence, 5% of variation in the employee performance could be explained only by other factors that were not included in the study model and not investigated in this study.

Discussion of the Findings

The aim of this study is to investigate the effect of work-life balance measured by; self-management, work flexibility, leave policy, and job sharing on employee performance in The Polytechnic Ibadan. The findings are discussed in line with the formulated hypotheses. The hypothesis five which states the” Work life-balance does not have a significant impact on employee performance” was rejected based on the study’s finding. From this study, the coefficient of determination ($R^2 = 0.951$) reveals that 95.1% of the variation in employee performance was explained by the joint effect of self-management, work flexibility, leave policy, and job sharing. This result supports by the Greenhaus and Allen (2011), who observed that well-organized work-life balance programs significantly impact employee results such as satisfaction, performance, and retention. In general, the study concludes that all four measurements of work-life balance assessed have a statistically significant effect on the performance of employee (academic staff) of The Polytechnic, Ibadan.

Conclusion

This study revealed that work life balance has a significant effect on employee’s performance in Nigeria polytechnics. This demonstrates the critical role of work-life balance in enhancing employees' performance in the polytechnic Ibadan, Oyo State, Nigeria. Employers must pay attention to work-life balance factor because, in career, work-life balance has high influence on employee performance and job satisfaction. Organisations that take a WLB in their stride are ensuring that their employees are healthy, that they are productive, they are engaged, and they should want to remain. Yet, the cultural and technological advances of organizations make it hard to realize work-life balance. Organizations can help create a work-life balance by supporting work environments via things like flexible work arrangements as well as boundaries regarding after-hours communication. This is because the social and psychological life of every employee needs to be rightly put in check for them to be an asset and not just an employee that is used to carry out day to day operations of the organisation.

Recommendation

In line with Vans Cotter (2000) high employee performance led an organization to have greater opportunities for employees than those who have low performance. Therefore,

- it is important for employer to look for better ways in improving employee performance. This can be done by helping them prioritize their work and life activities. When this is achieved, employee is motivated to render their service efficiently and effectively.
- This study concludes that work life balance philosophy is associated with real benefits for an organization as it enhances employee performance.
- In order for an organisation to enhance sustainable performance, it must appreciate the importance of progressive leave policy at all levels of employee operations.
- Organisation should establish a work leave plan for its employees to have the days disposed of. This will enhance work life balance.

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