



Investigating the Influence of Work-Life Balance Strategies on Work Behaviour among Employees of selected Broadcasting Firm, Ibadan, Nigeria

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Abstract. Balancing a successful career with personal and family life can be challenging as it has impact on work behaviour and personal life's roles. Many employees often experienced difficulties in attempting to balance employment responsibilities with their social life due to the shortfall of positive strategies emplaced in organisations. This study attempts to investigate the work life balance strategies and its influence on employee behaviour among employees in radio Nigeria. Study adopted a descriptive survey research design with social exchange theory giving a conceptual guide to the study. *Taro Yamane's* formula for sample size determination was engaged to select 200 participants from the population of 500 as stratified random sampling technique was further deployed. The study is a mixed method as semi-structured instrument and in-depth interview guide was used in gathering both quantitative and qualitative data. The findings of this study revealed that work life balance had a significant influence on job involvement of employees ($r = .386^{**}$, $N= 200$, $P < .05$). It was concluded that there is a significant relationship between work life balance and job involvement. Therefore study further established the significant influence between work life balance and job engagement among employees in the selected study organisation. The study however recommended that organization should ensure they formulate, modify and implement work life balance model as a corporate culture to drive higher employee performance and engagement. Hence to achieve competitive advantage, work life balance must be a continuum and constantly evaluated for possible modification.

Keywords: Work-Life Balance, Work Behaviour, Job Engagement, Human Resource Management, Job Involvement.

1. Background to the Study

Employee behaviour is key determinant in the achievement of organizational goals in the current world of work. To this effect, high performing organizations are consistently navigating strategies that boost greater workforce motivation for optimum productivity and sustainable competitive advantage (Akinbo, 2019; Pathak and Deepak, 2019). Prevalent among these initiative is work life balance as it is revealed that employees undergo certain dilemma both physical, mental and emotional constraints in trying to balance their work role, personal life role and family obligation. However more pressure has been added as work structure and processes are redefined due to complexities imposed by the advent of globalisation, industrialisation and the digital work space. The trajectory of work life balance can be traced to the 1980s as more women were seen taking up paid employment with dependent children thereby exposing them to real-time challenges (Yadav and Rani, 2015). Work life balance (WLB) involves creating a healthy and inclusive work environment that permits employees to strike a balance between personal and career responsibility (Fajana, 2006; Mittal, 2017; Wolor, Destria, Zahra and Martono, 2020). It is a state of self-employee satisfaction as dual roles of job and domestic are not conflicting but balanced to drive for individual and organisational performance. Work life balance is a concept for engaging prioritization between family, spiritual, career, ambition and lifestyle aspirations.

Many Nigerian communication sector organisations are known for long hour work culture, and work overload on employees. Hence, the absence of work flexibility, work pressure and longer working hours are identified as stressors reducing employee levels of job engagement and satisfaction causing separations in marriage in extreme cases. These realities have created complications on both domestic and professional sphere of the employees. In

extension, organisations are not excluded from this menace resulting from imbalances as negative outcomes of poor morale, employee dissatisfaction, absenteeism, labour turnover continues to plague business goals. Hence, this increasing demand in the workplace coupled with multiple obligations outside the work environment has placed responsibility on managers of to find ways to balance the priorities of their employees. Balancing employees priorities is initiating models that fosters employee involvement for higher degree of productivity.

Employee involvement is referred to personal engagement, where people bring their personal selves to perform their work roles. Employees who are involved express their authentic selves through physical involvement, cognitive awareness and emotional connections (Ogunsanya, 2017). Conversely, disengaged employees distance themselves from their roles, and suppress their personal involvement in the physical, cognitive and emotional aspects of their work. If such a situation is prolonged and no drastic action is taken to address the issue of work life balance, it could lead to high turnover intention and job-hopping among employees (Kumara and Fasana, 2018).

Work life balance is significant to employees in both private and public sector. It goes beyond prioritizing work role and employees personal life; it extends to social, psychological, economical and mental well-being of an individual. All of these jointly reflect in the output of the individual, which consequently influence employee job performance in the work place on the long run (Azeem and Akhtar, 2014). Instantiating the above, competition for market leadership may drive managers to assigning employees with excessive work load for the purpose of meeting deadlines. These employees engage their capacities to be rewarded and ultimately retained at detriment of their personal life. All these have been found to affect the upbringing of children, lead to broken and unhappy homes, ill health and poor social life (Ako, 2020).

1.1 Statement of the Problem

The ability to balance between workplace's needs and personal life's needs is perceived as an important issue among workers globally. Many employees often have difficulties in attempting to balance employment responsibilities with their social life. This assertion was empirically supported by a survey of Strategic Human Resource Management (SHRM) as 70% employees reported an unhealthy balance between their careers and personal priorities as they

ranked family as priority to them (Rife and Halla, 2015). Conversely, family and work are the most important domains of life for most adults. Globally, the modern economy and the related social changes like technological advancement and increasing number of dual-earner families, has presented pressure on harmonizing personal, family and work life. Work-life balance is especially important when the organizations have to manage highly technical and professional jobs because their high commitment and loyalty is needed for the success of the organization.

Previous study have investigated the impact of work-life balance on employees productivity such as studies conducted by Fapohunda, 2015; Falola, Omoniyi and Olokunun, 2016; some took an institutional perspective, emphasising on the policy of legislation, regulation and implementations in the area of work flexibility and structures (Ovuorie, 2013; Adisa, 2016; Nwagbara, 2020). Others viewed work life balance from a gender approach, assessing the experiences of women and the minority in balancing career and their care giving obligations at home (Otobo, 2006; Turner, 2017). However none of these studies investigated the influence of work life balance on the employee job engagement in the communication sector that is, radio Nigeria, Ibadan, Oyo State.

1.2 Research Question

- What are the work life balance strategies in the selected study organization?
- Are there link between work life balance and employees work behaviour (job involvement and job engagement) in the study organization?

1.3 Aim and Objectives of the Study

The broad objective of the study is to investigate the influence of work life balance on employee's behaviour in some selected organizations in Ibadan.

The following specific objectives were set out to achieve the above:

- To find out the work life balance strategies adopted in the selected study organization.
- Investigate the link between work life balance and employees work behaviour (job involvement and job engagement) in the selected study organization.

1.4 Significance of the Study

To the policy makers, this study provides useful information for government legislative frameworks for establishment and policy statements for the implementation of work life balance programs. This study will be strategic for human resource professionals to design an inclusive work life balance model which will support employees to balance their job life and family life. At the end, organizations will enjoy competitive advantage through higher levels of job involvement and engagement of their employees.

In addition, research institutions would find this empirical evidence resourceful as a new approach of working flexibly which leads to job optimum and productive work behaviours of employees. To the employer, the study would be an invaluable source of material and a broad knowledge on employee behaviours. Furthermore, scholars globally with similar research problem would also find this study useful in sourcing for empirical literature.

1.5 Scope of the Study

The study focuses on assessment of the influence of work life balance on employee behaviour (job involvement and job engagement) in Radio Nigeria in Oyo State, Nigeria. The geographical scope of the study is in South West part of Nigeria. South West Nigeria is one of the six Geo- Political Zones of Nigeria which consists of six states namely Ekiti, Lagos, Ogun, Ondo, Osun and Oyo. The categories of employees sampled are low level, admin managers, supervisors and top management. However, the variables for the study are work-life balance which is the independent variable (X) and job involvement as the dependent variable (Y).

1.6 Operationalization of Terms

Employees: Persons who are engaged to perform certain roles in an organisation under a defined contract of employment.

Employees' Behaviour: This refers to employee's reaction to a particular situation at their workplace which could either enhance their productivity or affect it.

Human Resource Management: It is an effective and efficient utilization of the workforce for higher performance

Job Involvement: This is used to depict an employee state of psychological identification with their work or the degree to which a job role in the organization is central to an employee's identity.

Job Engagement: It is the extent to which employees feel passionate about their jobs.

Work life balance: This is used to refer to lack of opposition between work roles and other personal life roles.

2. Conceptual Clarifications

2.1 Concept of Work-Life Balance

The term work-life balance (WLB) has become more prevalent in public debate. It is a concept widely used in organisations, particularly multinationals; and it is viewed to be at the centre of corporate welfare and responsibilities. The Work-Life Balance (WLB) principle seeks to foster predictability of employment and professional tenure and is often intertwined with stress (Paryani, 2015). Assertion from previous studies revealed that the corporate WLB concept incorporate educational programmes and time management while its many implications such as domestic stress, job fatigue and depression have effect on employees work behaviour. To them, job stress result from direct labour demands, negative interactions with colleagues as well as from non-work interests that have consequences of ill health, drug abuse, suicide and premature death (Biron and Burke, 2018).

The crux for endorsing these management practices is often associated to the assumption that there is a correlation between employee work-life balance and organizational effectiveness and workplace dynamism. Work-life balance can also be perceived as applying to the degree to which employees can manage their mental, behavioural and time pressures of paid jobs, family and personal duties concurrently. In the absence of generalisation, work-life balance remains a broad and dynamic phenomenon where work-life balance is most generally defined as "the degree to which a person is equally engaged – and equally satisfied with his or her position in career and family relationships" (Singh, 2018).

2.2 Employee Engagement

Employee engagement is the subject of the Human Resource agenda and a key element of current high-performance work activities (Jegan, 2015). Schaufeli (2013) emphasized that organisation's longevity is heavily dependent on workers with specialized psychological skills. To him, commitment is seen as a desired state for employees and a vital component of effective organisations working in a highly

competitive climate. According to data obtained from the high dedication of HR consulting companies, this translates into enhanced income, improved profitability, retention levels, constructive attitudes and customer loyalty. The term employee engagement was introduced by the Gallup Organization to consult firms in the 1990s. According to Schaufeli, employee engagement and work engagement are used interchangeably, but the first is more popularized by firms and policy makers in companies with the latter widely used in the academia. Other authors popularized this concept widely in literature perceiving involvement at work as "the harnessing of members of the organization to their work roles. In engagement, employees engage and express themselves physically, emotionally and cognitively during task performance" (Khan, 2019). It is worth of mentioning that, there is no universal definition or dominant theoretical framework of constructs of job engagement. However, Attridge (2019) reviewed 213 publications differentiating four approaches to job engagement: The Burnout Antithesis Approach, Needs-Satisfying Approach, Satisfaction Engagement Approach and the Multidimensional Approach

2.3 Work-life balance and Employee Engagement

Organizations that are more aware of the needs of individual workers provide a greater understanding of organizational diversity issues in terms of age, gender etc. They also have a better scope for designing and strengthening WLB policies and practices that involve all groups within the organization. Study argues that the degree of commitment is significantly diminished by increased work-domestic conflict by employees responding to e-mails and also by telephoning out of working hours and weekend jobs (Nwagbara, 2020). Many contemporary organisation navigating the ladder of competitive advantage acknowledge that the advantages of working labour

translate into retention, high efficiency, improved profitability and top-class quality when work is fit with employees personal life.

2.4 Social Exchange Theory

Sequel to the early studies by Homans, Blau, and Emerson⁷³⁻⁷⁶, exchange theory became one of the significant intellectual domains in industrial and social psychology. This cognitive orientation is based on previous metaphysical and psychological orientations emanating, on from utilitarianism and behaviorism perspectives. The vestiges of these scientific roots remains a reality in today's iterations of trade theory. His main purpose was to clarify basic social behavioral factors (power, ideology, rank, leadership, and justice) from the ground up. Homans assert that there was few occurrence in social networks that could not be clarified by ideas regarding people as persons, along with the disorder they are confronted with. All through his attempt to accept this type of reductionism he developed an overview of the "emerging" properties of social systems into his philosophy of social exchange and social structure. Homans described social exchange as the exchanging of action, measurable or intangible, and more or less rewarding.

The philosophy of social exchange states that mutual transactions are predicated on the costs and advantages involved in the transaction. Socio-economic transactions usually include a job arrangement and social transfers are also reciprocal acts and can be facilitated by the care provided to employees by a company and the presumption of reciprocity. These are explained by Settoon, Bennett & Liden as: 'Positive, beneficial behavior targeted at employees by the organisation leading to the creation of high-quality reciprocal relationships that generate expectations for employees to reciprocate in a productive way.

Conceptual Framework

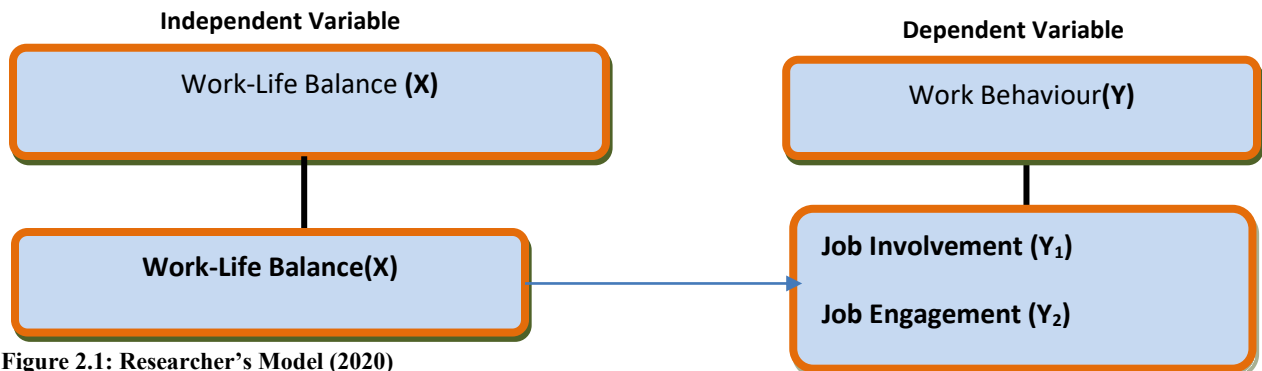


Figure 2.1: Researcher’s Model (2020)

The model shows the independent variable, that is, work-life balance. Thus, employee behaviour is the dependent variable which includes (job involvement and job engagement) which could be as a result of the independent variable. This employee behaviour could be in direction and sometimes negative depending on the structure and policies of the organization. In addition, it is believed that, an organization that has good policies and structure is likely to influence employees' behaviour positively. Thus, the workers in such organization are likely to be motivated and committed to the organization. This translates to the fact that any modification on the independent variable will have a significant influence on the employee behaviour.

3. Research Design

The research design engaged in this study is the descriptive survey. Descriptive survey design attempt to provide an accurate description of a particular situation or phenomenon at one or more points in time. It requires systematic and scientific collection of data or information from the population or sample of the population, through the use of personal interview or scale opinion questionnaire (Popoola, 2012). It helps to describe the extent of the problem to be investigated and indicates it widespread. Additionally, surveys are also vehicles for measuring attitudes and orientations in large population. Thus, the descriptive survey is appropriate for this study because the study seeks to examine the influence of work life balance on employee behaviour in Radio Nigeria, Ibadan.

3.1 Study Population

The study population consists of 500 employees at Radio Nigeria in Oyo State. Federal Radio Corporation of Nigeria is a public service organization that has the mandate to provide an impartial radio broadcasting services within Nigeria for the purpose of informing, educating and entertaining the public through up-to-date and well researched news and programmes. Hence the need to investigate how the employees get their job and family lives balanced.

3.2 Sample Size

A sample size of 220 respondents is proposed for this study. This sample size is proposed in the light of the constraint of time and resources needed for the study. Also, a sample size of 220 respondents is considered a fairly adequate number, large enough to give a representative fraction of the population, from which

inference can be made about the general population. The sample size is determined by the *Taro Yamane's* formula with $n = N/(1+Ne^2)$.

Where (n) is the sample size given, the (N) as the population size and a margin error. $e =$ Confidence level to be set at 95 percent (an alpha level of 0.05). In this study, 95 percent is the confidence level with a population size of 500. $n = N/(1+Ne^2) = 500/(1+500*0.05^2) = 222.222$. Approximately = 220

3.3 Sample and Sampling Technique

Stratified random sampling technique was used to categorize the samples in strata as each strata has unique characteristics that are relevant to the research objectives. Each stratum understood the items in the scale and responded appropriately.

3.4 Validity of the Instrument

In order to measure the extent to which the survey instrument has been able to achieve its aims, the process of content validity was adopted using cross-examination and verification by supervisor and experts in the field of industrial sociology and psychology. The knowledge gained from other investigations, literature review, theoretical framework and the research method helps in validating the content of the instrument. These brought about the opportunity to check and test the items as the work progresses.

3.5 Reliability of the Instrument

Reliability deals with the consistency in the outcome of the instrument as prescribed and investigated by the researcher. The reliability of the instrument was reported after the pilot study had been completed; a split half reliability was used to report the alpha coefficient. This was done among 22 employees of Splash FM.

4. Data Analysis

The data obtained from this research was analyzed using the Statistical Package for the Social Sciences (SPSS), version 23.0. Descriptive statistics such as frequency, mean, standard deviation and variance were carried out to summarize the demographic characteristics of respondents. The internal consistency for each scale was obtained using Cronbach's alpha, the justification for this is that the

scales were non-right or wrong scale. Lastly, inferential statistics was used to test all hypotheses

Table 4.1 Distribution of Respondents by Gender

Frequency	Percent
Male	11557.5
Female	8542.5
Total	200100.0

Source: Field Survey (2020)

Table 4.1 shows the distribution of the respondents by their gender as 57.5% of the respondents were male and 42.5% were female. This reveals that male are still dominating the work space; this corroborate with the findings of Fajana (2008) that the women are often limited in paid employment due to their care-giving roles.

Table 4.2 Distribution of Respondents by Age

Frequency	Percent
31 – 35 years	28 14.0
36 – 40 years	57 28.5
41 – 45 years	58 29.0
46 – 50 years	57 28.5
Total	200 100.0

Source: Field Survey (2020)

Table 4.2 above reveals the age distribution of the study participants where 14% were within the age range of 31 – 35 years, 28.5% were within 36 – 40 years, 29% were within 41 – 45 years of age and 28% were persons who are 46 – 50 years. This implies that, majority of the study participants were within the age range of 41 – 45 years. It is interesting to note that the younger generation are few in the study organisation. However this may have implication for effective succession plan.

Table 4.3: A correlation table showing the relationship between Work life balance and job involvement of employees.

Variable	Mean	Std. Dev.	N	R	P	Remark
Work Life Balance	36.3800	9.39505	200	.386**	.000	Sig.
Job Involvement	44.4550	9.87754				

Source: Field Survey (2020)

5. Discussion of findings

The findings of this study showed that there is significant influence of work life balance and job involvement among employees. When employees are able to strike a balance between their work roles in the organization and their life roles (social, spiritually and psychologically), such an employees will be more involved with their job.

Poor work life balance has far reaching negative consequences on employees’ health and wellbeing, as well as organizations’ effectiveness. This corroborates with the findings of Ako (2019) that an imbalance between work and personal life causes higher stress that might lead to greater turnover intention among employees, as well. As such, employees’ ability to achieve WLB with organizational support would lead to higher levels of job engagement, greater commitment and better job effectiveness. Furthermore, the findings was also consistent with field surveys by Biron and Burke (2018) that personal engagement occurs when people bring their personal selves to performing their work roles. Engaged employees express their authentic selves through physical involvement, cognitive awareness and emotional connections.

Disengaged employees distance themselves from their roles, and suppress their personal involvement in the physical, cognitive and emotional aspects of their work. It is also in line with the findings of Kumara and Fasana that if such a situation is prolonged and no drastic action is taken to address the issue of WLB, it could lead to high turnover intention and job-hopping among employees.

This further corroborates the findings of Boyi that organizations in this type of environment, who seek optimum performance from employees must not jeopardize their employees’ work-life balance. This is because employees' have varying roles to play; at-work, at-school and at-home and they must effectively manage these roles, in other not to lead to employee burnout. In all, findings aligned with the assumptions of social exchange theory that mutual transactions are predicated on the costs and advantages involved in the transaction. These socio-economic transactions often include a job arrangement and prevailing situations that also define work context.

6. Summary and Conclusion

The study examined work life balance and employee behaviour (job involvement and engagement) in Radio Nigeria. From the data analyzed, work life balance had a significant influence on job involvement and engagement of employees in the study organisation. In addition, the study revealed further that there are strategies put in place by organization to help foster effectiveness among employees. These strategies include the resumption time slated for 8 hours during the working days and 40 hours a week as well as annual leave, study leave with pay among others.

7. Recommendations

On the basis of the findings and conclusion drawn from the study, the following recommendations were made based to the management, employees and policy makers:

- Organization should ensure they formulate and implement strategies on work life incentive that will encourage employees to be more engaged and productive in their job performance. Also, managers of these organizations should encourage their employee to fix their leave at their convenience period after performing all their work related duties. Activities that improve employee leisure time such as sport activities, social circles, get together for employees with their families. Also management of organizations should provide child care assistance such as creche, day care and after school childcare services.
- Employee should endeavour to balance their work roles in organizations with their family roles, as when this is achieved, employees will be able to perform optimally in the organization. In addition employees are advised to make the very best use of their annual leave for personal development. While task that involve high level of stress must be handled systematically in the organization.
- Policies on welfare for families should be initiated to encourage care for dependent as well as the emergency unit. Also, paternity leave should also be granted for the father of the newly born child, as this period often present task that might affect the social functioning of the man thereby impacting his performance at work.

8. Contribution to Knowledge

This study will contribute to knowledge on how effective work life balance could influence employee behaviour in the organization. Furthermore, it will serve as background upon which further study could be built on while considering a government owned organization. Also it will further contribute to surveys on employee job involvement and engagement while examining the elements of work life balance. Employee behaviour of job involvement and job engagement has revealed several dimension of relevance through the study.

9. Area of further study

- Future studies should endeavor to collect data from other non-public organizations with a view to generate the findings among private sector employee.
- Further studies could also explore the influence of work life balance on employee behaviour while considering turnover, retention and other indices.

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