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Work-Life Balance and Job Performance: Study of Lagos State Public Universities Lecturer

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Abstract

Work-life balance has become an important factor influencing employees' wellbeing, productivity, and effectiveness, particularly within the demanding academic environment. This study examines the relationship between work-life balance and job performance among lecturers in Lagos State public universities. The study seeks to determine the extent to which lecturers' ability to balance professional responsibilities with personal and family commitments affects their performance. A descriptive survey research design will be adopted, with lecturers from selected public universities in Lagos State serving as the study population. Data will be collected using a structured questionnaire designed to assess dimensions of work-life balance, including workload, working hours, family responsibilities, flexibility, and personal time, as well as indicators of job performance such as teaching effectiveness, research productivity, commitment, and service delivery. Descriptive statistics will be used to summarize respondents' characteristics and study variables, while inferential statistics will be employed to test the relationship between work-life balance and job performance. The study is expected to reveal that a favourable work-life balance is positively associated with improved job performance, while excessive workload, prolonged working hours, and inadequate flexibility may negatively affect lecturers' effectiveness. The findings will provide useful information for university administrators and policymakers in developing supportive workplace policies that promote lecturers' wellbeing, productivity, and overall institutional performance.

Keywords: Work-Life Balance, Job Performance, University Lecturers, Workplace Wellbeing, Public Universities

Introduction

This theory was developed in 1969 by urbanist Jane Jacobs and John Jackson the concept that Detroit's shipbuilding industry from the 1830s was the critical antecedent leading to the 1890s development of the auto industry in Detroit since the gasoline engine firms easily transitioned from building gasoline engines for ships to building [1]. The spillover theory argues that an individual's life domains are integrated; meaning that well-being can be transmitted between life domains. This means that the relative disadvantage for women in terms of spillover can be attributed to their lower financial status and their relatively low access to flexible jobs.

The spillover theory postulates the conditions under which the spillover between the work microsystem and the family microsystem is positive or negative. Research documents that if work-family interactions are rigidly structured in time and space, then spillover in terms of time, energy and behavior is generally negative. Hutchings *et al.* [2] claims that spill-over model details situations under which spill-over amid the micro family network and micro work network takes place: either negative or positive. Spillover concerning energy, behavior, and time is unfavorable if the work-to-family relations are firmly designed for both space

and time. Conversely, positive spill over-instrumental in attaining healthy WLB takes place when there is flexibility that allows people to integrate and overlap family as well as work responsibilities.

Spillover refers to the transfer of mood, energy, and skills from one sphere to the other.

Factors affecting work-life balance are present in both home and work environments [3]. Background factors include but not limited to work culture and demands of both home and work. Personal factors are personality, age, life, career stage, gender, individual coping and control, energy, and work orientation. The study parameters are within background factors and include service delivery and leave policy. Service delivery is work's demand whereas leave policy is the work culture [4].

Work life balance can be in subjective and objective nature. Subjective indicators are basically the state of imbalance and balance while objective indicators may include hours of free time or uncommitted outside work and hours of commitment or work. According to Guest [3], a state of balance is attained when work or home dominates by choice or when equal weight is given to both home and work. When one area of life interferes with other areas, a spillover is reported. It is also common when there are many consequences of WLB including the performance at home and work, influence on family, friends and at work, the general life at home and workplace, as well as personal welfare and satisfaction [5]. This theory is relevant to this study project since companies are required to embrace positive policies of work-life balance that enables the staff to gain a positive WLB that will make them be fully committed to attaining institutional goals [6].

Equity Theory

Compensation theory is the efforts aimed at preventing unfavorable experiences in one area via increased attempts for pleasant experiences in another field. Aslam [7] give an example of compensation theory concerning a dis-satisfied employee who concentrates more on family than work-life hence diverting human resources. According to Guest [3], these inadequacies could be the satisfactions or demands that can be met in another duty. For instance, a person is highly involved in the work life due to a number of unfavorable experiences in social life. Increased participation at the workplace and having time to rest compensates for worst experiences in social life and enables one to gain positive energy and do something worthwhile [8].

The compensation is the remuneration given to the employees for the work they do for the organization. In other words, an employee is entitled to both the financial and the nonfinancial benefits in return for his contribution to the organization. Compensation Theory: This theory proposes that people try to make up for deficiencies in one field by compensating for them in the other. For example, an employee having a tough time at work may look for positive experiences at home to compensate for their negative work experiences.

Perhaps, one profound theory of compensation that as appease to work-life balance is equity theory. Equity theory is a theory that is subject to equity or the uniformity in the pay structure of an employee's remuneration. If the employee feels he is not being paid fairly for the amount of work he does in a day will result in lower productivity, increased turnover and high absenteeism. The remuneration system should comply with three types of equity:

A. Internal Equity

The employee perceives the fairness in different pay for different jobs based on the nature of work involved, i.e. he must feel that pay differentials among the jobs are fair.

B. External Equity

The employee should feel the fairness in what they are being paid is in line with what other players in the same industry are paying to their employees for the same kind of job.

C. Individual Equity

The employee perceives the pay differentials among the individuals who are performing the same kind of a job and within the same organization. Usually, an individual with more experience gets high remuneration as compared to the fresher irrespective of the nature of a job.

Ji, *et al*. [9] proposes that compensation is two-folded: reactive and supplemental. While reactive compensation takes place when un-favorable work experiences are compensated for in positive home experiences, supplemental compensation takes place when favorable events are inadequate at work and are thus practiced at home. Beside, compensation theory posits that an indirect association amid life and work exists. An implication for this is that workers try to fill out the voids from one area with gratification from another domain. A study by Thevanes and Arurajah [10] also discovered a compensatory association amid life and work responsibilities for those in the employment sector. Sivatte *et al*. [11] found that women who encountered unfavorable family effect were more committed to their work is in line with the compensation theory. This theory proposes that people try to make up for deficiencies in one field by compensating for them in the other. For example, an employee having a tough time at work may look for positive experiences at home to compensate for their negative work experiences.

Empirical Review of Previous Work in the Area of Studies

The Concept of Work-Life Balance

Cieri, *et al* [12] remark that work-life balance (WLB) affects employee's well-being, organizational effectiveness, attitudes, and behaviours. Many institutions in the banking sector are competing for market leadership, and this may compel top management officials to heap excess workload on their employees to attain their targets. Workers put in more efforts to try to balance this workload with their personal lives [13].

Workplace practices are key determinants of families' ability to reconcile work and family life. These practices are especially important for employees who do face constraints in access to public supports in the tax/benefit, parental leave and childcare and out-of-school-hours (OSH) care systems. Not all parents have access to family-friendly workplace measures to the same extent, and even if they have access to such support, they do not always feel comfortable with using it. In all, working schedules differ widely across and within economic sectors as well as countries.

The term family friendly refers to the provisions made by either the employer or the government which makes it possible for employees to balance their family and work more easily and fulfill responsibilities on home and work front more efficiently [14]. These are framed keeping in view the needs of children, parents, elderly family members, and children with special needs etc. Some commonly known Work-life balance are on-site child care facilities,

transportation, switching to part-time, allowing work away from worksite, child and dependent care, flexible leave polices, and time off for family emergencies [15].

These polices can contribute a long way in enabling women to remain in the workforce and contribute to the family and society. Also, the employers are benefited by retaining skilled employees and developing talent also, thereby reducing the turnover rate.

With such, it goes beyond into affecting the way children are brought up, resulting in poor social life as well as unhappy and broken families. Many people encounter the problem of trying to balance family and work life in today's ever demanding work environment. Even with the global pursuit for WLB, only a small percent of scholars has come up with an acceptable meaning of this phenomenon.

Work-life balance is a mixture of connections among various fields of a person's life, the pros, and cons that accompany it, or one-sidedness may influence different societal stages. The problems that come with work-life balance do not only affect the employee, but also the company. With regard to employers, the disadvantages of poor WLB manifest itself through absenteeism, recruitment and training costs, poor performance, higher employee turnover, and sick leave. To employees, the effect can be unfavorable on mental health, individual performance in an organization, as well as life and work satisfaction [3].

One well-known definition of Work-life balance is "a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" [16] and can take two directions: work interfering with family, and family interfering with work [5]. The Organisation for Economic Co-operation and Development defines family-friendly workplace arrangements as those practices that facilitate the reconciliation of work and family life, and which firms introduce to complement statutory requirements. Family-friendly arrangements include: extra-statutory leave from work arrangements; employer-provided childcare, OSH-care, and elderly care supports and flexible working time arrangements. As childcare, parental leave support and part-time employment are considered elsewhere. The focus here is on flexibility in working time arrangements that do not necessarily involve reduced working hours. For example, tele-working, working at home, and working a full-time working week at non-standard hours.

From the viewpoint of the employee, work-life balance refers to getting a balance between work and family duties. Russell and Bowman [17] argue that employers perceive the advantages of the working conditions that they offer to aid staff even out the work and family domains as benefits of work life. Traditionally, the theory of work-life dispute concentrated on the effect of family needs on employment. But today, the concept extends to include the effect employment pose on family well-being, individual relationships, and stress [17]. When experiences at work place interfere with family life, we encounter work-to-life conflict. This type of dispute emerges due to interpersonal conflict at the workplace, unsupportive management, inflexible working hours, as well as high work overload. On the other hand, family-to-work conflict takes place when work life is interfered with family life such as unsupportive family members, an interpersonal dispute within the family, as well as care for both the elderly and children [18].

Perhaps, with better work-life balance, employees may feel more in control of their working life hence resulting in less stressed-happier employees, increased production rate, and lower absenteeism. Finally, the study sought to determine ways of promoting good work-life balance in the provision of public service.

Benefits of Work-Life Balance to Employees

There are a number of benefits that employees can gain from work-life balance practices which includes; Child and Dependent Care Programs, Flexible Work Programs and Family and Medical Leave Act. The child-care dependent programmes given to employees provide assistance for child care for older children before and after school. Employee concern about care before and after school is increasingly recognized as a drain on productivity and morale. Employers who provide this benefit report increased retention of employees who take advantage of it.

However, not all companies can provide on-site child-care or after-school programs. In these instances the company can provide information about referral services and tax-free salary withholding for flexible spending accounts. Companies can also support community programs that provide care [19]. Flexible work programs accommodate employees by allowing variations on when and where they do their work. Flexible work programs consist of flexitime, compressed work-weeks, telecommuting, job sharing, paid time off, and other leave programs.

In the past, employees arrived at work at 8 a.m. or 9 a.m. and left at 5 p.m. But now changes in employees' personal lives make flexibility in work arrangements an important benefit. Flexi-time allows employees to vary the start and end times of their work day, and employees are typically required to be present during certain core hours but still working eight hours per day. This is one of the most frequently provided work/life balance benefit, and is well-liked by many different employees [18].

The Concept of Employee's Performance

Employees are highly valued asset in any firm Baral & Bhargava, [20] explain that a successful and productive business can easily be achieved by actively engaging employees in the process of improving the performance. Karatepe [21] defines performance in terms of output; "the achievement of the set quantified objectives. Performance is how best an employee is achieving his or her job requirements. Performance means the end results of an activity of a person or an organization. Further, organizational performance can be described as the accumulated end result of all the organization's work process and activities. Like all ratios it can be improved by increasing the output, decreasing the input or both.

High performance rate emanates from the appropriate behavior and effective application of knowledge, skills and expertise. Performance evaluation is a systematic process by which the organization determines the degree to which the employee is performing the job in relation to the set norms and standards for a particular period of time and identifies the employee potential for development workforce. Dimensions for measuring employee performance are quantitative dimension and qualitative dimension. Indicators for measuring employee performance are work targets, project deadlines, limited resources (quantity) new ideas, errors at work and time utilization (quality).

Not all employees are equal in their working; some have high working capabilities regardless of incentives while others

may need occasional jump-start. If well handled with a lot of effectiveness, the result can be even greater hence improving the employees' morale [22].

The environment that motivates performance need to change the way employees' function as the traditional mode of training is not effective to enhance change. Hammer & Champy, [23] puts a lot of emphasis on the job in the work environment that is reengineered as it requires employees who can think and make their own independent decisions hence making them to be self-directed. Employee performance management is a process for establishing a shared workforce understanding about what is to be a chieved at an organization level. It is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance.

The existing employees should be able to come up with skills that are required by the reengineered environment through education focused processes rather than focusing on training of task skills. Out of two of the 14 points of the quality management focuses on building of employees' skills [24].

"Employee performance means the ability of an employee to perform the job in a particular way that is leads to both organization and the employee to achieve their common goals and objectives." The personal variable that are very important to building of performance capacity has been classified into the personality variables, level of cognitive functions, attitude towards work and level of motivation. These variables are interpreted as the intrinsic to the employees [25].

Work- life Balance and Employee Performance

Obstruction amid non-work and work roles has a host of unfavorable consequences as noted from the literature. Regarding job attitudes, workers with increased levels of both life-work and work-life conflicts have the propensity of showing lower levels of company commitment and employment gratification. Sivatte *et al*. [11] argue that the behavioral consequences of both directions of divergence are reduced performance, higher turnover, increased absenteeism, and reduced work effort. All these types of conflicts have also been related to the reduced level of energy and general health as well as increased stress and burnout cognitive problems like lower alertness and lack of concentration.

Hutchings *et al*. [2] remark that whereas a great deal of WLB studies concentrates on the family roles of employees, we also have many researchers works that focus on commitments to community and friends' groups, extending the affected populace to online workers. This implies that work-life conflict can have negative consequences to the performance of employees [26].

A report by Human Resources and Social Development Canada conducted on a majority of government bodies and firms, such problems to firms can be dealt with through implementation of programs that aid in the management of work-life dispute. This standpoint suggests that WLB activities can aid workers in finding a moderate course amid family and work demands that in the end may result in significant business improvements and enhanced employee productivity. These practices are aimed at eliminating or reducing degrees of work-life conflict hence increasing organizational effectiveness and employee performance through helping workers obtain third-party assistance with caregiving roles and by allowing them to arrange their time so as to strike a balance between the demands of the family and work [27].

Work-life Balance Policy and Strategies that can affect Lecturers' Job Performance

a. Accommodation Policy and Lecturers' Job Performance

Housing is a crucial basic need of every human being just as food and clothing [1]. It is very fundamental to the welfare, survival and health of man [7]. Hence, housing is one of the best indicators of a person's standard of living and his place in the society. The location and type of housing can determine or affect the status of man in the society. Thevanes and Arurajah, [10] noted that shelter is central to the existence of man. He submitted further that housing involves access to land, shelter and the necessary amenities to make the shelter functional, convenient, aesthetically pleasing, safe and hygienic. Hence, unsanitary, unhygienic, unsafe and inadequate housing can affect the security, physical health and privacy of man.

The right to be accommodated and the duties of the employer and union are now well-established in statute and case law. Accommodation is a fundamental and integral part of the right to equal treatment. According to Townsend *et al*. [26], the principle of accommodation involves three factors: dignity, individualization and inclusion.

1. Dignity

Persons must be accommodated in a way that most respects their dignity, including their privacy, confidentiality, comfort and autonomy.

2. Individualization

There is no set formula for accommodation. Each person's needs are unique and must be considered afresh when an accommodation request is made. A solution may meet one person's requirements but not another's, although many accommodations will benefit many other people with similar needs.

3. Inclusion

Achieving integration and full participation requires barrier-free and inclusive design and removing existing barriers. Preventing and removing barriers means all persons should have access to their environment and face the same duties and requirements with dignity and without impediment.

The most appropriate accommodation must be identified and implemented short of undue hardship. Deciding what is and is not an appropriate accommodation is a separate analysis from an undue hardship analysis. An accommodation will be considered appropriate if it will result in equal opportunity to attain the same level of performance or to enjoy the same level of benefits and privileges experienced by others, or if it is proposed or adopted to achieve opportunity and meets the individual's needs related to the relevant *Code* ground. The most appropriate accommodation will be the one that most promotes inclusion and full participation, and effectively addresses any systemic issues.

Daily & Huang [18] posited that accommodation may take one of two forms. It may involve meeting the needs of someone based on the needs of the group he or she belongs to. Or, it may involve meeting the needs of a person (such as a person

with disabilities) assessed on an individual basis. Accommodation may be possible by modifying the terms and conditions of employment or by making adjustments in the workplace. For example, in a job where driving is an essential duty, an employer can accommodate an applicant with a disability by modifying a company car to meet the person's individual needs unless doing so would cause undue hardship. Accommodation may range from modifications that completely respect an individual's right to privacy, autonomy and dignity on one end of the spectrum; to those that least respects them on the other end of the spectrum.

b. Wellness Policy and Lecturers' Job Performance

As employees increasingly find themselves in the midst of Work-life balance due to the emerging work demands, the effect of these conflicts may affect employee commitment decisions which in turn may affect organizational performance depending on the manager's role in supporting the employee to attain such a balance [28]. Due to simultaneously long or unprecedented working hours and upward trend of non-standard work schedule; for instance. in the evenings at night or weekend as a spread of a more globalized economy has also put considerable strain on workers and their families. Many employers today are very concerned about the increase in healthcare costs, exacerbated by the requirements of the affordable care act. Accordingly, many employers are looking for measures to lower healthcare costs. Employers also want healthy employees in order to avoid absences, enhance productivity, and improve morale. So employers are looking for ways to reduce healthcare costs and to manage the health of their employees. One beneficial measure is in the form of "wellness" programmes in the workplace, which encourage or at times attempt to "force" employees to lose weight, stop smoking, reduce health risks, and overall improve their health.

Bessinger [29] defines wellness as a three dimensional concept: Health and wellbeing can refer to the actual, physical and health of employees as defined by symptomology and epidemiological rates of physical illnesses and diseases; or can refer to mental, psychological or emotional aspects of employees as indicated by emotional states and epidemiological rates of mental illness and diseases; in addition to these two person related dimensions are societal dimensions of health and wellbeing, such as alcoholism and drug abuse rates and their consequences. For any organisation to achieve global competitiveness, healthy employees are vital and therefore an employee health and wellness programme can play an important role by enabling employees to deal effectively with the changes and challenges in the personal and work life [29].

Sizemore [30] posited that a wellness program can consist of a health or health-risk assessment offered by the employer, which is usually an annual, or semi-annual, medical exam that ascertains the employee's weight, height, blood pressure, and cholesterol and sugar levels. The employee also may be asked questions about his or her lifestyle, especially in regards to smoking and alcohol consumption.

Workplace wellness emerged during the 1990's as a major concern for employers, especially in the U.S., marking an evolution away from the traditional occupational health and safety focus on injury and disease prevention. Programmmes designed to promote employee health and wellbeing is now found in an estimated 80 to 90 percent of medium and large size U.S. workplaces [13]. The motivation for most employers is to bring down or contain the rising cost of health benefits, with the alternative being cut backs in benefits coverage. Some firms also view these programmmes as contributing to a culture that is supportive of employees.

Hutchings, *et al*. [2] argues that by developing new and integrated concept of well-being at workplace can be particularly important since many of the concepts have fields e.g. occupational health services, occupational safety and organizational consultancy and since they have been brought from outside of the companies, they have mostly remained fragmented and isolated actions which have no real link to daily activities of various work places [7]. Song and Baicker [31] indicate that worksite fitness programmmes are important for the organization as it lowers employees' absenteeism and job turnovers. Findings by Aslam [7] on corporate wellness in commercial banks in Kenya shows strong relationship between physical wellness and employee's performance.

c. Work Schedule Policy and Lecturers' job performance

Work schedule is a mean of satisfaction for employees in an organization positively or negatively according to the situation provided for work schedules. The study of Aslam [7] stated, if there are flexible work arrangements in fact it will enhance the fit between paid work and some other activities and it will be reflected in job satisfaction of employees. This study also argued that, to identify job preparations and the factors that can influence job satisfaction is related to different labor market fields. Another thing derived from this study is that, arrangement for flexible work schedules is linked with higher job satisfaction. If flexible work arrangements are provided to employees, it will have a positive impact on values from work, generally. Due to this work schedule flexibility employees shall have more control and independence in their working life and their work life and private life can be improved [1].

Flexible work arrangements provided to employees allow them to work according to their ease, which in result will minimize the amount of stress [1]. Additionally due to these flexible work arrangements employees will think that their employer is caring about their well-being and errands outside work [26]. Study of Kim, 2014 [1] postulated that by flexible work schedule organization can get benefit through employee's job satisfaction, organizational commitment increased level of productivity and lesser absenteeism and lower turnover. In the perspective of work schedule flexibility, employees will be able to balance their work life and family life. By this, job meets their needs effectively and their satisfaction will be higher [13].

According to Almer and Kaplan [32], employees with work schedule flexibility seems to be more satisfied than the employees on regular schedule. There was an optimistic effect of flexible work arrangements on employee's intensions about turnover. Daily & Huang [18] argued that if manager come to know that employee's job satisfaction can be enhanced by alternative work arrangements they will like to be more open with them and they may like to perform an additional work to manage them. Studies of Hutchings, *et al*., [2] revealed that satisfaction and commitment are positively connected with schedule controlling and with preferred work scheduling and burnout is negatively associated with schedule control and preferred work schedule. According to Hutchings, *et al*., [2] if there is flexibility in the work time in an organization then the performance of the workers can be improved which are helpful to fulfil the organization goals.

An immediate manager can play a vital role to give a satisfied working hour to a worker.

d. Leave Policy and Lecturers' job performance

A leave policy is a set of rules, procedures and guidelines established by organizations in accordance with applicable federal and local laws, which govern the process, timeframes and reporting procedures for time taken off work [6]. Leave or time off policies determine the type and amount of time that can be taken off work, how such time will be reported and paid, and the process for requesting time off. Without a leave policy, it would be impossible for organizations to effectively manage their workforce and appropriately allocate resources. Leave policies establish the policies that govern paid time off, unpaid time off, and time required by federal and local laws. A consistent and clearly communicated leave policy establishes the expectations of employers and employees. Employees will know how much sick time they have, how to handle time off in the event of family illness, whether or not they are paid for jury duty or military reserve training [6].

Annual leave is referred to as vacation time or in some companies Paid Time Off (PTO). A leave policy will address the number of hours employees accrue annually for this leave, the procedures for requesting the leave, whether unused time can be carried over to the next year and how unused leave is handled if the employee separates from the company.

In companies that separate paid time off into separate categories, leave policies will also address sick leave. Sick leave is time taken for illness. The leave policy will also address short term and long-term disability leave. The federal government established policies for family illness with the Family Medical Leave Act of 1993 (FMLA). FMLA allows employees to take unpaid time off (up to 12 work weeks in a 12-month period) for a family member's illness without the threat of termination. Other types of leave covered in leave policies are court leave (jury duty, or witness), adoption related leave, and military service leave.

Conclusion

Work-life balance is an important determinant of lecturers' job performance in Lagos State public universities. Effective management of professional and personal responsibilities can enhance teaching effectiveness, research productivity, commitment, and overall job satisfaction. Conversely, excessive workload, long working hours, and limited flexibility may reduce performance and wellbeing. Therefore, university management should implement supportive policies, flexible work arrangements, reasonable workloads, and staff welfare programmes to promote a healthy work-life balance and improve lecturers' productivity and institutional effectiveness.

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