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Work-Life Balance and Organizational Productivity: An Evaluation of Work-Life Inhibiting Factors on the Productivity of Employees in Agricultural Sector in Nigeria

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Abstract:

The research titled Work-life balance and organizational productivity: An evaluation of inhibiting factors on the productivity of employees in Agricultural sector in Nigeria was conducted to identify the potencies/factors that facilitate work-life balance and the extent to which those factors enhance organizational productivity. The population of the study is the total staff strength of Okomu oil and Presco PLCS, a sample size of sixty (255) staff members of the institutions was selected for this study using Taro Yameni. Questionnaire was the major instruments used in data collection. Contingency table was used in analyzing the data collected from the questionnaire. Again, t-test statistic was used in testing the research hypotheses. From the result, the following findings were made; that there is significant positive relationship between family responsibilities and work-life balance; that demography has significant positive impact on the work-life balance; that Culture has positive effect on the work-life balance; and that there is significant positive relationship between work-life balance and employee's productivity. In the light of these findings, the study recommended that Organizations should encourage dual earnings by giving employment to both couple so as not to pile economic pressure on one side; that incentives like parental leave, childcare information and referral, and financial assistance with childcare should be encouraged as it increases employee's commitment and decreased turnover intentions among all employees; that attendance to social/cultural functions like burials, marriages, traditional and social weddings including numerous social and traditional functions which impact negatively on the work should be reduced to strike a balance; that Couples should assume multiple roles as they both should take responsibilities for earning money and caring for their family and home; that Organizations should consider age differences in the overall number of work-life balance initiatives; and that Organization should encourage and make available flexible work arrangements that can help employees maximize work-family balance, which benefits both the employee and the employer.

Keywords: Work-life conflict, work-life balance, demography, culture, family responsibilities, employee's productivity

1. Introduction

1.1 Background of the Study

Every organization exists to achieve an objective. The attainment of this objective makes an organization's existence formal and as well assures its sustainability and survival. Gross (1968) in Nwosu (2014) maintains that organizations that does not have survival as its primary objective or goal should have a rethink if it must continue to exist. However, for organizations to survive through attainment of its objectives, employees must play an indispensable role. According to Nnabuike (2009), organizations have life and it is the employees in the organization that breathe life into organizations, therefore, every organization must endeavour to take the welfare of its human resources very serious.

Presently, the major priority of human resource departments is to maintain a balance between the professional and the personal life. However, despite the popularity of work-life conflict as a topic of academics and practitioners, and the mounting prevalence of work-life conflict in organizations around the world, Work-Life conflict still remains an important issue in human resource management which when balanced can promote individual and organizational effectiveness. Work-life conflict is a situation in which the demand and responsibilities of paid work and family roles are incompatible (Messersmith, 2007). According to Zippay et al (2011), such conflict can be bi-directional: employment demands may interfere with family demand, or personal and family demand may interfere with employment. To find solution to conflict between work and family life, an understanding of the conflict between boundaries of work and personal life is needed since incompatibility and misbalance of work life activities according to Greenhaus et al (2006) have stern effects on employee's performance, hence the need for work-life balance.

Work-life Balance is a broad concept including proper prioritizing between "work" on one hand and "life" on the other. David Clutterbuck (2003) found that the merger of professional life with the personal life resulted to both positive and negative impact. Clutterbuck maintains further that, employees lack in concentration because of the personal responsibilities and official duties. Similarly, in the personal life, they are worried about their job duties and as a result they neither enjoy their personal life nor can have excellence in their professional life, therefore, to maintain the balance is quite a problem but an avoidable necessity.

However, in the contemporary Nigerian environment, typical employees who experience high work-life balance tend to invest similar amount of time and commitment to work and non-work domains. Work life balance is contingent on a number of factors like family, demography and culture. Furthermore, individual's value system, personality, socialization, attitudes, beliefs, expectations, motivation etc. can go a long way in affecting employee's perceptions of Work Life Balance. Organizations are duty bound to see that practices which help maintain a satisfactory relationship between the worker and workplace are encouraged. So employers need to follow certain retention and attraction strategies to retain employees which can include provisions with regard to flexible work schedules, compressed work weeks, work sharing, day care and elderly care centers, part time work, enhanced job mobility, flexible leave arrangements, training and development support, health & safety programs and other employee support programs. Organizations that have these friendly work-life strategies will definitely achieve harmony, job satisfaction and positive employee attitude towards the organization, this will lead to employee's commitment and employee high morale which will further result to higher productivity and better performance.

For organizational success, productivity, performance and survival, it is imperative that its employees are satisfied with their work, since task delivery occupies an important place in many organization's lives. These friendly policies that reduce conflict between job and personal life are likely to affect not only employees physical but also a high level of social, psychological and spiritual well-being. It cannot therefore be overemphasis that employees with a high level of psychological well-being are better, more committed, and more productive than employees with a low level of psychological well-being. Competing demands between work and home have assumed increased relevance for employees in recent years, due in large part to demography and workplace changes such as rising numbers of women in the labour force, an ageing population, longer working hours, etc. In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to implement work practices intended to facilitate employee's efforts to fulfill both their employment-related and personal responsibilities.

Given the important of balancing work-life on the productivity, success, and survival of organizations, Organizations are duty bound to see that practices which help maintain a satisfactory relationship between the worker and workplace are encouraged. The rest of the paper is divided into four sections. Section 2 highlights the conceptual, theoretical and empirical review of related literature. Methodological issues are the concern of section 3. Section 4 is devoted to presentation of the data, analysis and discussion of results. We present summary of findings, conclusion and recommendation in section 5.

1.2 Statement of the problem

Despite efforts of academics and practitioners in field of management to address the mounting prevalence problems confronting the employee work and private life, employees still experience more conflict between work and personal life as they continue to pursue the quality of life that they need. Thus, successfully balancing work and family life is one of the major challenges facing employees currently, therefore, there is the need to identify and evaluate potencies/factors that brought about work- life conflict if not well managed but assured work-life balance if well managed. It is the views of Scholars (Aryee et al, 1998; Roehling et al, 2001; Wang and Walumbwa 2007) that Organizations should endeavour to see that practices which help maintain a satisfactory relationship between the worker and workplace be encouraged. It is the intent of this paper therefore to identify those potencies/factors that facilitate work-life balance and the extent to which those factors enhance performance of organizations.

1.3. Objective of the study

The broad objective of this study is to identify the potencies/factors that facilitate work-life balance and the extent to which those factors enhance performance of organizations. Drawn from the above broad objectives are the following specific objectives:

- To examine whether there is relationship between family responsibilities and work-life balance.
- To evaluate whether demography impacts work-life balance.
- To investigate the effect of culture on work-life balance.
- To determine the impact of work life balance on organizational productivity.

1.4. Research questions

The following research questions are formulated to aid the research for solutions and answers in achieving the above stated objectives:

- What is the nature of relationship between family responsibilities and work-life balance?
- What is the effect of demography on work-life balance?
- To what extent does culture facilitate work-life balance?
- What is the impact of work-life balance on organizational productivity?

1.5. Research Hypotheses

Based on the highlighted research objectives and questions, the following research hypotheses are formulated to guide the research for solutions and answers to the problems:

- Ho₁: There is no significant positive relationship between family responsibilities and work-life balance.
- Ho₂: Demography does not have significant positive impact on the work-life balance..
- Ho₃: Culture does not have positive effect on the work-life balance.
- Ho₄: There is no significant positive relationship between work-life balance and employee's productivity.

1.6. Scope of the Stud

This study is concentrated on two Agricultural firms incorporated in Nigeria and quoted on Nigeria Stock Exchange (Okomuoil and Presco Plcs. Save the test of relationship between work-life balance and productivity, only practices/factors which help to maintain a satisfactory relationship between the worker and workplace are subject to analyses in this study.

2. Review of Related Literatures

2.1. Conceptual Review

Greenhaus, Collins and Shaw (2003) define work-life balance as the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role. Work-life can be viewed from the lenses of creating and supporting healthy environment which will enable employees have balance between work and personal responsibilities that tends to strengthen employee loyalty and productivity. Aslam (2011) defined work life conflict as inter-role conflict arising due to conflicting roles required by organization and from one's family. Roehing et al (2003) mirror work-life balance as a direct result of incompatible pressure from an individual family roles and work domain. Work-life balance in the workplace has become a more important issue as it tends to exhibit positive results such as low turnover, work engagement, organizational citizenship behavior, in-role performance, increased firm productivity, job satisfaction, and organizational commitment (Konrad and Mangel, 2000; Lambert, 2000; Shepard et al., 1996; Wang and Walumbwa, 2007). As emphasized by several researchers, managing work-life balance has become one of the most critical managerial strategies for ensuring employees' performance and organizational performance improvement. (Greenhaus & Beutell, 1985; Lu, 2008; Anwar & Shadzah, 2011).

For the purposes of this study, the definition of work life balance proposed by Barrera (2007) be relied upon because it is broad and encompassing. According to Barrera (2007), work life balance is a situation that entails employers working constructively with their employees to put in place arrangements, which take into account the needs of the business as well as the non-work aspects of employees' lives. The definition consist of both employees and employers who are both central to the subsequent use and successful implementation of work-life balance policies and practices and acknowledges that work-life balance can only be achieved as a joint effort between employers and employees. A review of the work-life literature reveals that work-life balance initiatives can be broadly divided into three dominant categories which include family, demography and culture.

2.1.1. Family Domain

Family factors are factors that relates to family responsibilities of an employee. Family factors or family involvements have been found to have a pronouce effects on work-life conflict as well as the productivity of employees. Boyar and colleagues (2003) defined family involvement as the obligation to care for others who are either formally or informally sanctioned as family members. This could include for example, significant older parents, children, siblings and children of siblings. Higgins et al. (1992) found that family involvement and family expectations were related to family conflict and ultimately work-family conflict. High levels of family responsibility may cause increased time requirements and strain placed on the family, which spill over and thereby, interferes with the employee's work role. As children, siblings or elderly family members require care, obligation to meet their needs can increase family roles, which can create inter role conflict and impact family role and this could influence work-family conflict. Also a situation where only one of the couple is employed could pile economic pressure on the single couple who is employed, for instance, if both couples are employed and combine their dual earnings and caring responsibilities, it is assumed that a balance can be reached. Grzywacz (2005) found that parental leave; childcare information and referral, flexible work hours, and financial assistance with childcare predicted both increased affective commitment to the organization and decreased turnover intentions among all employees, not just users of the practices. According to Lachman and Boone-James (1997) and Grzywacz (2005), in family domains, when people experience lack of work-life balance, it threatens key domains of their personal lives while the availability of work-life friendly policies enhances employees' well-being and family satisfaction. In work domains, the absence of work-life balance causes poor performance and more absenteeism of employees (Frone et al., 1997), but balanced work and family life is associated with increased job satisfaction and organizational commitment (Cegarra-Leiva et al., 2012). In his words, Carlson et al.(2009) posits that employees' work-life balance experiences deepen their family role-related engagement, which is related to organizational performance improvement.

2.1.2. Demography

With the most prevailing families now, unlike in the old African setting, being the dual earner family and with the increasing pervasiveness of single-parent households, employment characteristics of families, the roles of family members are evolving. Situations where men solely takes care of financial demands of the family or where women takes care of all domestic duties are gradually giving way though at sluggish pace in Africa. Men and women are presently assuming multiple roles as they both take responsibilities for earning money and caring for the family and home. Demography which include the increase in the number of

women in the workplace, dual career families, single parent families and an aging population have generated an increasingly diverse workforce and a greater need of employees to balance work and home life (Frone, Russell & Cooper, 1992; Frone & Yardley, 1997).

The consistent age differences in the overall number of work-life balance initiatives used have not been found, consistent patterns in the extent to which different initiatives are used at different ages have been identified. Career stage models suggest that younger employees are likely to have fewer external demands on their time as they have not established their families to the same extent as mid-life employees and may not have the challenge of caring for aging dependents. Older employees have been found to make more use of dependent care support such as childcare, paid maternity and paternity leave and eldercare than younger employees (Allen; 2000). Another study by Dev 2012, conducted in India indicates that work-life balance is significantly correlated with job satisfaction in the banking sector. It suggested that female employees should be given more facilities such as flexi time, job sharing, childcare, etc to gain their organizational commitment.

2.1.3. Culture

According to Idemobi et al (2012), culture is the complex whole which includes knowledge, belief, art, morals, custom, and any other capabilities and habits acquired by man as a member of society. However, there is a growing recognition that larger social cultural and political contexts may affect individuals' perceptions and experiences within the work/family domain (Shafiro and Hammer, 2004). In Africa especially Igbo tribe of Southeastern Nigeria, the issue of extended family system is well pronounced, highly adopted and respected. The extended family covers relations outside the nuclear family which most time interfere on the life of their relations (related couples). The care giver strain that may be seen as burden in the day to day life which can be attributed to the need to provide care or assistance to someone outside the nuclear family. Here people begot children with the thinking that those children will look after them in their old age thereby throwing the responsibility to one's children unlike in most parts of Europe where government takes care of their senior citizens when they are aging. Other social pressure arising from the extended family are attendance to functions like burials, marriages, traditional and social weddings including other numerous social and traditional functions which the attendance is almost compulsory, may likely gave rise to increase in the employees social engagement days during the days of the week that attract family to work interference. The culture of men providing for the family even when the wife is earning more than the man will always piled pressure on the side of the male worker. In the other hand, unlike in the western world where domestic duties are shared between couples, women from Africa cultural setting are duty bound to solely take the responsibility of almost all domestic work in the home. Married women have to shoulder a reasonable portion of domestic burden as culture demands even while they are also facing the stress of their office work, since their husband have little or no participation in childcare and other domestic activities like cooking. Therefore work-family conflict thus becomes an issue encountered by many female executives in Nigeria which may inhibit their full commitment to their job (Adekola, 2010). In addition, the culture of taking part in the responsibilities of training and contributing towards the welfare of one's extended family cannot be overemphasis. These cultural factors contribute to the private life-work life conflict to a large extent. The implication of all these is pilling extra physical, emotional and psychological on the employees.

2.1.4. Work-life balance and Productivity

Productivity is the relationship between the inputs applied to some transformation process and the output that ensues. The intent of striking a balance between work and private life is to create and support healthy environment that will assure employee's loyalty and high productivity. The availability of a variety of flexible work arrangements can help employees maximize work-family balance, which benefits both the employee and the employer. High productivity through striking balance between work and family life will manifest through performance variables. For organization to achieve the above objectives, Organizations should introduce policies (work- balance initiatives) that help employees balance their work and private lives (Thompson, Andreassi, & Prottas, 2003). These conflict or constraint emanate as a result of factors already enumerated (family related, demography related and culture/social related). Work/life balance initiatives are any benefits, policies, or programs that help to create a better balance between the demands of the job and the healthy management (and enjoyment) of life outside work like flexible work arrangement, etc. The adequate flexibility can solve the problem of work life balance as objective of flexible work arrangements is to improve inter-role conflict that will attract workers, especially those faced with competing demands. The availability of a variety of flexible work arrangements can help employees maximize work-family balance, which benefits both the employee and the employer.

In response to these changes and the conflict they generate among the multiple roles that individuals occupy, organizations are increasingly pressured to implement work practices intended to facilitate employees' efforts to fulfill both their employment-related and their personal responsibilities.

With regard to job attitudes, schedule flexibility has been associated with increased organizational commitment and reduced turnover intentions (Aryee, Luk, & Stone, 1998), and voluntary reduced hours have been linked to greater job satisfaction, loyalty, and organizational commitment (Aryee, Luk, & Stone, 1998). Employees who benefit from childcare centre, referral services and other family-supportive practices report higher levels of commitment to the organization. A meta-analysis by Baltes, Briggs, Huff, Wright, and Neuman (1999) found that flexible work schedules had positive effects on both job satisfaction and satisfaction with work schedule. For instance, the availability of organizational resources, including flexible work hours, has been linked to job satisfaction and organizational commitment for women and for all employees with family responsibilities, regardless of whether or not these resources are being used. Similarly, Roehling, Roehling, and Moen (2001) found in a representative sample of 3,381 American workers that the presence of flexible time policies and childcare assistance was associated with employee loyalty for those with family responsibilities. A few studies have identified moderators of the practice availability – job attitude link and

suggested that the provision of flexible work hours will be positively related to organizational commitment only if employees perceive the flexibility as increasing their control over their time. Similarly, Wang and Walumbwa (2007) found that the availability of flexible work arrangements was associated with increased organizational commitment for banking employees in Work-Life Practices and Organizational Performance.

2.2. Theoretical Foundation

The theory on which this study will revolve is boundary and boarder theory. Kante (1997) postulated that the confusion of boundaries between work and non work life have been recognized by researchers that work and family are not separate spheres but are interdependent domains or roles with permeable boundaries. This theory addresses the integration and blurring of boundaries in work and non work life and contributed to the study of work-life linkage by describing the conditions under which varying degree of work life integration are likely to improve individual well being and addresses how people construct, maintain, negotiate and cross boundary or borders between work and family and non- work. Border theory is devoted to work and family domains. Border theory emphasis that people are daily border crosser as they moved between home and work. This opens up a rich vein of analysis of the nature of borders, their permeability, and the ease with which they can be managed or moved and so on. Clark (2000) posits that the intent of this theory is facilitating satisfaction and good functioning at work and at home, with a minimum of role conflict. A closer look at both theories will observe that border differs from boundary in that borders encompasses not only the psychological categories but also tangible boundaries that divide time, place and people associate with work verses family.

According to Clark (2000), Boundary and boarders despite minor differences, share some propositions: they separate work and life, makes easier to manage work life borders. Integrating work and life facilitate transition; either strategy can improve the well being of the employees depending on the characteristics of the employee, the usual meaning attached to work and family, their preference for integration versus segmentation, work place norms, policies and fit between their preferences and the boundaries allowed by their social content.

2.3. Empirical Review

Anwar and Shahzad (2011) investigated the impact of work-life on employee performance in Pakistan. Correlation and regression analysis was applied and the result confirms that work-life conflict leads to emotional exhaustion experienced by employers which reduces job satisfaction level and consequently lowers the job performance.

Rabia et al (2011) in an attempt to establish a relationship between work-life conflict and employee retention in public and public sectors organization in Panjab region in Pakistan confirms positive relationship between work-life conflict turnover rate which affects performance. To arrive at the conclusion, the study employed SPSS for data analysis while regression tool was applied for hypotheses testing.

Study by Netemeyer (2005) found direct and indirect effect between work-life conflict and employee's performance.

Lu (2007) in an attempt to validate the effect of work-life on the performance of working women in Taiwan, used correlation analysis and confirmed that work-life conflict was strongly linked lower job and family satisfaction, greater stress and more severe physical ailment.

Aslam et al (2011) carried out an empirical study on the relationship between work-life conflict and employee retention in Pakistan. The study find out that mental health can be disturbed due to minor differences in work-family understanding since various types of work-life conflict and interference are negatively spill over. The study however concluded that good family-work balance and success enhancement were positively related.

Adekola (2010) in trying to establish relationship between work and family life among male and female executive in Nigeria using multiple regression analysis, proved that the influence of family related factors on work-life conflict is expected to be different for the sexes.

Compton and Lyonette (2005) employed a multiple regression to ascertain the nature of relationship between work-life balance and employee's performance in Europe. The study concludes that domestic division of labour is relatively tradition in France and is associated with high work-life conflict.

Kin (2014) investigated the effect of work-life balance on work performance. The study used 293 Korean workers and structural equation modeling (SEM) and regression analysis were adopted for analysis. The result confirms indirect effect of work-life balance on the role performance.

Idemobi et al (2012) investigated the immediate and remote causes of conflicts between work and life with a view to finding ways of helping employees' two sides. The Anambra State Local Government System of Nigeria was used for the study with a sample of two thousand two hundred and twenty personnel in the twenty one local councils that make up the Anambra Local Government System. Using simple summary statistics of percentage and the inferential statistics of (X^2), for analyzing the data gathered from the field and a test of hypotheses was found that employee will be willing to support any policy intervention that would impact on their life-work dilemma.

3. Methodology

3.1. Area of study

This study focuses on the evaluate the potencies/factors that facilitate work-life balance and the extent to which those factors enhances productivity of employees in Agricultural sector in Nigeria.

3.2. Definition of Population

The population of the study was made up of total staff strength of Okomu oil and Presco Plc. These are the two agric firms quoted on the Nigeria Stock exchange.

S/N	COMPANY	NO OF STAFF	PERCENTAGE
1.	Okomuoil Plc	717	60
2.	Presco Plc	478	40
3.	Total	1195	100

Table 1: Population of the study
Source: Field Survey, 2014

3.3. Sample and Sampling Technique

Sample is the part of the population diocese for the study. The study will apply Taro Yameni formula to get the sample size. The population is 1195. Since the population is known and has a large number that runs into thousand, Yameni (1964) is appropriate in determining the sample size. According to Yameni (1964), the following formula was used to determine the sample size where the population is known.

$$\text{Sample size (n)} = \frac{N}{1+N(e)^2}$$

N = population

n = sample

e = Degree of tolerable errors (5%)

1 = Constant

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{1195}{1+1195(0.05)^2}$$

$$n = \frac{1195}{1+1195(0.0025)}$$

$$n = \frac{1195}{1+2.99}$$

$$n = \frac{1195}{3.99}$$

$$n = 300$$

3.4 Sample size distribution

S/N	COMPANY	NO OF STAFF	PERCENTAGE
1.	Okomuoil Plc	180	60
2.	Presco Plc	120	40
3.	Total	300	100

Table 2: Sample size distribution
Source: Field Survey, 2014

3.5. Research Instrument

The research activated the study by the use of questionnaire constituted the source of primary data. The questionnaire has 30 items structured in multiple formats.

3.6. Reliability of the Instrument

The researcher adopted pilot test method to ensure the reliability of the instruments. This was done with application of Cronbach's alpha, thereby confirming the reliability of the instruments since the cronbach's alpha is greater than 0.5.

3.7. Validity of the Instrument

The instrument used was examined and validated by the researcher with the help of experts in the field of management, thereby accredited it to have a face validity.

4. Data Analysis

4.1. Analysis of Research Question

Out of 300 copies of questionnaire distributed, 255(85%) were returned. The frequencies of the demographic data were calculated in percentages while the twenty-five research items in the questionnaire were analyzed by taking cumulative average score using the five point likert scale, and the hypothesis was tested using t-test. The values allotted to the responses are as followings; SA = 5, A = 4, UD = 3, D=2, SD = 1

5. Presentation, Analysis, Interpretation of Data and Discussion of Findings

In this chapter, the researcher presents analysis and interprets the data collected for the study and discusses the findings. For the data presentation, it is presented in the table using frequencies, percentages and cumulative average.

5.1 Returned Questionnaire

A total of 300 copies of questionnaire were distributed, 255 that represent 85% were received back. The 85% respondent's rate adequately represents the population of the study. 35 copies or 12% of the questionnaire were not returned while 10(3%) copies have some defects and therefore was rejected

VARIABLE/CATEGORY	FREQUENCY	PERCENTAGE
Gender:		
Male	171	67
Female	84	32
Total	255	100
Age group:		
30 and below	102	40
31 – 40	74	29
41 and above	79	31
Total	255	100
Marital status:		
Married	189	74
Single	66	26
Total	255	100
Position/Designation:		
Director	10	4
Manager	72	28
Others	173	69
Total	255	100
Education/Qualification		
National Diploma and below	127	50
Bachelor Degree/HND	87	34
Masters and above	41	16
Total	255	100

Table 3: Demographic characteristics of respondents:.

Source: Field survey, 2014

From table 3 above, it shows that the gender of respondents is made up of 171(67%) male and 84(32%) female. The ages of the respondents is 102(40%) for 30 and below, 74(29%) for 31 and 79(31%) for 41 and above. The marital status of respondent is made up of 189 (74%) married and 66(26%) single. Positions or levels of respondents shows that 10(4%) are directors, 72(28%) are Managers while 173(69%) below managerial level. The academic qualifications of respondents attest that majority of workforce 50% are graduates and above.

5.2. Questionnaire to test factors that enhance work-life in organization

Suppose family responsibility, culture and demography factors determines the effectiveness of strategic planning which will further lead to high productivity in organization, respond to the following questions:

- Q1. How do you response to the following family issues with reference to work-life balance?

S/N	INVESTIGATIVE STATEMENTS	SA	A	UD	D	SD	TOTAL
1.	Care for elderly parents increase employee's rate of absenteeism and decreases productivity	100	80	30	25	20	255
2.	Domestic duties increases stress and worn-out that increase conflict between work and private life	85	95	20	20	35	255
3.	Childcare increases employees stress and distraction from official duty.	110	105	15	20	5	255
4.	Responsibilities to employee's siblings create more leads to less commitment on the official job	85	110	10	35	15	255
5.	Married couples lack enough attention from each other as a result of demand of their jobs	75	85	25	45	25	255
	Cumulative average	91	95	20	29	20	255

Table 4: Respondents ratings on family related issues on work-life balance

Source: Field survey, 2014

- Q2. How do you response to the following Cultural issues with reference to work-life balance?

S/N	INVESTIGATIVE STATEMENTS	SA	A	UD	D	SD	TOTAL
6.	Attendance to cultural/social functions like burial marriages of relatives inhibit effectiveness on the job	98	87	33	32	5	255
7.	The culture of men being the bread winner in Nigeria always pile additional pressure on the male workers	88	76	24	21	46	255
8.	The culture of women solely taking care of domestic duty piles additional pressure on the female workforce	78	86	47	37	7	255
9.	Demands from extended family culture creates additional pressure on average African person	102	91	27	15	20	255
10.	African culture is a source of undesirability on work-life conflict	77	67	50	50	11	255
	Cumulative average	89	81	36	31	18	255

Table 5: Respondents ratings on cultural related issues on work-life balance

Source: Field survey, 2014

- Q3. How do you respond to the following demography issues with reference to work-life balance?

S/N	INVESTIGATIVE STATEMENTS	SA	A	UD	D	SD	TOTAL
11	Younger employees are have fewer external demand on their time.	93	93	17	19	33	255
12	Nursing mothers and women with more children are more likely to be distracted from their jobs	79	97	44	31	4	255
13	Older employees are more likely to make use of dependent care support like childcare, maternity leave than younger employees	99	87	19	18	32	255
14	Couples that are both employed are less likely to have financial problem	121	66	22	27	19	255
15	Newly married couples are less likely to have distraction from their job.	86	103	15	26	25	255
	Cumulative average	96	89	23	24	23	255

Table 6: Respondents ratings on demography issues on work-life balance

Source: Field survey, 2014

- Q4. How do respond response to the following work-life balance issues with reference to employee’s productivity?

S/N	INVESTIGATIVE STATEMENTS	SA	A	UD	D	SD	TOTAL
16	Work-life balance support and create healthy environment that will assure employee loyalty and higher productivity	95	94	21	28	17	255
17	Balancing work-life conflict assures employee commitment which will further leads to job satisfaction	109	100	23	18	5	255
18	Positive work-life practices facilitate employee’s efforts to fulfill both employment related and personal responsibilities which will lead to high productivity	97	88	18	27	25	255
19	Friendly work-family policies reduce the incidence of labour turnover which increases productivity.	85	85	33	35	17	255
20	Work-family friendly policies assure happy workplace and high employee morale.	105	69	45	17	19	255
	Cumulative average	99	87	28	25	16	255

Table 7: Respondents ratings on work-life balance and organizational productivity.

Source: Field survey, 2014

5.3. Test of Hypotheses

This study applied t-test statistics. Since the sample size is large, the t-test statistics is considered to be most appropriate. T- test statistics offers a good approximation of the normal probability distribution when the sample size is large.. The t-test value at 5% level of significant is 1.645. (See t-Table). The Population mean(μ), Sample mean (X_1), Sample Variance(SV) Standard deviation(SD), $t_{critical}$, and t_{cal} for the four hypotheses are shown in table 8 below.

STATISTICS	HYPOTHESIS 1	HYPOTHESIS 2	HYPOTHESIS 3	HYPOTHESIS 3
μ	3.0	3.0	3.0	3.0
X_1	3.82	3.83	3.76	3.89
SV	1.56	1.32	1.55	1.44
SD	1.26	1.15	1.24	1.20
t_{cal}	10.46	11.56	9.74	11.81
$t_{critical}$	1.645	1.645	1.645	1.645

Table 8

- Decision rule: Reject Null hypothesis if the calculated value is greater than the critical value otherwise accept the Null hypothesis.

In all, the $t_{critical}$ is less than $t_{calculate}$, therefore the study accept all alternate hypotheses and reject all null hypotheses (See appendix 1-4 for details)

5.4. Discussion of Findings

The question for objective 1 was designed to determine whether there is relationship between family responsibilities and work-life balance. 73% (186) of respondents agreed that there is significant positive relationship between family responsibilities and work-life balance. To confirm the above, a t test was conducted at 5% level of significance using the simple percentage in table 3. The t_{cal} of 10.46 is greater than $t_{critical}$ of 1.645 hence the Null hypothesis was rejected and alternate hypothesis accepted. The conclusion therefore is that there is significant positive relationship between family responsibilities and work-life balance.

The question for objective 2 was designed to determine whether demography factors impacts work-life balance. 73%(185) of respondents agreed demography factors impacts work-life balance. To confirm the above, a t test was conducted at 5% level of significance using the average values in table 4. The t_{cal} of 11.56 is greater than $t_{critical}$ of 1.645 hence the Null hypothesis was rejected and alternate hypothesis was accepted. The conclusion therefore is that demography factors have significant positive impacts on work-life balance.

The question for objective 3 was designed to determine the extent to which culture affects work-life balance. 67%(170) of respondents agreed that culture significantly affect work-life balance. To confirm the above, a t test was conducted at 5% level of significance using the average values in table 5. The t_{cal} of 9.74 is greater than $t_{critical}$ of 1.645 hence the Null hypothesis was rejected and alternate hypothesis accepted. The conclusion therefore is that culture has a significant positive effect on work-life conflict.

The question for objective 4 was designed to determine the relationship between work-life balance and organizational productivity. 88%(186) respondents agreed that significant relationship exists between work-life balance and organizational productivity. To confirm the above, a t test was conducted at 5% level of significance using the simple percentage in table 6. The t_{cal} of 11.81 is greater than $t_{critical}$ of 1.645 hence the Null hypothesis was rejected and alternate hypothesis was accepted. The conclusion therefore was that significant relationship exists between relationship between work-life balance and organizational productivity.

Conclusion of this section captures the essence of the entire work. To determine the factors that enhances work-life balance and the extents to which those factors affect productivity. The findings are in consonance with previous findings by Anwar and Shahzad (2011); Rabia et al (2011) ; Netemeyer (2005); Lu(2007); Adekola (2010) and Idemobi (2012).

6. Summary of Findings, Conclusion and Recommendation

6.1. Summary of Findings

The following findings were made from the study.

- There is significant positive relationship between family responsibilities and work-life balance.
- Demography has significant positive impact on the work-life balance..
- Culture has positive effect on the work-life balance.
- There is significant positive relationship between work-life balance and firm's productivity.

6.2. Conclusion

The intent of this study is to identify potencies/factors that facilitate work-life balance and the extent to which those factors enhance productivity of organizations. A large segment of today's workforce is increasingly complaining that the line between work and non-work time has become blurred, thus, creating personal conflicts and stress. Some of the factors that have contributed to blurring the lines between employees' work-life and personal life are demography, culture and family related factors. These factors could be bi-directional depending on how it is handled. In view of this, the study concludes that work-life balance friendly policies has significant positive relationship with organizational' productivity .

6.3. Recommendations

In the light of above findings, some pertinent recommendations can be made. These recommendations are geared towards maintain a balance between work and family life. This study recommends the following:

- Organizations should encourage dual earnings by giving employment to both couple so as not to pile economic pressure on one side.
- Incentives like parental leave, childcare information and referral, and financial assistance with childcare should be encouraged as it increases organization commitment and decreased turnover intentions among all employees, not just users of the practices.
- Attendance to social/cultural functions like burials, marriages, traditional and social weddings including numerous social and traditional functions which impact on the work should be reduced to strike a balance.
- Men and women should assume multiple roles as they both take responsibilities for earning money and caring for their family and home.
- Organization should consider age differences in the overall number of work-life balance initiatives. Consistent patterns in the extent to which different initiatives are used at different ages are encouraged.
- Organization should encourage and make available flexible work arrangements that can help employees maximize work-family balance, which benefits both the employee and the employer.

Appendix 1: Test Hypothesis 1

Remarks	Scores (X)	Frequency(F)	FX	$F(X-X_1)^2$
SA	5	91	455	$91(5-3.82)^2 = 126.7084$
A	4	95	380	$95(4-3.82)^2 = 3.1$
UD	3	20	60	$20(3-3.82)^2 = 13.448$
D	2	29	58	$29(2-3.82)^2 = 96.0596$
SD	1	20	20	$20(1-3.82)^2 = 159.048$
Total	15	255	973	398.364

Table 9

$$\text{Population mean } (\mu) = \frac{1+2+3+4+5}{5} = 3.0$$

$$\text{Sample mean } (X_1) = \frac{\sum FX}{\sum F} = \frac{973}{255} = 3.82$$

$$\text{Sample variance } (SV) = \frac{\sum F(X-X_1)^2}{n-1} = \frac{398.364}{254} = 1.5683$$

$$\text{Standard Deviation (SD)} = \sqrt{1.5683} = 1.2523$$

Calculating the value of t:

$$T_{(n-1)} = \frac{X_1 - \mu}{\frac{SD}{\sqrt{n}}} = \frac{3.82 - 3.00}{\frac{1.2523}{\sqrt{255}}} = 10.46$$

Calculated value of $t_{(255)} = 10.46$

Critical value of $t_{(255)}$ at (.05) = 1.645

Since the calculated value of t (10.46) is greater than the critical value of t (1.645), we reject the null hypothesis and accept the alternate which states that there is significant positive relationship between family responsibilities and work-life balance

Appendix 2: Test Hypothesis 2

- H_{02} : Demography does not have significant positive impact on the work-life balance..

Remarks	Scores (X)	Frequency(F)	FX	$F(X-X_1)^2$
SA	5	96	480	$96(5-3.83)^2 = 131.4144$
A	4	89	356	$89(4-3.83)^2 = 2.5721$
UD	3	23	69	$23(3-3.83)^2 = 15.8447$
D	2	24	48	$24(2-3.83)^2 = 80.3736$
SD	1	23	23	$23(1-3.83)^2 = 184.2047$
Total	15	255	976	334.0359

Table 10

$$\text{Population mean } (\mu) = \frac{1+2+3+4+5}{5} = 3.0$$

$$\text{Sample mean } (X_1) = \frac{\sum FX}{\sum F} = \frac{976}{255} = 3.83$$

$$\text{Sample variance (SV)} = \frac{\sum F(X-X_1)^2}{n-1} = \frac{334.0359}{254} = 1.3151$$

$$\text{Standard Deviation (SD)} = \sqrt{1.3151} = 1.1468$$

Calculating the value of t:

$$T_{(n-1)} = \frac{X_1 - \mu}{\frac{SD}{\sqrt{n}}} = \frac{3.83 - 3.00}{\frac{1.1468}{\sqrt{255}}} = 11.56$$

Calculated value of $t_{(255)} = 11.56$

Critical value of $t_{(255)}$ at (.05) = 1.645

Since the calculated value of t (11.56) is greater than the critical value of t (1.645), we reject the null hypothesis and accept the alternate which states that there is significant positive relationship between demography and work-life balance

Appendix 3: Test Hypothesis 3

- H_{01} : There is no significant positive relationship between culture and work-life balance.

Remarks	Scores (X)	Frequency(F)	FX	F(X-X ₁) ²
SA	5	89	445	89(5-3.76) ² = 136.8464
A	4	81	324	81(4-3.76) ² = 4.6656
UD	3	36	108	36(3-3.76) ² = 20.7936
D	2	31	62	31(2-3.76) ² = 96.0256
SD	1	18	18	18(1-3.76) ² = 137.1168
Total	15	255	957	395.448

Table 11

Population mean (μ) = $\frac{1+2+3+4+5}{5} = 3.0$

Sample mean (X₁) = $\frac{\sum FX}{\sum F} = \frac{957}{255} = 3.76$

Sample variance (SV) = $\frac{\sum F(X-X_1)^2}{n-1} = \frac{395.448}{254} = 1.5508$

Standard Deviation (SD) = $\sqrt{1.5508} = 1.2453$

Calculating the value of t:

$T_{(n-1)} = \frac{X_1 - \mu}{\frac{SD}{\sqrt{n}}} = \frac{3.76 - 3.00}{\frac{1.2453}{\sqrt{255}}} = 9.7436$

Calculated value of t₍₂₅₅₎ = 9.7436

Critical value of t₍₂₅₅₎ at (.05) = 1.645

Since the calculated value of t (9.7436) is greater than the critical value of t (1.645), we reject the null hypothesis and accept the alternate which states that there is significant positive relationship between culture and work-life balance

Appendix 4: Test Hypothesis 4

- H₀₁: There is no significant positive relationship between work-life balance and organizational productivity.

Remarks	Scores (X)	Frequency(F)	FX	F(X-X ₁) ²
SA	5	99	495	99(5-3.89) ² = 121.9779
A	4	87	348	87(4-3.89) ² = 1.0527
UD	3	28	84	28(3-3.89) ² = 22.1788
D	2	25	50	25(2-3.89) ² = 89.3025
SD	1	16	16	16(1-3.89) ² = 133.6336
Total	15	255	993	368.1455

Table 12

Population mean (μ) = $\frac{1+2+3+4+5}{5} = 3.0$

Sample mean (X₁) = $\frac{\sum FX}{\sum F} = \frac{993}{255} = 3.89$

Sample variance (SV) = $\frac{\sum F(X-X_1)^2}{n-1} = \frac{368.1455}{254} = 1.4494$

Standard Deviation (SD) = $\sqrt{1.4494} = 1.2039$

Calculating the value of t:

$T_{(n-1)} = \frac{X_1 - \mu}{\frac{SD}{\sqrt{n}}} = \frac{3.89 - 3.00}{\frac{1.2039}{\sqrt{255}}} = 11.81$

Calculated value of $t_{(255)} = 11.81$

Critical value of $t_{(255)}$ at (.05) = 1.645

Since the calculated value of t (11.81) is greater than the critical value of t (1.645), we reject the null hypothesis and accept the alternate which states that there is significant positive relationship between work-life balance and organizational productivity.

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