

Impact of Work-life Balance on Employees' Performance among Workers of Private Universities in Osun State, Nigeria

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Abstract

Work-life balance has become an issue of great concern to various employees in both private and public sectors. This study examines the impact of work-life balance on job performance among employees of selected private universities in Osun State. The specific objectives of the study are to assess the significant impact of organizational support on employee job satisfaction, and examined the significant impact of leisure-time management on employee job commitment, which is also in line with the research questions and hypotheses. Descriptive survey research design is adopted, the population of the study is 210 academic staff of two selected private universities in Osun State and sample size was equivalent to the number of the research population without the use of any formula since the population of the study is small. Data for this study was generated from primary source using structured questionnaire from 210 academic staff of Fountain University and Redeemer's University in Osun State. The data obtained was analyzed using regression analysis with the aid of SPSS package. The findings from the study reveal that organizational support have significant influence on employees' job satisfaction ($r^2=0.416$, $p<0.05$). the study also reveals that leisure-time management has significant impact on employee job commitment ($r^2=0.546$, $p<0.05$). The study concludes that organizational support and leisure-time management has significant impact on employee's job performance in selected private universities. Therefore, the study recommends that management should design policies that consider the job satisfaction of employees, balance work and social time.

Introduction

In today's business world, employee performance is a key determinant in the achievement of organizational goals (Uzoech & Babatunde, 2012). As a result, organizations look for different and modern ways of motivating their employees, in order for them to give their best to the organization. Employee

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performance is a focal point in any establishment, and thus management must always work towards increasing the employee job performance.

Today, work-life balance has become an increasingly pervasive of great concern to various employees in both private and public sector. In recent time, there has been an upsurge in the consideration of the pressures that work has on family as well as life of employees. This has triggered research bordering on work-life balance. In an environment where there is high level of competitive pressures stemming largely from efforts to deliver quality service or meet set target, the consequences of this on employees are enormous (Uzoечи & Babatunde, 2012).

Research studies have shown that when there are happy homes, work places automatically become conflict-free and enjoyable places. Increasing attrition rates and increasing demand for work-life balance have forced organisations to look beyond run of the mill Human Resources interventions. As a result, initiatives such as flexible working hours, alternative work arrangements, organizational support, and leisure-time management have become a significant part of most benefit programmes and compensation packages (Grzywacz & Carlson, 2007).

Among prominent studies on work-life balance on employees' job satisfaction and work-life balance on employees' productivity include Sarmad, Abbas & Khan (2011), Fapohunda (2014), Yadar & Dabhade (2014), Chandra & Kumar (2015) while many other scholars have written extensively on work-life balance and employee job performance. However, the aspect of leisure time management and organizational support have not been captured in the literature. The overlooked aspect of work-life balance on organizational support and leisure time management underscores the importance of rest and relaxation that one cannot short-change leisure and too much of leisure does result in monotony. This is very evident among the staff of private institutions today. Against this backdrop, the researchers examine the impact of work-life balance on employees' job performance among employees of two selected private universities in Osun State. It attempts to gain a better understanding of the experiences and expectations of employees in an attempt to identify the source of the work-life balance and its effects on employee job performance as well as suggest ways in which organizations can assist employees to achieve better work-life balance and improve their performance and wellbeing.

Literature Review: Concept of Work-life Balance

Work-life balance refers to the flexible working arrangements that allow both parents and non-parents who are gainfully employed in formal organisations to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Redmond, Valiulis & Drew, 2006). Work- life balances are practices that are meant to help employees better manage their work and non-working times are called as work-family policies, family-friendly or family-responsive policies (Hegewisch, A. &

Gornick, J. C. 2011). In recent years, the term “work-life balance” has replaced what used to be known as “work-family balance”. Other life activities that need to be balanced with employment include organisational support and leisure-time management. Work life balance in its broadest sense, is defined as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life (Redmond, Valiulis & Drew, 2006).

According to Clarke, Koch, and Hill (2004) work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life. To understand work-life balance, it is important to be aware of the different demands upon us and our personal resources- our time and our energy- that we can deploy to address them. Kalliath and Brough (2008), workers who have some form of control over their working environment tend to suffer less stress-related ill-health, with clear implications for the concept of work-life balance.

Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits. According to Kalliath and Brough (2008) work-life balance reflects an individual’s orientation across different life roles, and the extent to which an individual is engaged in – and equally satisfied with – his or her work role and family role, achieving satisfying experiences in all life domains. To do so requires personal resources such as energy, time and commitment to be well distributed across domains.

The definition of work-life balance that Kalliath & Brough (2008) offer is given as: work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities. From this definition, it is important to note that work-life balance is about individual’s perception as they fulfil multiple and often competing roles.

Inadequate work-life balance is a problem that poses a big risk to employees’ well-being, their performance as well as the organizational performance. Many employees often have difficulties in attempting to balance employment responsibilities with their social life. The personal issues that academic staff of many private Universities face outside work when they work round the clock, it may demoralize them and in turn discourage them to be zealous in their services delivery.

Employee Performance

Employee Performance in an organization is a very important issue in the workplace. It can help the organization increase and utilize the capacity of the human resources it has. It translates into good service delivery and interaction which affect every area of the organization. To achieve this organization needs to make policies that will encourage employee performance. An employee's job performance depends on or is a consequence of some combination of ability, effort, and opportunity.

Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period (Bernardin & Villanova, 2005). The organization success depends on employee performance. Therefore, it is important for the management to create a well-rounded approach to managing and coaching its workforce. The education sector is a service enterprise and its main aim is to satisfy its customers. The service employee renders to the customer and employee performance are interrelated. When employees provide excellent service for those patronizing the organizations, they are exceeding job expectations. The popularity of an organization's service is based in part on the level of service received by the customer. In a service industry, the business is based almost solely on their employee's performance. That is why management must look for various ways in improving employee performance.

According to this definition, performance is a set of outcomes produced during a certain period. Hence the researchers have developed the working definition of employee performance for study purposes as, "the action or process of performing tasks assigned to employees within particular period of time". Performance is not only related to the action but also involves judgment and evaluation process.

Leisure-time Management

Leisure-time management is a new concept that was first developed by Wang and Kao (2006) and covers five factors including free time, goal setting and method, programming, urgent intervention (immediate answers), and evaluation (Klerk & Bevan-Dye, 2014). Many sources point out that leisure time management has a positive effect on people's lives. We can describe leisure time management as individuals acting in a planned and programmed way in order to evaluate the period left out of the time they need to work and fulfill their needs. This plan and program can include the management of the processes like what to do when to do and how to do it in a conscious and reasonable way.

According to Cross (1990), leisure time is free time and determined by the time allocated for work. Free time is the time frame left for individuals to use freely after their work (Broadhurst, 2001). Leisure time is not an entirely feasible vision, but rather an ideal and existential situation. Leisure time

includes a clear potential to redirect (Pashı & Harbaliođlu, 2014). Activities that can be performed as active or passive leisure activity that is freely chosen by the individual voluntarily and based on voluntary activities and which give an emotion such as relaxation, Relaxation, and satisfaction can be expressed as recreation (Biol, Aydın & Bahadır, 2018). Although recreation is generally used to mean leisure time, it could also refer to activities or experiences that people or groups have voluntarily participated in, enjoyed, or acquired certain physical, social and emotional behaviors (Pashı & Harbaliođlu, 2014). In general, defining recreation would not be very wrong if we define it as the activities that people perform in their free time.

Organisational Support

Organizational support refers to the extent to which employees deem that their organization values their contribution and cares about their well-being (Rhoades & Eisenberger, 2002). Organisational support can generate a felt obligation to care about the organization's welfare and to help the organization accomplish its goal (Rhoades & Eisenberger, 2002). In the meantime, Organisational support should realize socio-emotional needs by integrating organizational membership and role status into their social identity and reinforce employees' beliefs that organization financial and non-financial compensations increase performance (Rhoades & Eisenberger, 2002).

Employers want employees to be dedicated and loyal to their job. According to the norm of reciprocity, if employers offer a high level of support to their employees, employees are possibly to emotionally commit to their organizations with a low possibility of turnover and a high level of job performance. There is various mechanism for managing and supporting employees to perform excellently in their areas of specialization, skills training, workplace well-being programmes, personalized career development programmes, and team building mechanism.

Employee Job Commitment

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. Zheng & Lamond (2010) described employee commitment as simply employees' attitude to organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components, which are: affective commitment, continuance commitment and normative commitment.

Numerous factors have been found to inspire commitment. For instance, Ongori (2007) opined that the degree to which employees are committed or loyal to their organization depends largely on job enrichment, employee empowerment and compensation.

Employee Job Satisfaction

As job satisfaction is a widely researched and complex phenomenon, it follows that there are numerous definitions of the concept. Ali and Farooqi (2014) simplify the definition by arguing that job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. Lending credence, Rothman and Coetzer (2002) agreed that job satisfaction can be viewed as a reaction to a job, arising from what an individual seeks in a job in comparison with the actual outcomes that the job provides to the individual. This may not be so for someone in an unfavourable job that had a negative premonition about that particular job. Though the expectations match the outcome, they may only be in the job as a stop gap till they get their dream job. Consequentially, job satisfaction can be seen as an employee's positive attitude toward his or job.

Syptak, Marsland, and Ulmer (1999) argued that there are numerous aspects of a job that an organization can manage to increase satisfaction in the workplace. such as:

- i. Company Policies - Policies that are clear, fair and applied equally to all employees will decrease dissatisfaction. Therefore, fairness and clarity are important and can go a long way in improving employee attitude. For example, if a company has a policy for lunch breaks that are the same length and time for everyone, employees will see this as the norm and it will help cut down on wasted time and low productivity.
- ii. Salary/Benefits - Making sure employee salaries and benefits are comparable to other organization salaries and benefits will help raise satisfaction. If a company wishes to produce a competitive product it must also offer competitive wages. In addition, this can help reduce turnover, as employees will often be more satisfied when paid competitive wages as opposed to being underpaid.
- iii. Interpersonal/Social Relations - Allowing employees to develop a social aspect of their job may increase satisfaction as well as develop a sense of teamwork. Co-worker relationships may also benefit the organization as a whole; given that, teamwork is a very important aspect of organization productivity and success. Moreover, when people are allowed to develop work relationships, they care more about pulling their own weight and not letting co-workers down.

- iv. Working Conditions - Keeping up-to-date facilities and equipment and making sure employees have adequate personal workspace can decrease dissatisfaction
- v. Achievement - Making sure employees are in the proper positions to utilize their talents may enhance satisfaction. When employees are in the proper assigned role within the organization and feel a sense of achievement and challenge, their talents will be in line with the goals best suited for them.
- vi. Recognition - Taking the time to acknowledge a job well done can increase the likelihood of employee satisfaction. Positive and constructive feedback boosts an employee's morale and keeps them working in the right direction.
- vii. Job Security - Especially in times of economic uncertainty, job security is a very high factor in determining an employee's job satisfaction. Giving an employee the assurance that their job is secure will most likely increase job satisfaction.

Theoretical Review

Several theories explain different aspects of the relationship between the work family linkage and the different aspects of the relationship between work and family life.

Segmentation Theory

Olson-Buchanan and Boswell (2006) stated that segmentation is referred to as the active process that people use to create and maintain boundaries between work and family. Segmentation theory explains the mutual departure of work and life with each other, such that the two roles do not influence each other and are separate entities (Edwards & Rothbard, 2000).

Ever since the industrial revolution, the work sphere and personal life aspects have been inherently separate by time, space, and function. Piotrkowski, Botsko, and Matthews (2000) articulated this process as what happens when people actively restrain work-related thoughts, feelings, emotions and behaviours in the life domain, and do the same at work by suppressing personal life thoughts, emotions and problems or pleasures.

Compensation Theory

The compensation theory of work-life balance describes the efforts intended at countering unconstructive experiences in one domain through increased efforts

for optimistic experiences in another domain. According to Zedeck and Mosier (1990), compensation can be viewed in two different categories, which are supplemental and reactive. Supplemental compensation occurs when individuals change their pursuits for highly rewarding experiences from a dissatisfying role to a potentially more fulfilling one. It happens when positive experiences are insufficient at work and therefore pursued at home. For example, individuals with little autonomy at work seek more autonomy outside of their work role. Reactive compensation represents individuals' efforts to redress negative experiences in one role they are performing by pursuing positive experiences in the other role such as engaging in leisure activities after a tiring day at work. It occurs when negative work experiences are made up for in positive home experiences. According to Clark's (2000) compensation theory, there exists a contradictory relationship between work and life, so individuals make an attempt to satisfy voids from one sphere with satisfactions from the other.

Integration Theory

Integration theory considers the comprehensive view that a healthy system of flexible boundaries between life and work can better facilitate and encourage work-life and community-life domains (Clark, 2000). Robinson (2014) acknowledged that integration theory best portrays the incorporation of additional contextual elements, such as community, into the body of knowledge in regard to work and life. Integration theory calls for contemporary understandings that redesign traditional work-life paradigms, making all stakeholders like employers, employees, and communities' active partners with equal voices in the formation of a holistic and attainable model of work-life balance. Googins (1997) believed that holistic approach to work and family that includes all parties and shared responsibility will yield better results in both domains than solutions shaped in isolation.

However, the integration theory propounded by Clark (2000) was adopted for this study because the theory focused primarily on traditional work-life paradigms, making all stakeholders like employers, employees' partners with equal voice in the formulation of a holistic and attainable model of work-life balance. Hence the researchers decided to base the study on integration theory as a working theory.

Empirical Review

A number of studies have been carried out that are related to work life balance. Chandra and Kumar (2015) investigated empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance. The aim of the research was to analyze the relationship between work life balance policies and employee job satisfaction. The total number of 240 respondents who were used for the survey filled questionnaire. The Statistical Package for

Social Sciences (SPSS) was used to analyze the quantitative data using correlation. The findings of this study emphasized that each of the work-life balance policies on its own is a predictor of job satisfaction.

Fapohunda (2014) investigated on the exploration of the effect of work life balance on productivity. The aim of the study was to explore the connection between work life balance and organization productivity and whether work life balance practice possibly decreases employee turnover and absenteeism. 200 respondents in the banking industry were used for the survey. A structured questionnaire was used to collect data. Chi square was used to analyze the data. The finding of the result was that there is a positive relationship between work life balance practice and employee turnover.

According to Yadav and Dabhade (2014), work life balance for women employees is highly desirable and if there is no job satisfaction and consistency in life, it can create a dilemma for working women. Work-life balance requires attaining equilibrium between professional work and personal work so that it reduces friction between official and domestic life. The ultimate performance of any organization depends on the performance of its employees, which in turn depends on numerous factors. These factors can be related to job satisfaction or family or both. A comparative study was conducted among the workers of some government colleges and national institutes of Bhopal in the education sector and banking sectors.

When people spend too many hours at work and spend less with families, their health and work performance begin to deteriorate, therefore resulting in poor employees' health due to job stress. Lack of flexibility, high work pressure and long working hours are stressing out many Nigerian employees, reducing their job performance and productivity as well as causing broken homes. Findings suggest that work-life balance can be achieved by the factors responsible for job satisfaction such as supportive colleagues, supportive working conditions, mentally challenging work, equitable rewards and employee-oriented policies.

Methodology

A descriptive survey research design was adopted for this study. This is so because it creates opportunities for the researcher to select respondents and collect data from respondents without manipulation of variables and without exercising control over the respondents. This approach was chosen based on the purpose, the nature, and the variables that were examined. In order to reduce the subjective influence, the researchers selected variables that are directly related to work-life balance on employees' job performance. This actually helped to discover the impact of work-life balance on employees' job

performance among employees of selected private universities in Osun State. The coverage area for this study is limited to two private universities in Osun State, namely, Fountain University Osogbo and Redeemers University Ede. The target population for the study comprised all the academic staff of the two faith-based universities. The academic staff of Fountain University and Redeemer's University; the total number of academic staff from these institutions composed target population of 210 (Fountain University - 66 academic staff and Redeemer's University - 144 academic staff) (Researcher survey 2020, from Registry Department of each University as of the time of this research).

Data was collected through the structured questionnaire and was analyzed with the aid of descriptive and inferential statistical methods. Inferential statistics such as linear regression analysis was used for the testing of the hypothesis. The statistical package for social sciences (SPSS) 20.0 version was used for data analysis. These analytical tools were deemed the most appropriate by the researchers considering their versatility and the nature of the data collected. To determine the relationship between the various variables, correlation and regression analysis was employed and to determine the degree of significance and influence of work-life balance on employees' job performance among employees of selected universities in Osun State.

Results and Discussion

Hypothesis one: H₀₁ Organisational support does not have significant influence on employee job satisfaction.

Table 1: A summary of regression analysis of the interaction between Organisational support and Employee Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.645 ^a	.416	.401	1.033	2.107
a. Predictors: (Constant), Organisational Support					
b. Dependent Variable: Employee Job Satisfaction					

Source: Field survey (2020)

Table 1 shows the model summary of the regression analysis of the interaction between organisational support impacts on employee job satisfaction. With (R) value of .654 (65%), this implies a positive strong relationship between organisational support and the level of employee job satisfaction. This magnitude of direct interaction is statistically significant at 5% level of significance. The R Square value of 0.416 means that 42% changes in employee job satisfaction is explained or accounted for the support rendered by the organisation. While the remaining 58% variations are caused by other factors or variables which are not included in this model but captured under the

stochastic error term. Durbin Watson statistics result fell close to two that is, (2.107). This is evidence that there is no presence of autocorrelation in the model.

Table 2: Regression Showing Significance of Predictors to Employee Job Satisfaction

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	29.232	1	29.232	27.377	.000 ^b
	Residual	215.690	202	1.068		
	Total	244.922	203			
a. Dependent Variable: Employee Job Satisfaction						
b. Predictors: (Constant), Organisational Support						

Source: Field survey (2020)

Table 2 shows the F-statistics value for regression to test the overall significance of the independent variables or predictor in explaining the dependent variable. Figures in Table 2 shows that organisation support variable used in the study significantly predicted the level of employee job satisfaction, F (1,203), 27.377, p-value or sig value < 0.05 (Sig .000). This indicates strong evidence against the null hypothesis, as there is less than 5% probability that the null hypothesis is rejected. F – statistical indicates that the overall regression model is highly statistically significant in terms of its goodness of fit since the value of $F_{tab} (1,203) > F_{cal} (27.377)$.

Table 3: Contribution of Predictor Variable to Employee Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.200	.765		19.862	.000
	Organisation Support	.172	.033	.345	5.232	.000
a. Dependent Variable: Employee Job Satisfaction						

Source: Field survey (2020)

Table 3 shows the regression coefficients of the contribution of the independent variable to the dependent variable. The results show a standardized beta coefficient of 0.345. This means that organisation support contributes to employee job satisfaction when the variance explained by all other variables in the model is controlled. This means, that 1% increase in the rate of the level of organisational support led to a 35% increase in the rate of

employee job satisfaction of the selected universities. From the results obtained from Table 2, the p-value calculated for 0.000 is lesser than 5%, 0.05 critical value. Hence the null hypothesis was rejected. The study, therefore, concludes that organisation support has a significant influence on employee job satisfaction of the selected universities in Osun State.

Hypothesis two: H₀₂ Leisure-time Management has no significant impact on employee job commitment.

Table 4: A summary of regression analysis of the interaction between leisure-time management and Employee Job Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.739 ^a	.546	.544	.742	2.045
a. Predictors: (Constant), Leisure-time management					
b. Dependent Variable: Employee Job Satisfaction					

Source: Field survey (2020)

Table 4 shows the model summary of the regression analysis of the interaction between leisure-time management impacts on employee job satisfaction. With (R) value of .739 (74%), this implies a positive strong relationship between leisure-time management and the level of employee job satisfaction. This magnitude of direct interaction is statistically significant at a 5% level of significance. The R Square value of 0.546 means that 55% changes in employee job satisfaction is explained or accounted for through leisure-time management. While the remaining 45% variations are caused by other factors or variables which are not included in this model but captured under the stochastic error term. Durbin Watson statistics result fell close to two that is, (1.966). This is evidence that there is no presence of autocorrelation in the model.

Table 5: Regression Showing Significance of Predictors to Employee Job Satisfaction

Table 5: Regression Showing Significance of Predictors to Employee Job Satisfaction						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	133.713	1	133.713	242.876	.000 ^b
	Residual	111.209	202	.551		
	Total	244.922	203			
a. Dependent Variable: Employee Job Satisfaction						
b. Predictors: (Constant), Leisure-time management						

Source: Field survey (2020)

Table 5 shows the F-statistics value for regression to test the overall significance of the independent variables or predictors in explaining the

dependent variable. Figures in Table shows that leisure-time management variable used in the study significantly predicted the level of employee job satisfaction, $F(1,203) = 242.876$, p -value or sig value < 0.05 (Sig .000). This shows evidence against the null hypothesis, as there is less than 5% probability that the null hypothesis is rejected. F – statistical indicates that the overall regression model is highly statistically significant in terms of its goodness of fit since the value of $F_{tab}(1,203) > F_{cal}(242.876)$.

Table 6: Contribution of Each Predictor Variable to Employee Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	6.425	.820		7.831	.000
	Leisure-time management	.657	.042	.739	15.584	.000

a. Dependent Variable: Employee Job Satisfaction

Source: Field survey (2020)

Table 6 shows the regression coefficients of the contribution of the independent variable to the dependent variable. The results show a standardized beta coefficient of 0.739. This means that leisure-time management contributes to the level of employee job satisfaction when the variance explained by all other variables in the model is controlled. This means, that 1% increase in the rate of the leisure-time management led to a 74% increase in the rate of the employee job satisfaction of the selected universities.

From the results obtained from Table 5, the p -value calculated for 0.000 is less than 5%, 0.05 critical value. Hence the null hypothesis is rejected. The study, therefore, concludes that Leisure-time management has a strong positive significant impact on employee job satisfaction of the selected universities.

Conclusion and Recommendations

Investigating the impact of work-life balance on employees’ performance in selected private Universities is the primary aim of the current research study. Accordingly, findings reveal that there is a significant impact of work-life balance on employee performance. In addition to that, this study is grounded on integration theory. In addition to that, the research findings also highlighted the valuable empirical and managerial or practical implication as well. Hence, the importance of having and introducing proper work-life balance strategies and policies within the organization.

Organisations as a matter of institutional necessity are to entrench work-life balance in the formulation of their organisation policies, employee's job performance would be enhanced on the basis of the findings of this study. The study concludes that the impact of work-life balance on employees job performance among employees of selected private universities in Osun State is significantly positive. The conclusion supports the conclusion of studies like Fapohunda (2014).

Based on the findings and contributions of this study, organizations are advised to improve employee sense of belonging and undertake sound welfare policies, as this has been found by the study to improve employee job performance. Organizations should demonstrate their preparedness to show concern in attending to employees related problem, evaluate the employees view and opinions in decision making and put a face to the policies that evolve from the organization. This will give employees the confidence to remain and be committed. Also, championing a cause to assist employees to meet their personal needs and aspiration by the organization will enhance their performance to the organization. This support will help to build good relationships based on their values, norms, behaviours, and perceptions. In addition, championing a cause to assist employees to meet their personal needs and aspiration by the organisation will enhance their performance in the organisation. Organisations should demonstrate their preparedness to show concern in attending to employee-related problems, and evaluate the employees view and opinions in decision-making. This will give employees the confidence to remain and be. Also, policies should be enacted which consider the job satisfaction of the employee, balance work and social times.

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