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# Theoretical and Conceptual Perspectives on Employee Work-Life Balance & Imbalance

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## ABSTRACT

Logically, the provision of work-life balance facilities should benefit all, irrespective of positions occupied in a place of work. However, when such facilities or schemes are in a way jeered towards the top management staff, it becomes a course of concern. In this paper, we reviewed work-life balance and imbalance and employees' job performance from the theoretical and conceptual perspectives. We evaluate what options are open to employees and employers as well as the effect of imbalances and time/change management. We conclude by identifying gaps in the research domain as a way of setting the stage for further research on the subject matter

**Keywords:** Work-life, Job Performance, Imbalances, Change Management, Family Life, Employees

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## 1. INTRODUCTION

This chapter reviews amongst others, the conceptual framework, related literature, empirical literature and theoretical framework on the subject of this study. Under conceptual reviews, we examined related literature on issues of definitions, concepts, characterization of the variable of the study and the factors driving the variable.

## 2. THEORETICAL FRAMEWORK

There are a wide variety of various definitions and theories pertaining to the dynamic construct of work-life. In an attempt to organize all of these theories, Ghadially and Kumar (2017) suggested that there were at least three distinct orientations, which were (a) stimulus-based, (b) response literature supports the idea that there are three different theoretical approaches to the concept of stress.

## 2.1 Stimulus-Based

Kahn (2014) defined stimulus-based stress as external forces or conditions that are hypothesized or demonstrated to have negative (painfully damaging, incapacitating) effects on the organisation of interest. Stimulus-based balance theorists believe that the factors in the environment exert an influence on an individual. Essentially this model proposes that external work-life balance in the environment result in a balance reaction or stain (Cox, 2008). In addition, different categories of stimulus stressors have been identified in terms of their ability to induce balance such as: (a) acute, time-limited balance; (b) Chronic intermittent balance; (c) work-life balance sequences; and (d) work-life balance.

## 2.2 Interactional

The interactional approach to stress incorporates both stimulus-based and response-based approaches (Cox, 2008). This theory has also been referred to as the stimulus-response interaction. The interactional approach stipulates that situational variable interact with personal variable from which work-life balance and job performance result (Ryan, 2016). Current research supports the theoretical construct set forth by the interactional approach. Fogerty (2009) conducted four separate studies which analysed occupational stress, strain and coping through path analysis. Decker and Borgon (2013) also advocated for an intersectional approach for researchers interested in studying variables related to employee job performance, strain, and coping because they feel it fully examines the individual's unique psychological experience of work.

Cox (2008) took the interactional approach to stress one step further and have proposed that there is another to this approach (Cox, 2008). This theory has been referred to as transactional (Greenbery, 2009). The Transactional approach incorporates the stimulus, response, cognitive appraisal of the work-life balance, coping style of the individual psychological defences, and social milieu into account (Folkman and Lazarus, 2008).

## 2.3 Role Theory

In order to fulfil expected service over the last decade human service, agencies, in most western economies have undergone major organisational restructuring and redefinitions of professional rules (Biggs, 2015). One of the basic premises of the role theory is that various employee job performance roles that individuals engage in may be stressful regardless of their actual work-life, suggesting that stress found in various work roles may be stressful for all workers.

Osipow and Spokane (2017) described six work roles that they felt were stressful regardless of an individual's actual vocational choice. These six roles are (a) role ambiguity (b) role insufficiency (c) role overload (d) role boundary (e) responsibility and (f) physical environment (Osipow and Spokane, 2017).

## 2.4 Segmentation Theory

The earliest view of the relationship between work and home was that they are segmented and independent and do not affect each other. Blood and Wolfe (1960), who were pioneers of this perspective, applied this concept to blue collar workers. They explained that for workers in unsatisfying or un-involving jobs, segmentation of work and home is a natural process. In the segmentation theory, work and family operate as separate entities; there is no interaction between the work life and the family life.

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Segmentation theory considers work and family as distinct entities and experiences in one will not affect or influence experiences in the other (Young and Kleiner, 1992). Stated otherwise, work has no impact on the family unit, nor has the family unit any influence on work life. For example, a person in a very stressful job might feel overwhelmed by work and as such might want to build a wall to separate work from the family unit. Lambert (1990) suggests that if segmentation occurs, it does not occur naturally. Instead, workers actively attempt to separate work and family life in order to deal with work-related stresses. Parasuraman et al. (1992) who looked at two career couples found that relations within the work environment (work attributes) and within the family environment (family attributes).

The attributes of the work environment, defined as role conflict, role ambiguity and role overload were related to job satisfaction, but not to family satisfaction. Family conflict and parenthood were found to be related to family satisfaction but no to job satisfaction. Thus it may seem that this study demonstrates a true separation between work life and the family life, for the sample they have taken. The authors of this research explain their results and defined them as segmentation. This was because the subjects were able to compartmentalize or segment different spheres of their lives to minimize strain arising from multiple roles. The separate spheres pattern viewed the family as a domestic heaven for women and work as a public arena for men (Zedeck, 1992). However, this view of segmentation was challenged by researchers who demonstrated that work and family are closely related domains of human life (Bruke and Greenglass, 1987; Voydanoff, 1987).

The segmentation theory states that work roles and life roles exist in separate domains and have no influence on one another (Kanter, 1977; Pleck, 1977). It refers to the complete compartmentalization or fragmentation of work and family systems (Edwards and Rothbard, 2000) whereby the two domains are lived separately and have no influence on one another.

## **2.5 Spill Over**

This study is anchored on spill over theory by Guest (2002). It postulates the conditions under which spillover between the work micro system and the family micro system occurs. It can either positive or negative. If work- family interactions are rigidly structured in time and space, then spill over in term of time, energy and behavior is negative. When flexibility occurs which enables individuals to integrate and overlap work and family responsibilities in time and space lead to positive spill over which is instrumental in achieving healthy work life balance. According to Guest (2002), the determinants of work life balance are located in the work and home contexts.

Contextual determinants include demands of work, culture of work, demands of home and culture of home. Individual determinants include work orientation (i.e. the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage. The variables of the study are under the contextual determinants, which are leave policy and service delivery. The leave policy is the culture of work, while the service delivery is the demand of work. The nature of work life balance was defined both objectively and subjectively. The objective indicators include hours of work and hours of uncommitted or free time outside work. Subjective Indicators refer to the states of balance and imbalance.

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He also noted that balance may be reported when equal weight is given both to work and home or, when home or work dominates by choice. Spill over occurs when there is interference of one sphere of life with other. Also, numerous outcomes of work life balance which include personal satisfaction and wellbeing at work, home and life as a whole, performance at work and home, impact on others at work, family and friends. The relevance of this theory to the study is that organizations are expected to adopt positive work life balance policies that will enable employee have a positive work life balance in which will make them be effectively committed to achieving the organization's goals.

### **3. CONCEPTUAL REVIEW**

#### **3.1 Work-life Balance**

The term work-life balance is commonly used as a more comprehensive expression to describe policies that have been previously termed 'family-friendly', but are now extended beyond the scope of the family. Work-life balance refers to the flexible working arrangements that allow both parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Regus, (2011)). The origin of work-life balance practices spans from work-life balance experienced by employee.

Work Life balance is the inter-role balance that results when one's roles as an employee is incompatible with one other area such as being a spouse, parent or with other religious and leisure activities. The concept of Work Life balance recognizes that most individuals have multiple roles. Work-life balance practices help minimize the amount of Work Life balance and also target the antecedents (Gajendran and Harrison, 2017). Some of the antecedents of work-life balance include heavy job demands and job overloads.

Work Life Balance proposed by Barrera (2017) would be adopted because it is broad and encompassing "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". It comprise of both employees and employers who are both central to the subsequent use and successful implementation of Work Life Balance policies and practices. This 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 four dominant categories which include flexible working arrangement (home working, compressed hours); leave arrangement (annual leave, Parental leave); dependent care assistance (Child care arrangements and Crèche) and general services (Employment assistant programs) (Duxbury, Higgins and Coghill, 2011).

Observing the day to day lives of many employees, two main issues to be addressed to achieve work-life balance are time and stress. According to Gupta and Sharma (2013), managing these two variables is the secret of a perfect work life balance. Thus formula of work life balance:

### **3.2 Work-life balance = Time management + Stress management**

Kumar and Mohd (2014) says that work-life balance is about people having measure of control over when, where and how they work. There is a view that work-life balance only in the framework of what the company does for the individual. Furthermore, Vlems (2008) posits that work-life balance is the global assessment that works and family resources are sufficient to meet work and family demands such that participation is effective in both domains. To understand work-life balance, it is important to be aware of the different demands upon us and our personal methods, our time and our energy that we can locate to address them. Research has indicated that those workers who have some form of control over their working environment tend to suffer less stress-related ill-health.

Martinengo (2010) revealed that younger children who demand more time are predictors of family to-work conflict. As women still tend to be more responsible for childcare than men, regardless of hours worked in paid employment, they work a second shift at home (Alexander and Baxter, 2015). Thus, household and family responsibilities are family demands which potentially increase the family-to-work conflict. The work-related demand that is most often discussed is the number of working hours, possibly causing work-to-family conflict. In a European comparative study, Baird and Whitehouse (2012) discover that shorter working hours reduce conflict in both directions; that is, home-to-work and work-to-home. Although engaging in both work and family roles can have positive effects for individuals, but if workers are unable to balance the responsibilities associated with both roles, the potential for conflicts between roles increases (Friedman and Greenhaus, 2010).

Lewis (2008) observed that in order to achieve the desired result there is need to adopt a system that is conceptualized as a two way process which considered the needs of workers and those of the employers. In order to take an employer in this procedure, it is vital to show the benefits that can be obtained from employment policies and practices that sustain work-life balance. Bird (2010) stated that, work-life balance does not have an equal balance, also said that one's best individual work-life balance would vary over time. He said the right balance for one person today will be different for the same person tomorrow. The right balance for a single person will be different at marriage, during child bearing, at the start of a new career versus close to retirement. He stated that there is no perfect balance that should be struggled for. The best work-life balance is different for everyone because different people with different priorities and diverse lives.

Recent days, employees seriously concern about their work-life balance before accept the job offer beyond the salary and other fringe benefits. This becomes increasingly difficult as many qualified candidates may be in dual-career families and need to consider their spouse or partner's career in making their own career decisions (Kodz, Harper and Dench, 2012). Achieving work-life balance in the fast pace economic system and creating a balance between professional and personal life is a challenge for an individual (Kiger, 2015). While some may argue that we realize ourselves through work – being able to self-actualize – attaining unto the very zenith of our chosen career, a truly all-encompassing self-actualization however, will integrate both our work and life (family, personal life, community service). When an individual is thus employed in an organization, he does not give up his life in exchange for work rather he attempts to maintain a balance between them. This balance is necessary for a healthy life.

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Given the present situation the organizations have to find out ways and techniques to improve the job performance of employees. In this sense, many researchers have generally agreed on the important role of work-life in improving the job performance of employee (Naithani 2010). Further, Naithani (2010) stated that work-life balance of an individual employee when viewed collectively from the total workforce of an organization results into a colossal impact on the qualitative and quantitative organizational performance.

In many of today's workplaces employers are cutting cost mainly through lay-offs and are placing more demands on the lean staff left behind. The excuse is to stay afloat in the wake of a global economic recession. The implication however, is that the more time and energy employees give to work, the less they have to give to the other important aspects of their lives, thus creating a work-life balance problem with its attendant negative consequence for both the employee and the organization.

When an individual maintains a balance between his personal and professional life, the phenomenon is called Work-Life Balance. This expression holds worth a lot because it is very important to have a balance between personal and professional life. Work-life balance is at the forefront of the world of work. Wheatly (2012) indicate that, work-life balance of employee provides the win-win outcome for both employer and employees. In addition to that, Naithani (2010) has stated that organization which neglects issues related to employee work-life balance will end up with lower employee productivity and in turn will find it more difficult to improve the employee job performance.

The balance between personal and professional life vary from person to person and the organization where he or she is working. When an individual does not maintain a balance and works too much in the organizational setting, this may cause him some medical, psychological and behavioral consequences; as a result his or her productivity will also be low. Studies have shown that work life stress is harmful to the employees. Work-life balance improves individual's health, job satisfaction, commitment, involvement and reduces absenteeism and presenteeism (state of physical presence but not productive).

As noted above, work-life balance play a pivotal role in determine the job performance of employees. In this context, many researchers have found that work-life balance has a positive relationship to work performance (Naithani 2010; Cegarra-Leiva, 2012; Alexander and Baxter, 2015). One important factor is the degree to which work-life balance are generally applicable across the whole hierarchy of the organization. Those lower down the organization hierarchy are sometimes not entitled for some benefits or uninformed about relevant company policies. Work-life balance can assists employers and employee to be healthy and productive in their personal and professional life.

For some people spending more time in the organization is more important than the time they spend at home. However, there are people who give priority to the personal and family life. In this technological era, some organizations also offer flexible working hours. One can carry Laptop, PDA, Android phones and is connected with suppliers, venders through internet 24 hours a day. The moment he gets any query, he responds to it. There are some work-alcoholics who take their laptops and PDAs to the vacation and face the annoyance of their wives while checking the emails.



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People are more interested in looking for a job that gives them flexibility at work. Necessary arrangements for work-life balance are required by all workers at different times in their lives because balance is instrumental in quality initiatives by preparing an individual to deal with the change. An individual can give his best only in a conducive environment e.g. students want to study and work at the same time; parents want to have time with their children and the older worker approaching retirement to have the opportunity to stay in the workforce on reduced hours. Mostly the employers and the employees agree that organizational objectives are more important, so it is the obligations of the employer to help people in work-life balance.

Work life balance is practices that are meant to help employees better manage their work and non-working times are called in the literature as work-family policies, family-friendly or family-responsive policies. In recent years, the term “work-life balance” has replaced what used to be known as “work-family balance” (Guérin, Onge, Haines, Trottier, and Simard, 2015). Also, there are other life activities that need to be balanced with employment may include study, travel, sport, voluntary work, personal development, leisure or eldercare. 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.

According to Frye and Breugh (2014), 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. Research has indicated that those 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 Organisations 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 organisational benefits. There are a large variety of family friendly policies which include, but are not limited to the following: flexible working hours, job sharing, and part-time work, compressed work weeks, parental leave, telecommuting, on-site child care facility (Valcour, 2017).

Work life balance studies have significantly furthered our understanding of the phenomena; there remains great unevenness within Work Life Balance studies in a non-Western context. In essence while work life balance in west have received enormous research exposure, far less attention has been devoted to exploring the concepts of work life balance of individuals in Nigeria (Ojo 2014).



**Figure 1: Work-Life Balance Relationship with Employee Performance. Source: (Ojo, 2014)**

### 3.3 Prospects of Work–Life Balance

The adoption of work–life balance programmes and policies are considered as part of high commitment work systems required for ensuring high level of employee commitment and innovation. Dune and Teg (2017) observed that work-life balance programs are those established and routing arrangements, as well as formal and informal practices that make it easier for employee to manage the often conflicting worlds of work and non-work. The aim is to try to increase the flexibility with which employees can enact both their work and non-work roles without threat.

Positive work-life outcomes of an employee lead to the organization outcomes and success. Work-life balance has double benefits where the right balance is found and sustained; there is mutual gain for both employee and employers. Employees are happier when they are able to balance their work and life. In addition, there is improved self-esteem, health, concentration and confidence. The mental health foundation report in a 2012 study that more than forty percent of employees that are neglecting other aspect of their lives is because of work, a situation which may increase their vulnerability to mental health problem.

Also there are benefits of employee loyalty and commitment which increase with opportunities for workers life balance. Employees are likely to stay with an organization where there are opportunities for achieving work-life balance. Moreover, tasks are better dealt with, there is a boost to stimulus and there is decline in stress level among employees. Employee’s happiness helps in the maximization of available resources. Thus the workers feel more valuable and work harder as a result. Again the work environment is less stressful, there are less stress related illness and decreased health care costs. In addition work life balance program in an organization make it attractive to a wider range of candidate when it comes to recruitment. Furthermore, the work force will be more loyal and motivated, absenteeism will be reduced and productivity will increase because of the maximized available human resources.



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#### 4 WORK-LIFE BALANCE OPTIONS

The quality of a worker's personal life has an influence on work quality and there are various vital reasons to encourage work and non-work incorporation. Organizations have realized that workers that are able to balance work and live are actually valuable to firms. There are numerous organization policies that can lessen the burden of work – life balance. Twelve work-life balance options by Eaton (2013) include; providing leave with pay or option for reduced hours, work- place support such as personal time off, paid leave, on-site or nearby childcare financial assistance for childcare and other family-friendly policies all of which are work place policy that could resolve the work – life balance problem.

In deciding to facilitate employees work-life balance, organization can choose from a wide array of options.

- i. **Job sharing:** is an option which allows two people to share a job. They both have the same job, share the hours, payment, holidays and benefits; this will enable the employee or worker to have time for non-work activities in order to achieve a good degree of work-life balance.
- ii. **Create a fun committee:** The words *fun* and *committee* might not seem to go together, but the concept is important. Rather than having one employee responsible for planning activities, let employees volunteer to participate as a team. They can then be the ones responsible for planning holiday parties, team excursions, and other events. Make sure to allocate enough of a budget to let the team enjoy it.
- iii. **Breaks from work:** This comes once in a while, which result in the right balance between work and life. This break should not only be about maternity, paternity and parental leave but time off for career breaks and sabbaticals.
- iv. **Self-roastering:** This allows employee do the roaster the way they want. The organization daily check the number of staff and skills required and lets employees decide which hours they would like to work with the employees would be able to schedule their time conveniently between work and non-work activities.
- v. **Tele-working:** Situation whereby employees use modern communication technology, employees carry out their job without necessarily having to be at the office often they can work from home or in satellite offices or tele-centres close to them. It allows employees to attend to family or non-work issues once production or excellence is not affected. Sophisticated and realistically priced technologies hark made it easier for employees to contact with work such as email, computer and cell phones. Researchers have found that employees who consider their work to be an important component of their personalities will be more appropriate to use these communication technologies to work while in their non-work places.
- vi. **Child care:** Providing childcare assistance for employees can help an employee to boost output and drive among employees. It also reduces absenteeism, turnover and accident. Childcare option for working parent can be significant in work – life balance and job satisfaction. Therefore, as Chung (2009) observes, the demand for childcare option as a means of helping employee to achieve work-life balance is becoming more vital. Childcare option include crèche, day-nursery after school childcare, teen care, host parent care and leader – at – home.

- vii. **Invest in team-building exercises:** Team-Building Exercises might seem trite, but they do work. The key is picking the right exercise and making sure your team is open to it. Look for a mix of creative and tried-and-true team-building exercises, and time them for opportunities when your team is engaged. Improving teamwork within your team will help people form relationships with colleagues and be happier at work.
- viii. **Provide educational support:** Most people are at their best when they are growing and learning. Look for [ways to support your employees](#) as they grow. In some organizations, you might consider offering tuition assistance for people pursuing ongoing education. Other firms might reimburse employees for attending development sessions, or just offer in-house “lunch & learn” style programs. Look for ways to help support your employees’ personal development.
- ix. **Flexi time:** Allows employees, to determine (or be involved in determining) the start and end times of their working day, provided a certain number of hours is worked. This can allow them to meet family or personal commitments/emergencies (enable employees to respond to both predictable and unpredictable circumstances), during the day or to reduce their commuting time by starting and ending work before or after the rush hour (Kumar and Mohd, 2014).
- x. **Give employees time to foster creativity:** The most common example of creative time is Google’s 20% policy, where they allow engineers to spend 20% of their time working on their own ideas. You don’t have to be that flexible, but look for ways to create space for employees to be creative. Even offering structured spaces for employees to contribute their own ideas and suggestions can be helpful.
- xi. **Apply change management best practices:** When you are going through a major change, employees experience significant upheaval. Many employees may end up working extra time, changing their roles, or getting overwhelmed. Apply best practices for change management, including training your leaders to best support their teams.
- xii. **Consider creative incentives:** While cash bonuses are always welcome, research has indicated that employees may get more value from other incentives. Look for ways to offer tangible bonuses for your team, such as vacation vouchers or even extra time off. One recent study showed that offering time-saving services significantly improved employees’ happiness.

## 5. COMPONENTS OF WORK-LIFE BALANCE

There are abundant imperative organisations or structure of work-life balance according to Bird 2010, which will be discussed in the course of this work such include; time management, technology management, stress management, self-management, change management, leisure management, work-family conflict, employee performance and productivity.

### 5.1 Time Management

Time Management has to do with acknowledging what one does best and when gathering the necessity to bring about result. It is the process of planning and exercising conscious control of time spent on specific activities, especially to increase effectiveness, efficiency, and productivity. It involves making the best possible use of one’s day and asset. Good time management enables one to work smarter- not harder- so that you get more done in less time, even when time is tight and pressures are high.

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According to Spinks (2014) Eisenhower matrix is a very good tool that can help individual be crystal clear on how to spend the time. The principle of the tool is that you should only take care of the important tasks. Important but not so urgent ones you can schedule in future, urgent but not important tasks should be delegated. And finally you should stop doing tasks that are not important and not urgent.

## 5.2. Technology Management

Technology management is ensuring that technology serves us rather than exploiting people i.e. treating people unfairly by making them work and not giving them much in return. There is increased in the rate of technological advance but us human being must rule technology and not technology ruling us and putting work load on employees. Technology helps to streamline work day so that employees can work more efficiently. Technology helps employees to expand professional network through social networks in order to expand the employees' knowledge and learn new things through webinars and online courses from the comfort of employees' offices or homes. Although technology cannot replace personal connections, but when approached in a thoughtful way, it can be useful in helping you maintain the right balance in your personal and professional life.

## 5.3 Stress Management

Stress Management has to do with how to manage oneself in time of confusion and situation that is difficult to understand due to complication. Stress management is simply "a set of techniques and programs intended to help people deal more effectively with stress in their lives by analyzing the specific stressors and taking positive actions to minimize its effects" (Gale Encyclopedia of Medicine, 2008). According to Kumar and Mohd (2014), there are basically thirteen different stress management techniques and strategies. These are:

- i. **Be assertive:** One needs to be cleared about what he wants and what he does not want. Clear and effective communication is the key to being assertive. When we are assertive we can ask for what we want or need and explain what is bordering us. This needs to be done in fair and firm manner while still having empathy on others.
- ii. **Reduce the noise:** Switching off from technology and the constant stimuli thrown at us hourly is an important way to slow down. One needs to deliberately make time for some quietness each day and you will notice how all those seemingly urgent things that we feel we need to do, become less important. This is also referred to as recharging. To-do list will also help to reduce noise.
- iii. **Manage your time:** When we manage our time it means we prioritize and organize our tasks creating a less stressful and more enjoyable life.
- iv. **Creating boundaries:** These are internal set of rules that we create for ourselves. They outline what behaviours we will and will not accept. Healthy boundaries are essential for a stress free life.
- v. **Get out of your head:** Sometimes it is best not to even try contending with the racing thoughts. Sometimes taking a break off the normal routine helps in reducing stress. Distract yourself, watch a movie, phone or hangout with friends.

- vi. **Affirmation and Imagery:** The power of positive imagery and affirmation is now scientifically proven to increase positive emotion. How? When you think of a positive experience, your brain perceives it to be a reality.
- vii. **Cognitive restructuring:** A technique for understanding negative emotions and challenging these sometimes incorrect beliefs that causes them.
- viii. **ABC Technique:** The ABC technique was also developed by psychologist Albert Ellis and was later adapted by Martin Seligman. The letters stand for, A-adversity or the stressful event, B-beliefs, or the way that you respond to the event. Then C- consequences, the result of your beliefs lead to the actions and outcome of that event. Essentially the more optimistic your beliefs, the more positive the outcome.
- ix. **Diet and exercise:** You are what you eat. Be mindful of having a balanced and healthy diet. Making simple diet changes, such as reducing alcohol, caffeine and sugar intake is a proven way of reducing stress. Regular exercise is another guaranteed way to reduce stress. It's proven to also be effective as antidepressants in relieving mild depression.
- x. **Meditation and physical relaxation:** Techniques such as deep breathing, guided visualizations, yoga and guided body scans to relax the body.
- xi. **Build resilience:** Resiliency is the ability to bounce back from stressful or negative experience. Resilient people accept that situation has occurred, they learn from what transpired and they move on.
- xii. **Talk it out:** Talk to someone close to you about your worries or the things that are getting you worked up. Sharing worries is halving them, as the saying goes; problem shared is half solved.
- xiii. **Sleep:** Getting a good night sleep is fundamental for recharging and dealing with stressful situations in the best possible way. While it varies from individual to individual, on the exact amount of sleep needed, an uninterrupted sleep of approximately 8 hours is generally recommended.

#### 5.4 Self-Management

Self-Management implies becoming the commander of our own lives of which no one is coming to do for us, it is very important to involve the style of self- management, it is the effectively and efficiently using of the gaps in our lives, due to the fact that handy resources, time and life are for short period of time. However, effectiveness and efficient self -management taxing in getting exercise nutrition and getting proper sleep. Self- management skills are those characteristics that help an employee to feel and be more productive in the workplace. Such skills include; problem solving, resisting stress, communicating clearly, managing time, strengthening memory, and regular body exercise (Hayman, 2010).

#### 5.5 Change Management

Change management is the process, tools and techniques to manage people side of change to achieve the required business outcome. It involves making an irregular and determined efforts to guarantee that the qualify speed of change at work and at home is not overpowering or crushing. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change.

## 5.6 Leisure Management

Leisure Management has to do with the significance of rest and relaxation. Theofilou (2012) proposed that to manage one's leisure time demand various activities that must be scheduled and to realize a little better balance in work and life, worker's need to; plan down time, cut out the things that do not add value to their lives, avoid negative people that suck energy, outsource task where possible; and sometime take for oneself, it does not matter if the time is limited or not, what matter is there is need to be time that is just for one alone. Leisure management is about delivering the services that meet the leisure needs of individuals and communities.

## 5.7 Work-family Conflict

Work-family conflict is a situation where an individual experience incompatible demands between work and family roles, causing participation in both roles to become more difficult. It is important for organisations and individuals to understand the implications linked to work-life conflict has been associated with increased occupational burnout, job stress, decreased health and issues pertaining to organizational commitment and job performance.

## 6. BENEFITS AND CHALLENGES OF WORK-LIFE BALANCE TO EMPLOYER AND EMPLOYEES

### 6.1 Benefits of Work-Life Balance To Employer and Employees

According to Chris (2017), the under listed are benefits of work-life balance to both employers and employees.

#### a. To the Employer

- i. **Employee loyalty and commitment:** any organization that put into consideration the work-life balance of its employees enjoy the employees' loyalty and total commitment to work. Management of such organisations can be rest assured of low wastages or sabotage.
- ii. **Improve productivity:** where work-balance is guaranteed, there is tendency for improved productivity.
- iii. **Enhance organization image:** it enhances the corporate image of the organization as there will be a very low labour turn over.
- iv. **Reduce absenteeism and lateness:** the rate at which people absent from work will be drastically reduced.
- v. **Reduce staff turnover rate:** where job security is and employee friendly atmosphere, it will be difficult for staff to throw in their resignation letters except when it is extremely necessary.
- vi. **Increase retention of valuable employee:** competent hands in the organization will be retained based on the benefits of the work-life balance options available.

#### b. To the Employee:

- i. A greater sense of job security- work-life balance gives employees job security.
- ii. Increased job satisfaction- it increases job satisfaction
- iii. Enhance control over work-life environment
- iv. Reduce job stress levels- employees have less things to worry about since those major things that can cause stress have been taking care of by the organization.
- v. Better physical and mental health- the employees are physically and mentally balanced.

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## 6.2. Challenges to Work-Life Policies

Despite the fact there was thorough commitment to ensure that there is total balancing of work and life, research shows that the more availability of far-reaching and liberal work-life balance policies does not necessarily result in prevalent employment by workers or subsequent advances in work-life balance and reduction in work-life conflict. There are considerable contentions about the effectiveness of organization work-life policies in delivering flexibility and reducing stress and job dissatisfaction in the modern work place.

A factor that has been strongly associated with the underutilization of work-life policies is the perception of negative career consequence. For example in the part-time work option career draws back tends to be permanent. Part-time workers often receive less training, are paid less and advance more slowly because employees attach a higher risk to investing them. Another factor recognized relate to equity. Ojo (2014) affirms that many workers do not even care becoming known as special cases or requiring special treatment to the colleagues. An important aspect of all these policies is the management support and work environment that go along with it. Where workers feel that using a policy will affect their chance of advancement, they are more likely to refuse its use. Manager can either encourage employees' effort to balance their work and family lives. Where supervisors enthusiastically support the integration of paid work and other responsibilities, employees are most likely to involve themselves in available work programs.

Organization management must support for the achievement of effective work-life balance if there is to be opportunity of work-life balance taken up by employees. And also work-life culture affect the extent to which flexible work options can be utilized and work-life balance initiative must be based on an appraisal of organization culture, to ascertain its openness and readiness to support work-life balance programs. Moreover, time-demands from employees and personal values influence and may discourage the effective utilization of work-life balance in organization. Below are some disadvantages of flexi time as presented by Barbara Bean-Mellinger and reviewed by Seidel (Thorntwaite, 2014):

- i. Employees can take advantage of the freedom
- ii. Communication can be difficult
- iii. Coordinating schedules burdens human resources
- iv. Job sharing delays
- v. Compressed week increases flexi time disadvantages

## 6.3 Consequence of Employees Work-Life Imbalance

The inability to balance work with life has a very imperative cost for employees in the society. The constraints in balancing work-life balance really have a great negative impact on the quality achievement of workers. Thompson, Beauvais and Lyness (2009) contended that the work life imbalance of a worker can lead to organization outcome like soaring rates of absenteeism and turnover, reduce job satisfaction, increasing health care costs and lesser degrees of organization commitment and devotion, minimizing productivity. Viems (2008) stated that personal societal consequence of work-life imbalance include: elevated rate of family strife, enhance levels of stress and induce illness, lesser life satisfaction violence and divorce; raising challenges with parenting.



#### **6.4 Work-Life Balance in Private Sector**

The private sector is notorious for being rigid and reluctant. Its rigidity and reluctance to adapt comes from the very beginning of public sector organization formation. The public sector's organizations were by designed intended to be impersonal and strong organization with rigid structures (Perrons, 2016). The organization's characteristics are to make sure consistent outputs through solid and clear administration chain and power (ibid). These characteristics are originated from a theory proposed by Max Weber (1864-1920) known as theory of bureaucracy.

### **7. WORK LIFE BALANCE IN TODAY'S WORLD**

A lot of people face the problem of balancing work and family life. Many multinational companies remain open for 24hrs. Employees need to work in shifts. Day shift and night shift. Night shift employees feel hard to cope with family life and health. This in turn leads to divorces and bad health. Many mothers feel difficult to continue work after delivery because her home becomes her first priority. She may be a very good worker but she quits to look after her new born and family. Many Corporates have come up with the option of Flexi time and work from home opportunity to tap these employees. Personal demands such as visiting school for report card or hospital or any emergency requires attention. In that case the employee needs to take leave and remains absent from work. Companies have introduced flexi timings for working so that an individual employee can complete his scheduled work by coming to office anytime. This lessens the burden of reaching office on time when personal life needs more attention.

Working from home is also adopted to balance work and personal life. Companies don't want to get away with hard working and result oriented employees so many companies have introduced work from home opportunities where an employee can work from home. There is no stress of visiting office on time. Here an employee can adjust time to devote for work and family. Giving an employee option to work from home, helps the employer in adjusting work from a small office and managing a big workforce (Bloom, Kretshmer and Van Reenen, 2012).

Companies give training sessions to employees so that they are more productive, various seminars are organized. They call the family members of employee so that they too cooperate with the employee in balancing work and home. When a company gives an employee an option of balancing his work and personal life it increases retention and lowers the turnover rate.

There are few negative side effects of allowing an employee to work from home or practice flexi timings- as given by Peterson (2018):

- i. A productive employee turns unproductive.
- ii. Takes work for granted.
- iii. Does not completes work on time.
- iv. Gives more stress to personal life and personal demands.
- v. Lack of accountability

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A company needs to keep an eye on each and every employee so that the productivity is not reduced. An Employer takes measures to retain his employees and increases performance. Work-life balance is a good measure taken by companies. An employee should fit in it and try to get maximum benefits.

### **7.1 Employee Performance**

Employee performance refers to job related activities expected of an employee and how well those activities were executed. While some businesses assess their employees monthly, some carry out the activity quarterly and others yearly. In private organizations, employee performance evaluation is carried out once in a year with the instrumentality of Annual Performance Evaluation Report (APER) form. This is necessary for the organization to know the productivity level of each employee; it also helps in identifying training needs in the organization. These encompass productivity and leave policy.

#### **Productivity**

Productivity is the effectiveness of productive effort, especially in industry, as measured in terms of the rate of output per unit of input. Productivity is the output of an individual or a system or process over a given period of time in relation to the available resources in carrying out a specific task. Productivity is when goals and aspirations are realized. Efficiency of a worker or group of workers can be assessed by their level of productivity. By nature the older you are the lesser your level of productivity.

### **7.2 Leave Policy**

Leave is the amount of hours/days employees of an organisation are permitted to be away from their employment position within a period of time without consequences. This time off is paid by the company and employees are allowed to request the time for any reason they wish to be off work. It also gives the ability for employee to release themselves from work stress and create a balance between work and their family activities. This type of work life balance helps employees to perform other duties outside work, which creates a balancing effect between work activities and life activities. There are different types of leave policy which are:

**Annual leave:** Annual leave can be defined as paid leave for the purpose of recreation to which employees become entitled after a period of qualifying service or employment with a particular employer (Ojo, 2014). Nigeria has been greatly influenced by the British system. The provisions of the Nigerian Labour Act (1974) mainly concern blue-collar workers and are very basic with limited government regulations for employers.

Daily hours of work are to be fixed by mutual agreement or by collective bargaining between the employer and employee (section 13:1). Provision is made for rest intervals of no less than one hour in total if the day's work is longer than 6 hours (section 13,3), and for one day's rest per week (section 13:7). After twelve months of continuous service, a worker is entitled to an annual leave of at least six working days that may not be deferred by more than twelve months (section 18).

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### **Parental Leave**

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

**Career's leave:** Career's leave is an official permission for an employee to take time off to take care for an immediate family or household member who is sick or injured or help during a family emergence. But it comes out of the employee personal leave balance.

**Paid Family and Medical leave:** Paid Family and Medical leave relates with an officially granted leave of absence from work to attend to dependent care challenges or personal health concerns of the employee.

**Sick leave:** Sick leave is time off from work that an employee can use to address their health and safety needs without losing pay.

**Study leave:** Study leave is given to any staff member who is undertaking an approved study course. Training leave is given to an employee for self-development and organisation development.

### **Service Delivery**

Service delivery indicates 'where', 'when' and 'how' the service product is delivered to the customer (Parkes and Langford, 2018). The service delivery process can be broken down into service encounters that comprise the main part of the whole process (Dallimore and Mickel, 2016) and, as noted by Chadrasekhar (2011), some generalization within service types is possible for different services and service providers, and managers may have to consider this in its design. Thus, the power to deliver optimal service quality will get the service firms competitive advantages among others in the same industry (Turel, Serenko and Bontis, 2017). According Lash (2009), work life balance helps to enhance service delivery among the employees.

Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service, and it could be an information or task. In the banking sector different types of services are being offered. The heads of the banks are located at one place. However, their branches are scattered and located across the country. The jobs of offering the services are assigned to employees and the performance on the job matters a lot. This is because it affects the customers' satisfaction, getting and retaining existing customers, complaints handling, targets achieved, sales turnover, profits, market shares and good will of the company. The performance of employees is important, not only in banking but other service sectors. Better performance gives satisfaction to the customers. Services are to be provided with minimum processing and waiting time, proper response, promptness and the desire to handle many customers as the demand arises.

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### **Person-Environment Fit**

A review of the literature suggests that researchers have attempted to find an explanation regarding the potential relationship that exists between stress, an individual, and the environment. It has been theorized that if there is not an accurate fit between the person and the environment, strain will occur (French, Captan, and Harrison, 2012). More specifically, a person environment fit suggests that individual fit certain occupations based on the interaction of a multitude of variables. Theoretically, P-E Fit predicts that the magnitude of strain experienced by an individual is proportional to the degree of misfit between the individual and their job performance (Pithess and Soden, 2009). Individuals vary in their needs and abilities just as jobs vary in their incentives and demands (French, 2012; Lazarus and Folkman, 2016)

### **Employee's Job Performance**

Employee's job Performance in a firm is a very important area in the workplace. It can help the firm increase and utilise the capacity of the human resources it has. It translates into good service delivery and interaction in which affects every area of the organisation. To achieve this organisation need 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. But, the measurements can be done in terms of outcomes or results produced (Ferris, 2018). Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period (Bernadrin and Russel, 2018).

According to this definition performance is set of outcomes produced during a certain time period. Hence the researchers have developed the working definition of employee performance for study purpose is that, "achievement of targets of the tasks assigned to employees within particular period of time". Performance is not only related to the action but also involves judgment and evaluation process (Ilgen and Schneider, 2011). According to Campbell (2013) performance is related to that which the individual that is hired do in fulfilling his/her duties and the activities that can be examined and measurable are reflected. An organisation needs high performance of its employees, so as to meet its goal and be able to achieve competitive advantage (Frese, 2012). According to business dictionary employee performance is the job related activities expected of a worker and how well those activities were executed.

The organisation success depends on the employee performance. Therefore, it is important for a manager to create a well-rounded approach to managing and coaching its workforce. The commercial banks are service industry and their main aim is to satisfy their customer. The service employee renders to the customer and employee performance is interrelated. When employees provide excellent customer service, they are exceeding job expectations. The popularity of an organisation's service is based in part on the level of service received by the customer. For 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's job performance.

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## **Work-Life Balance and Job Performance**

There is significant inconsistency among researchers concerning the direct and indirect effects of various putative balances. Direct stress effects are those incurred by the task load alone irrespective of any psychological stress that may also be generated. Accordingly, indirect stress effects are those that evolve out of psychological factors associated with the task load demands. There is a fine line that separates these two, and they can be indistinguishable at times. This fact has made their separation and measurement particularly difficult. There are several issues at the heart of the inconsistencies found in the literature. For example, is the application of some task demand (i.e. workload or time pressure) an application of stress?

Many would argue that it is, while others would contend the contrary. Proponents of the former typically offer one of two arguments. The first argument states that stress is a term that can be applied to any demand on a system. Therefore, any task that requires mental resources qualifies as a stressor—it places a demand on the system. This argument meets the criteria of early stress definitions (stimulus-based approaches); however, it is no longer as accepted demands incur a psychological cost in addition to their direct effects. That is to say, these demands trigger a psychological response such as frustration, anxiety, or psychological discomfort. This response often contains both physiological and mental components that vie for resources. In this way, devoting them instead to secondary psychological processors.

On the other hand, a compelling argument can be made that workload is a demand that does not require, not regularly incur, a secondary psychological cost. In applying the state definition of stress—the interaction between three perceptions: a demand, and the importance of being able to cope (McGrath, 2010), it's difficult to see how demand characteristics alone qualify as stressors. For example, in some circumstances time pressure and or workload would trigger anxiety or frustration that might further distract or interfere with performance. However, it is not clear that this would necessarily be so in most, let alone all, situations.

If we agree that subjective experience and specifically cognitive appraisal (a transactional model assumption) is elemental in defining stress, then one must assume it plays a significant role in answering questions about whether workload, time pressure, or other putative stressors carry both direct and indirect effects. Does this suggest that when a demand is deemed stressful or upsetting it is performance yet is viewed as stressful by the operator, does this indicate that it would be considered a stressor? Reasonable arguments can be made to support both positions, and the research literature, in its current state, is a reflection of this fact. Although it can be argued that each stressor involves direct effects, each may also carry indirect effects as well. For example, time pressure limits the time available to perform a given task.

This limit is a physical boundary that does not require any psychological explanation in understanding its direct effects on performance. However, this limitation often evokes a corresponding psychological reaction such as anxiety that has secondary or indirect effects on performance. The ability to separate these two dimensions has proved difficult for the research community.

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The research that addresses various putative stressors discussed in the review (e.g., workload, time pressure, heat and cold, noise, and fatigue) rarely makes the distinction between these two dimensions, given the inherent difficulty in doing so. Therefore, discussions of these factors in this review comprise both direct and indirect effects, without distinguishing between them.

### **Effects of Workload on Job Performance**

Several researchers have attempted to side-step the inter-relationship between direct and indirect effects by relying on descriptions of workload alone, ignoring potentially related psychological stress (Hancock and Desmond, 2011). In doing so, they have circumvented a direct discussion of stress and its role in performance degradation or enhancement. However, in leaving this issue unaddressed, these authors have left the reader to infer a stress effect in many instances correctly or not. The studies have not attempted to resolve this issue but to make the reader aware of it.

Adejuyigbe (2011) defined workload as, a hypothetical construct that represents the cost incurred by a human operator to achieve a particular level of performance. Nwayanwu (2013) considered workload to be a primary source of resource depletion and defined it as the proportion of the capacity an operator spends on tasks performance. Judiesch and Lyness (2009) defined it as an intervening variable that modulates the tuning between the demands of the environment and the capabilities of the organism.

They indicated that this variable, being theoretical in nature, Cannot be directly observed but must be inferred from changes in performance. The central purpose of workload as a construct was provided by Gopher and Donchin (2016) who suggested that it was viewed from the perspective of some assigned tasks. Lastly, Guest (2012) favoured Moray's (1979) definition of mental workload; an inferred construct that mediates between task difficulty, operator skill, and observed performance. These definitions of workload are very similar to early conceptions of stress as interaction between demands and resources (the stimulus-based approach).

The most noticeable feature here is the absence of any explicit cognitive function such as appraisal. However, one shouldn't conclude that workload simply constitutes the demands of a given task. On the contrary, the dominant perspective in the field cited above provide ample evidence that workload is believed to be much more than that. Unfortunately, one researcher goes beyond the most elementary description of the term, infusion over its meaning rises rapidly.

In response to this confusion, Haar and Spell (2014) differentiated between workload and task load. They suggested that task load should be defined as the demand imposed by the task itself, and they conceive of workload as the subjective experience of the task demand. Parasuraman and Hancock (2011) made a similar differentiation in their dynamic and adaptive model of workload. Workload may be driven by the task load imposed on human operators from external environmental sources but not deterministically so, because workload is also mediated by the individual response of human operators to the load and their skills levels, task management strategies, and other personal characteristic.



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The authors defined task load as what the work or tasks bring as environmental loads on the organism or system while workload concerns what is experienced by the organism or system as it attempts to adapt accordingly. These two sets of definitions illustrate the continued overlap between direct and indirect stress effects in the research literature. Hoobler, Hu and Wilson (2010) presented an information processing model of operator stress (defined by time pressure) and performance. These authors posit that the underlying stressor that determines operator performance, error production, and judgments of workload is time pressure. In fact, according to Hoobler et al. (2010) all factors affecting workload are reduced to this variable. These authors have proposed the following algorithm for the theoretical calculation of the relationship between any given task load and its corresponding time pressure:  $\text{Task load} \div \text{processing rate} = \text{decision time}$   $\text{Decision time} \div \text{available} = \text{time pressure}$ .

### **Empirical Review**

Kamau, Muleke, Makaya and Wagoki, (2013) investigate work life balance practices on employee job performance at Eco bank Kenya. The main objective was to determine the effect of organization work life balance on employee performance. Fifty-Five (55) Eco Bank employees were drawn through quota sampling method who also responded to survey questionnaires. Spearman's Correlation Analysis was used to test the candidates' work life balance, their performance to the organization. The finding of the empirical study shows that there was correlation between work life balance and employee performance. Typically, Hye (2013) investigated "the work life balance and employees performance: the mediating role of affective commitment" which is aimed at investigating the effect of work life balance on affective commitment and in role performance with 293 respondents, and the findings shows that employee experience of work life balance increase affective commitment.

Several studies have examined the effectiveness of stress management programs and found them to help reduce symptoms associated with stress (Bloom, Kretshmer and Van Reenen, 2016). Kanwar, Singh and Kodwani (2009) implement a psych educational stress management program on emergency medical service workers over a three year period that include nine and 16 month follow ups. This rather extensive investigation demonstrated the positive effect of the programme across a variety of domains to include measures of emotional health such as depression, anxiety, strain, depersonalisation, and a sense of accomplishment as well as at least one measure of behavioural outcome the number of commendation letters from customers doubled following the training.

Murphy (2016) also investigates the efficacy of stress management programs. Following his 20-year review, encompassing numerous programs, he concluded that stress management approaches that combined techniques were most effective. Lobel (2018) also conducted a review of such programs (for sports performance) and found several common mechanisms across the programs evaluated. The results of his review indicate that programs that include the following concepts tend to be the most effective at improving performance and reducing anxiety: goal-setting, positive thinking, situation restructuring, relaxation, focused attention, and imagery and mental rehearsal.

Other researchers have examined various components within these programs as mechanism for stress reduction. Dandoy and Goldstein (2010) find that intellectualization statements resulted in positive coping. Specifically, these investigators showed that being exposed to statements that encouraged emotional detachment and analytical observation of explicit industrial accidents on videotape (i.e., table saw injury) lowered levels of physiological arousal in subjects and enhanced their recall of events. Masood and Mahlawat (2012) investigates the effect of a visualisation strategy (visuo-motor behaviour rehearsal) on stressful police scenarios. Visuo-moto behaviour rehearsal, like many other visualisation techniques, requires individuals to imagine in vivid detail the perfect performance of some act, prior to engaging in the act. For example, using this strategy with a professional downhill skier would entail having him repeatedly practice a flawless run down the mountain. The protocol calls for as much details and imaginable reality as possible to enhance the visualised experience.

Other researchers argue that visualisation provides a relaxed setting in which to practice and problem-solve performance prior to the actual event. This may reduce both the novelty of the situation and anxiety or stress otherwise associated with the performance. In the case of Shipley and Baranski's investigation, officers who used visualisation techniques reported experiencing less anxiety and improved their performance in subsequent test scenarios. Caldwell, Henshaw and Taylor (2015) determined that pilots were able to improve restfulness and restore their sleep patterns after using a self-administered relaxation therapy. He and his colleague have also shown that various pharmacological interventions, central nervous system stimulants can be incorporated into stress management procedures to improve performance, mood ratings, and physiologic measures alertness (Caldwell, Henshaw and Taylor, 2015).

Grey and Antonacopoulou (2014) determine that the adverse effect of stress on performance is ameliorated to some degree after individual motivation improved (motivation instruction is provided). Kirrane and Buckley (2014) find that individuals high in constructive thinking (solution-focused problem solving attitudes) tended to be less physiologically aroused by stress (performing calculation and visual tracking task with threats to self-esteem) and more positive emotionally and cognitively than those low in constructive thinking who were also exposed to stress.

These authors conclude that the majority of stress one experiences is self-produced. Similarly, King, Karuntzos, Casper, Moen, Davis, Berkman and .Kossek (2012) noted that as psychological stress increases, avoidance coping does as well. However, such strategies are less common in individuals with high internal strategies (i.e., cognitive reframing) and perceived social support. They found that strategies high in emotion-focused and problem-focused coping had the greatest positive effect. Such findings shed light on the cognitive appraisal mechanisms targeted in most stress management and inoculation programs taken collectively, these investigations suggest level instructor pilots demonstrated elevations only in growth hormone.

Bird (2010) found a physiological correlate among Air Traffic Controller and driver performance on measures of attention and reaction time. Moderate hypotension was associated with decrease in behavioural measures. The authors cite work using neuroimaging that has explored the relationship between arousal and regional brain activity.

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### **Studies on Work-life balance and Employee's Job Performance**

Work life balance is about adjusting work patterns to complete overall performance. A good work-life balance enables the business to succeed and at the end enables the workers to easily combine work with other and responsibilities. When we have examined the relation between the WLB and employee job performance, we should consider the consequences of work-family balance. As a result of the analysis of previous researches, the consequences of family to work conflicts have affected the job satisfaction, absences and performance. On the other hand, when we have examined the consequences of work to family conflicts has affected the general life satisfaction, marriage, turnover intentions, intention to leave (Efeoglu, 2016).

Researches about balances in organisations are more complete when both work and non-work factors are assessed. Certainly, it is not possible to get a complete performance profile by examining only at sources of work-life in the place of work. Therefore, we should think about the edge that exists between work and home. This covers the personal life events that have an effect on performance, efficiency at work (Bhagat, 2013).

- i. Family problems;
- ii. Life crisis; financial difficulties;
- iii. Conflicting personal and company beliefs;
- iv. And the conflict between demands is examples of potential stressors that might harm the individual's work domain and work-life (Weinberg, 2010).

Job accidents and low performance are the consequences of job stress. The results of work life balance could generate the same results like occupational stress (exhaustion for WLB strategies). Reports from organisations in the United States that adopt high-performance strategies also implement flexible working and career-break practices, so giving employees more reach to adapt work demands to family aims. Therefore, the employers who are seek for high-performance, may also make every effort for practices that balance their unfavourable effects outside work (White, 2013).

### **Studies on Work-life Balance and Job Satisfaction and Performance**

A number of studies have been carried at that is related to work life balance and occupational stress. Typically, Bird (2010) 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 analyse the relationship between work life balance policies, occupational stress and employee job performance. Kossek and Lee (2018) investigated the influence of work life balance and job stress on organisation commitment. This was aimed at exploring the effects of work life balance and job stress has on organisation commitment.

Ojo (2011) investigates 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, occupational stress and organisation productivity and whether work life balance practice possibly decreases employee turnover and absenteeism. Malik, Ghafoor and Naseer (2011) investigated work life balance practices on employee job performance at Eco Bank Kenya and found out that there was correlation between work life balance and employee performance.

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Typically, Kiger (2015) also investigated the work life balance and employees performance: the mediating role of affective commitment which was aimed at investigating the effect of work life balance on affective commitment and in role performance and found out that employee experience of work life balance increase affective commitment. Similarly, Efeoglu (2016) investigates the impact of work life balance on employee performance and the findings showed that there is a positive relationship between work life balance and employee performance and with need for systematic effort to enhance work life balance of the employee to achieve better employee performance.

Ojo (2014) investigates work life balance practices and policies manager and employee experience in Nigeria banking sector and finds out that there is need to enlighten employee about the various work life balance. In similar vein, Eby, Caspar, Lockwood, Bordeaux and Brinley (2011) investigates work life balance reflections on employee satisfaction and also revealed that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance. Similarly, Elbing, Gradon and Gordon (2015) looked at work life balance which was an audit of staff experience at oxford Brookes University investigates the significance of work life practice for the university. The finding shows that it is important to achieve a balance between paid work and personal life and that this enables them to work better. The staff agrees that for this to be achieved it is a joint responsibility between the employers and the employee.

Implicit from above implies that there are limited researches on the use and availability of work-life balance practices and the implementation of these programs in developing countries. There remains much to learn about Nigeria and how best to support their capacities to support employees' work-life balance, especially for arrangement of leave during a time of increased economic pressure it is this gap in knowledge that research seeks to fill. There is also a wide gap of State institution inclusion, current perspectives and sociological approaches to the pervious studies which this study intends to fill.

### **Summary**

The paper covered literature review based on the research questions. It provided a conceptual and theoretical framework by further reviewing studies done by researchers and academicians on the relationship between work life balance, occupational stress and employees job performance. The chapter was divided into three sections; the first focused on work life balance using the leave policies, the second was on theoretical framework on occupational stress and how it can be managed and the third examined the relationship that exist between, work life balance, occupational stress and employees job performance.

### **Gaps in Knowledge**

For the beauty of the varied literature used to validate this study, it is appropriate to look at these literatures as it concerns work life balance policies and occupational stress management of workers in organisations. Different organisations adopt and use numerous work life balance policy to make their employees perform on their given task and in order to achieve the objectives of such organisations. According to Clark (2010), work life balance is defined as satisfaction and good functioning at work and at home, with a minimum of role conflict.

Moreover, Parkes and Langford (2018) defined this as “an individual’s ability to meet work and family commitment as well as other none-work responsibilities and activities”. Also, Ursin and Eriksen’s cognitive arousal theory of stress states that a person’s feelings of hopelessness, helplessness and inability to cope in stressful situations can trigger lower emotional health, which can potentially lead to feelings of frustration, deprivation or discontentment (Ursin and Eriksen, 2012). In general, employee performance refers to job related activities expected of a worker and how well those activities were executed. Many business personnel directors assess the employee performance of each staff member on an annual or quarterly basis in order to help them identify suggested areas of improvement.

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