

Work-Life Balance and Employees Performance of Selected Manufacturing Industries in Ogun State

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Abstract

Work-life balance as a predictor of employee performance; however it has not received adequate attention from corporate managers in Nigeria. The competitive nature of the job market in developing countries like Nigeria only adds to the deteriorating work life balance as employees strive for competitive advantage at the expense of their wellbeing and family life. Both flexible work arrangement and career development has been found to play a huge role in the quality of employees' family life, such as marital satisfaction, relationship with children and spouses, which in return affects their job commitment. The main objective of this study was to determine the effect of work-life balance (flexible work arrangement and career development) and employees performance in selected manufacturing industries in Ogun State. Descriptive survey research design was used with sample size of four hundred seventy five (475). The finding showed the significant effect of flexible work arrangement to employees' performance ($F_{[1, 474]} = 20.752, P < 0.05, R^2 = 0.453$) and career development to employees' performance ($F_{[1, 472]} = 51.238, P < 0.05, R^2 = 0.0473$). The study concluded that work-life balance idea is connected with real aids for an organization. The study recommended that Management should involve their employee in continuous training more often and provide family welfare policies to encourage care for their employees.

Keywords: Career development, Employees performance, Flexible work arrangement, Work-life balance, Manufacturing industries

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I. Introduction

The dichotomy between work and leisure was invented in the mid-1800s (Burke & Peter, 2018). Krassner (2017) observed that anthropologists define happiness as a state of having as little separation as possible between your work and play. The etymology of the work life balance expression can be traced to the United Kingdom in the late 1970s to describe the balance between a person's work and personal life. Work-life balance as a concept gained increased importance in the late 1960s due to concerns about the effects of work on the general well-being of employees. Up till the mid-1970s, employers' concern was on work design and improvement of working conditions. However, from the 1980s and beyond the concept of work life balance has been widened to encompass aspects that affects employees such as job satisfaction, reward systems, physical work environment, employee involvement, rights and esteem needs (Cummings & Worley, 2017). Despite the increased popularity of the WLB concept, it did not gain sufficient acceptance until the twenty-first century. The delayed acceptance of the concept was as a result of its perceived insignificance which has been attributed to the male-dominated full-time workforce at the time and the trend of women being more involved in unpaid work such as nurturing, caring and domestic work (Shah, 2014).

Work-life balance is an imperative and critical issue in the 21st century. However, human resources practitioners only recently began to see work-life balance as a business issue that has benefits for both employees and employers (Orogbu, Onyeizugbe & Chukwuemeka, 2015). In response to the increasing need for work-life balance (WLB) of workers, an increasing number of firms are adopting practices that contribute to the attainment of worker WLB. These practices include child-care or family-care leave programs, flexible working arrangements, and the establishment of departments for promoting WLB practices. In recent years, the term work-life balance has replaced what used to be known as work-family balance (Ninijhawan, Dhruv & Ajay, 2015). This shift arose from a recognition that childcare is not the only important non-work responsibility to diverse range of employees such as women, men, parents, non-parents, singles and couple. Activities that need to be balanced with employment may include study, travel, sport, voluntary work, personal development, leisure or eldercare. This growing interest in work-life balance has been driven by demographic changes in the workforce and by increasing recognition that work-life is highly imperative for many people (Ogbonnaya, Daniel, Connolly & Veldhoven, 2017).

The early adopters of work life balance initiatives are European countries and the United States of America due to the pervasiveness of technology and socio cultural diversity in those countries. There has been an increase in the significance attached to WLB of employees in organizations in Africa in recent times as management and business studies are beginning to emerge showcasing the significance, relevance and challenges of WLB practices in developing nations. The prevailing social-economic upheavals plaguing Nigeria for example has led to the development of personal coping strategies by employees in Nigerian companies which is far from ideal especially when viewed vis-à-vis employee performance. Therefore, there is a great need for more empirical studies into the challenges affecting work life balance of employees in African countries especially in Nigeria being the most populous African country. Studies investigating the impact of work life balance initiatives on employee performance of Nigerian firms have been focused on the banking and health sectors. While these sectors require adequate attention it is equally important to investigate work life balance practices in manufacturing sector if Nigeria is to move from a developing country to a developed one. As reported in the Agency report (2017) the manufacturing industry in Nigeria has been on a decline and this study investigates the possible contributions of negligence of work life balance practices and consequent decline in employee performance (Akanji, 2013).

Employees are vital assets to organization and it is important for employers to understand work-life balance of employees, as research showed a lack of balance can impact performance, satisfaction, turnover, health, organizational loyalty and longevity in career (Hye, 2014). Employees are increasingly important for organizations' success and competitiveness and are primary source of competitive advantage in service-oriented organizations (Zhang, 2018). Employees are real assets of organizations as they are vital to the functioning and success of the business (Mohsan, Nawaz, Khan, Shaukat & Aslam, 2019). In an organizational context, performance is the extent to which an organizational member contributes to achieving the goals of the organization (Zhang 2018). (Ogbonnaya, Daniel, Connolly & Veldhoven, 2017), defined performance as the value added in an activity or task achieved by an employee at work. Given the importance of employee performance to the growth of an organization, it has become imperative to investigate factors that affect employee performance. In recent years, there has been increased focus on investigating the impact of work life balance on employee performance as companies seek competitive advantage in the competitive human resource market. In an attempt to determine the WLB of employees, this study investigates the following factors: Flexible work arrangement, Career development, Work overload and Work hours.

Flexible working arrangement refers to the practices that afford employees control of when, where and how they want to get their job done (Kelly and Moen, 2017). Hence this will create avenue for employee to arrange their work to make a balance with family responsibilities such as taking children to school, childcare and even taking care of the aging in family and society. Hildebrandt (2016) posits that flexible work arrangement outlines when an employee's work starts and end, giving room for employee to work within the limit. He further argued that organizations that engage in such practices will ensure that employees discharge their duties during the core time but give them permission to choose their work schedules during each side of the core time. Al-Rajudi (2018) stated that although Flexible work arrangement is policy offered by HR as a beneficial package, this does not exempt an employee from carrying out his duties within the official hours. Furthermore, the ever increasing demographic force in the labour market is an existing factor to embrace flexibility in organization as they make efforts to capture top talents despite the barriers that may limit these skilled individuals from working in a fixed way (Mukururi and Ngari, 2014). Among the kinds of flexible working arrangement include part-time working, flextime, teleworking, job sharing, shift-working, various forms of remote working, and compressed working time (Dreike, 2017). According to Catlin (2016) effective implementation of flexible work policies will enhance an inclusive work life balance and in turn encourage the use of the flexible work arrangements. With the aforesaid, will it be palpable to establish the effect of flexible work arrangement on employee performance?

Statement of the Problem

There has been lot of debate on work-life balance as a predictor of employee performance; however it has not received adequate attention from corporate managers in Africa and in Nigeria to be precise. The manufacturing sector recorded a general decline between January and November 2016 according to the central bank of Nigeria as indicated by the Purchasing Managers Index (PMI) which stood below 50 index points during this time. Employee performance has been established in literature as an indicator of organizational performance and the Nigerian manufacturing industry typifies this scenario. Several factors have been attributed to the decline in the employee performance in the manufacturing industry. Crucial among them are: poor work life balance programs, poor leadership from top leadership, outdated technology, poor policies, clash of values and bullying or harassment. Of all these aforementioned problems this study is focused on the issue of work life balance as it affects employee performance. The competitive nature of the job market in developing countries like Nigeria only adds to the deteriorating work life balance as employees strive for competitive advantage at the expense of their wellbeing and family life. There are growing concerns that the quality of work and family life

of employees is declining and acts as a precursor to poor contributions and poor performance at work (Orogbu et al., 2015). Flexible working arrangement has been identified as a major issue for successful business operations and is fast becoming popular. Osisioma, Nzewiand Ifechi (2015) posits that employee productivity is inefficient and ineffective when they are pressured or fatigued to achieve a task hence resulting to absenteeism, low commitment and loyalty and reduction in productivity. Lack of flexibility in industries including the manufacturing industry has led to increased health problems among workers with increased cases of hypertension, diabetes, depression and other mental disorders are reported (Peter & Carol, 2016). Research has shown that flexible work arrangements may reduce stress because employees working flexibly experience better work life balance (Ertut&Funda, 2014). Career development has been found to play a huge role in the quality of employees' family life, such as marital satisfaction, relationship with children and spouses, which in return affects their job commitment (Hazel & Esther 2018). Recent meta-analyses on the consequences of career development for individuals and organizations have identified challenges that result from inadequate or lack of career development as: lower family and career satisfaction, lower organizational attachment and commitment, greater hostility at home, increased apathy towards work and a variety of negative behavior (Abdul & Aamer 2019; Shani & Divyapriya 2018; Zhou & Lie 2018). A recent survey of employees in manufacturing industries in Nigeria showed that 56 percent of employees feel less motivated at work due to lack of career development (Oduma, Caroline & Were, 2014).

While lots of twenty first century employees look for a balance between work and family life, their concerns for success takes them into a position where they do too much in an organization by carrying out multiple roles and consequently experience inadequate balance between home and work (Chandra, 2018). It is therefore imperative for management practitioners to note this trend and keep abreast with practices that would enable the attraction and retention of prime human resource. This study is concerned about the work life balance of employees and its effect on employee performance. It is in the light of the above stated problems that this study looks to investigate the relationship between work-life balance and employee performance using selected manufacturing companies in Ogun State as a case study.

Objectives of the Study

The broad objective of this study was to investigate the extent to which work-life balance affects the performance of employees in selected manufacturing industries in Ogun State, Nigeria. The following are the specific objectives, to:

- i. evaluate the effect of flexible work arrangement on employees' performance in selected manufacturing industry in Ogun State.
- ii. identify the extent effect of career development affects employees' performance in selected manufacturing industry in Ogun State.

Research Hypotheses

The following hypotheses were generated for the study:

Ho₁: Flexible work arrangement has no significant effect on employees' performance in selected manufacturing industry in Ogun State.

Ho₂: Career development has no significant effect on employees' performance in selected manufacturing industry in Ogun State.

II. Review of Literature

Work-Life Balance

The notion of work-life balance gained high importance as changes in the work place such as advances in information technology, information overload that requires quick response puts increasing pressure on employees (Hye, 2014). The shift away from the image of traditional family towards an increasing appearance of single parent families and greater participation of women in the labour force represent factors requesting a greater work-life balance among employees (Hye, 2014). Work-life balance was first used to describe the trend of individuals spending more time on work and less time on other aspects of their life (Khan, 2013). Work-life balance in the work place has become an important issue as it exhibits positive results such as low turnover, work engagement, organizational citizenship behavior, improved employee performance, increased firm productivity, job satisfaction, and commitment (Konrad & Mangel, 2016; Lambert, 2016; Shepard, Clifton & Kruse, 1996; Wang & Walumbwa, 2017).

There is no accepted definition of what constitutes a work-life balance practice; the term usually refer to one of the following: Organizational support for dependent care, flexible work options, and family or personal leave (Estes & Michael, 2017). These practices includes flexible work hours (e.g. flextime, which permits workers to vary their start and finish time provided a certain number of hours is worked; compressed work week, in which employees work a full week's worth of hours in four days and take the fifth day off),

working from home (telework), sharing a full-time job between two employees (job sharing), family program (e.g. parental leave, compassionate leave), onsite childcare, and informational assistance with childcare and eldercare services. Work-life balance as the name indicates is to achieve a level of evenness or stability which creates harmony and synchronization in an employee's overall life (Clarke, Koch & Hill, 2017). Work-life balance is also defined as the equilibrium state in which a person's professional and family life is equally balanced (Khan, 2013). Rajesh and Prasad (2013) defined work-life balance as satisfying, healthy and productive life that includes work, play and love. Parkes and Langford (2018) defined work-life balance as an individual's ability to meet their work and family commitments, as well as other non-work responsibilities and activities. World at Work (2018) defined work life balance as a specific set of organizational practices, policies, programs, plus a philosophy, which actively supports efforts to help employees achieve success both at work and home. Work-life balance has however been defined by (Hudson, 2017) as a satisfactory level of involvement or fit between multiple roles in a person's life with specification to work and personal life of each individual.

Barrera (2017) defined work-life balance as employers working constructively with their employees to put in place arrangement, which takes into account the needs of the business as well as the non-work aspect of employees' lives. This definition contains of both employees and employers who are equally important to successful implementation of work-life balance policies and practices and this definition also acknowledges that work-life balance can only be achieved as a combined effort between employers and their employees. Karatepe and Uludag's (2017) definition is based on social issues associated with individuals irrespective of marital status, race or gender to attain an improved suit between paid work and personal life. The economic perspective was described by Russell, O'Connell and McGinnity (2017) as companies encouraging individuals to achieve balance as a result of benefits they would gain such as improved performance and high retention of staff which is referred to as the Business Case approach. The aim of Business Case approach is that it results in reduction in absenteeism of employees and also portrays the organization as a good employer.

Duxbury (2017) in her research, defined work-life balance as involving three things: work overload, work to family interference and family to work interference. Work overload is having too much to do in the amount of time one has to do it in. Thus, it leads to the feeling of stress, fatigue and time crunch. Work to family interference occurs when work demands and responsibilities make it more difficult for an employee to fulfil family role responsibilities. Family to work interference occurs when family demands and responsibilities make it more difficult for an employee to fulfil work role responsibilities. Dundas (2018) also argued that work-life balance is about effectively managing the juggling act between paid work and all other activities that are important to people such as family, community activities, voluntary work, personal development, leisure and recreation.

Nathani and Jha (2019) grouped factors influencing work and family life spheres into three namely; Work related factors, Family and personal life related factors, and Other related factors. Work related factors includes long hour culture and unpaid overtime, time squeeze, demand for short working hour, increase in part-time workers, work intensification and changing work time. Family and personal life related factors include increase participation of women in workforce, increasing participation of dual career couples in workforce, increase in single/parent single person households, increase in child-care/ elder care burden on employees health and wellbeing consideration. Other related factors include ageing population, rise of service sector industries, technological complexity of work, skill shortages, globalization and demographic shift of workforce.

Employee Performance

Employees are vital assets to organization and it is important for employers to understand work-life balance of employees, as research showed a lack of balance can impact performance, satisfaction, turnover, health, organizational loyalty and longevity in career (Hye, 2014). Employees are increasingly important for organizations' success and competitiveness and are a primary source of competitive advantage in service-oriented organizations (Zhang, 2018). Employees are real assets of organizations as they are vital to the functioning and success of the business (Mohsan, Nawaz, Khan, Shaikat & Aslam, 2019).

In an organizational context, performance is the extent to which an organizational member contributes to achieving the goals of the organization (Zhang 2018). (Ogbonnaya, Daniel, Connolly & Veldhoven, 2017), defined performance as the value added in an activity or task achieved by an employee at work. According to Nyokabi (2014) employee performance is a rating system used in many corporations to decide the abilities and output of an employee. Performance of employees could include: quantity of output, quality of output, timeliness of output, efficiency, cooperativeness (Gungor, 2019). The author also pointed out that improved individual employee performance could improve organizational performance as well. Employee performance is performance of work appropriate to the attributes and skills defined in an employee within acceptable limits (Ergun, 2018). There are basically three factors that can affect employee performance at various levels depending on the conditions. These are administrative factors, individual-related factors and other factors (Ergun, 2018).

Individual related factors affect individual performance adversely as it affects individual's eagerness to work, thus having a negative impact on performance (Erbasi, Osman&Tugay, 2018). Among the most important individual-related factors are socio-demographic features (age, gender, marital status, and educational background), cultural background, expertise and income perception (Ozmutaf, 2017). Other factors resulting in a decrease in the performance are individual's practice of professions in specific fields, transfer of up-to-date technologies to the organization, deficiencies in social security and distance between the home and workplace (Ozmutaf, 2017). Brownlee and Motowidlo (2019) distinguished between task and contextual performance. Task performance refers to an individual's proficiency with which he or she performs activities which contributes to the organization's technical core. This contribution can both direct (e.g. in the case of production workers), or indirect (e.g. in the case of managers). Contextual performance refers to activities which do not contribute to the technical core but which supports the organizational, social, and psychological environment in which organizational goals are pursued. Contextual performance includes not only behaviors such as helping co-workers or being a reliable member to the organization, but also making suggestions about how to improve work procedures.

Theoretical Framework

Herzberg Theory

Herzberg's theory, also known as the dual factor theory or the Motivation – hygiene theory postulates that individuals are not content with the satisfaction of lower-order needs at work; for example, those needs associated with minimum salary levels or safe and pleasant working conditions (Herzberg, 1968). The theory was propounded by Frederick Herzberg a psychologist who postulated that job satisfaction and dissatisfaction are independent of each other. Rather, individuals look for the gratification of higher-level psychological needs having to do with achievement, recognition, responsibility, advancement, and the nature of the work itself. This appears to be in parallel with Maslow's theory of a need hierarchy. However, Herzberg added a new dimension to this theory by proposing a two-factor model of motivation, based on the notion that the presence of one set of job characteristics or incentives leads to worker satisfaction at work, while another and separate set of job characteristics leads to dissatisfaction at work. Thus, satisfaction and dissatisfaction are not on a continuum with one increasing as the other diminishes, but are independent phenomena. The Herzberg two-factor theory is based on the assumption that two sets of factors influence motivation in the workplace by either enhancing employee satisfaction or hindering it. The first of these two factors according to Herzberg is hygienic factors which refer to non-work related factors like organizational politics, compensation, quality of leadership and other extrinsic factors. Herzberg states that these hygiene factors do not motivate employees however their absence leads to dissatisfaction among employees. The second factor according to Herzberg is motivators also known as satisfiers. Motivators refer to intrinsic conditions of the job itself.

Developmental Self Concept Theory

Super's developmental self-theory argues that occupational preferences and competences, along with an individual's life situation all change with time and experience. As such, career development is life-long. Furthering on the work of Ginsburg, super extended Ginsburg's life and career development stages from three to five while including different sub stages. The stages are growth, exploration, establishment, maintenance and disengagement. While super's model demarcates the self-concept developmental stages with age bound and task markers, the underlying assumption is that not everyone progresses through this stages at fixed ages or in the same manner. This assumption led to the development and elaboration on the construct of career maturity, which prescribes the readiness of an individual to make career decisions. Another assumption of developmental self-concept theory is that self-concept is learned. According to Sarah (2018) no one is born with self-concept as it is learned as one grows old. This assumption means that self-concept can be shaped, altered by can also be influenced by environmental factors. This interpretation paints self-concept in the light of socialization and development. It also takes into cognizance the fact that an individual might have a different perception of himself in contrast to what people think about him. Notwithstanding the numerous perspectives individuals have of themselves it is assumed that there is a perception responsible for all the other perceptions causing one organized self-concept. When an individual believes something that is congruent to his self-concept, it is more likely he will resist changing such belief. However, change is still possible though it might take a long time. This assumption can be referred to as the organized self-concept assumption (Bock, Zmud, Kim & Lee, 2017).

Lastly, it is assumed that self-concept is dynamic. As an individual grows he faces several situations and reacts to them uniquely. These experiences sharpen the individual based on his reactions to them and occur throughout the individual's life. It is therefore a continuous development where the individual rejects things that are incongruent to his self-concept while accepting those that align with them (Cooper & Thatcher, 2019). This study anchors its use of career development as an indicator of work life balance on the super's developmental self-concept theory. An employee's work life balance is posited to be affected by the synergy or otherwise between the employee's self-concept and career development offerings at work. The nexus between career

development and super's developmental self-concept theory is of interest to this study and mastering the dynamics would help in the development of personalized and effective career development programs for the enhancement of employee performance vis-à-vis their work life balance.

III. Empirical Review

Kadarko and Fauzi (2013) studied the antecedent of work-life balance and its impact on loyalty and performance in Malaysia and found that work-life balance cannot be achieved without top management support and commitment, flexible hours of work and work schedule are an effective means of achieving a balanced work-life and also employees personal life and responsibilities should be acknowledge and respected order to achieve work-life balance; leaves and vacations have being identified as an effective means of balancing work-life. Shani and Divyapriya (2013) in a study investigated the implementation of knowledge management practices for career development among IT employees. Findings suggest for the information technology professionals, the influence of knowledge management is very sacrosanct for career development. Hence, to share knowledge tangible and intangible reward system should be designed to enhance career development and performance. Hilda (2015) investigated the impact of flexible working arrangement on employee performance among selected hospitals in Awka metropolis. The results showed that there was a positive relationship between flexible working hours and employee performance. The study also further revealed that while flexible working schedules were available in the hospitals, they were perceived as management centered. The study recommended that organizational leadership should perceive the implementation of flexible working arrangement from a broader perspective as employee centered. They argued that doing this will afford employees the opportunity to decide on what flexible working arrangement suits them towards enhancing the effectiveness of the working system. Kwamboka (2015) investigated the effect of career development of public employees in the teaching sector, finding revealed that when career development schemes are well structured and plan, employees tends to be committed to their job. Hence, when employees are dedicated they deliver more to the organization. Clark (2017) examined the relationship of flexible working hours, flexible work, supportive supervision and work-life balance in the context of dual career partnership, number of children and hours worked per week. The study revealed that the flexibility of work was associated with increased work satisfaction and increased family well-being. Gender differences have diverse impact on work-family interference and perceived job- life satisfaction. Lyness and Judiesch (2018) were concerned with manger's work-life balance and its impact on potential career development; findings showed that managers with higher level of work-like balance were rated higher in career advancement potential. Jamil, Hasnu and Saquib (2013) investigated what organizations should do to create work-life balance in Pakistan and found that career development scheme when available for employee's use, it will result to professional commitment and adherence to core values, clarity of vision, purpose and objectives, employee relationships and humanity and innovation. Hence, when organization adopts the career development scheme it will yield a more result for the organization. Sarah (2019) investigated the effect of career development on motivation of employees in banking sector. The study revealed that despite the career development scheme in place in the sector, due to lack of strategies and poor policies employees tends to find it hard to utilize their skills and learning acquired career development. Hence the study finds that career development has a significant effect on motivation of employees.

IV. Methodology

The research design adopted for this study was descriptive survey research design. Descriptive survey research was chosen because the design involves one-time observation of independent and non-manipulated variables (Asika, 1990). Similar studies like Rajesh and Nishant (2014), Bruin and Yiannakis (2018) have adopted this design. The researcher elicited information from selected manufacturing industries in Ogun State in order to determine the effect of work-life balance on employee performance. Empirical review in previous chapters showed work-life balance is related to employee performance (Fapohunda, 2014).

This study considered manufacturing industries in Ogun State, which includes Unilever Plc, Lafarge Cement, Reckitt Benckiser, GZ Industries Limited and Evans Medical Plc. The population of this study is staff of Unilever Plc, Lafarge Cement, Reckitt Benckiser, GZ Industries Limited and Evans Medical Plc. The total population is 26754 (As obtained from the websites of the selected companies as at January 2017). The sample size (475) for this study was arrived at using Taro Yamane (1964) formula. The data gathering instrument employed for this study will be an adapted and structured questionnaire.

V. Results

Testing of Hypotheses

Ho₁: Flexible work arrangement has no significant effect on employees’ performance in selected manufacturing industry in Ogun State.

Table 1: Summary of Linear Regression Analysis on Contribution of Flexible work Arrangement to Employees’ Performance

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.338 ^a	.453	.106	1.09444

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	21.642	1	20.752	55.767	.000 ^b
	Residual	230.812	474	5.675		
	Total	255.154	475			

a. Dependent Variable: Employees’ Performance

b. Predictors: (Constant), Flexible work arrangement

a. Predictors: (Constant), Flexible work

b. Dependent Variable: Employees’ Performance

The result in Table 1 revealed that there was a significant contribution of flexible work arrangement to employees’ performance ($F_{[1, 474]} = 20.752, P < 0.05, R^2 = 0.0453$). Therefore, hypothesis one was rejected by the result of the study. This implies that flexible work arrangement has a significant contribution to organizational productivity as employee’s performance.

Ho₂: Career development has no significant effect on employees’ performance in selected manufacturing industry in Ogun State.

Table 2: Summary of Linear Regression Analysis on Contribution of Career development to employees’ performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.378 ^a	.473	.108	1.09448

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	21.642	3	22.152	51.238	.000 ^b
	Residual	230.812	472	5.675		
	Total	255.154	475			

a. Dependent Variable: Employees’ performance

b. Predictors: (Constant), Career development

a. Predictors: (Constant), Career development

b. Dependent Variable: Employees’ performance

The result in Table 1 revealed that there was a significant contribution of career development to employees’ performance ($F_{[1, 472]} = 51.238, P < 0.05, R^2 = 0.0473$). Therefore, hypothesis two was rejected by the result of the study. This implies that Career development has a significant contribution to employees’ performance by the respondents.

VI. Discussion of Findings

Every individual is involved in issue that requires prioritizing work role and personal commitment, which is in line with the assertion of Ojo (2018). It also revealed that there is flexible work arrangement in the selected manufacturing industries in Ogun State but there is more room for improvement. The findings from this work revealed that there is a strong positive relationship between flexible work arrangement and performance of employees. Career development also goes a long way in motivating employee to be more efficient on their duties. For an employee to remain productive in the organization, the organization must continue to improve their career plans for their employee. This study has shown that work-life balance is an important factor that brings about employee performance. Employees are productive by their ability to render a “come back again services” to their customer and this is achieved when employees are motivated by the various career development plan and flexible work environment given to them by the organization. Clark (2017) examined the relationship of flexible working hours, flexible work, supportive supervision and work-life balance in the context of dual career partnership, number of children and hours worked per week. The study revealed that the flexibility of work was associated with increased work satisfaction and increased family well-being. Gender differences have diverse impact on work-family interference and perceived job- life satisfaction. Kadarko and Fauzi (2013) studied the antecedent of work-life balance and its impact on loyalty and performance in Malaysia and found that work-life balance cannot be achieved without top management support and commitment, flexible hours of work and work schedule are an effective means of achieving a balanced work-life and also employees personal life and responsibilities should be acknowledge and respected order to achieve work-life balance; leaves and vacations have being identified as an effective means of balancing work-life.

Lyness and Judiesch (2018) were concerned with manager’s work-life balance and its impact on potential career development; findings showed that managers with higher level of work-like balance were rated higher in career advancement potential. Jamil, Hasnu and Saqib (2013) investigated what organizations should do to create work-life balance in Pakistan and found that career development scheme when available for employee’s use, it will result to professional commitment and adherence to core values, clarity of vision, purpose and objectives, employee relationships and humanity and innovation. Hence, when organization adopts the career development scheme it will yield a more result for the organization. Kwamboka (2015) investigated the effect of career development of public employees in the teaching sector, finding revealed that when career development schemes are well structured and plan, employees tends to be committed to their job. Hence, when employees are dedicated they deliver more to the organization.

VII. Conclusion

This study settles that work-life balance idea is connected with real aids for an organization. This is because the social and psychological life of every employee needs to be rightly put in check for them to be an asset and not just an employee that is used to convey out day to day procedures of the organisation. In line with van cotter (2016) high employee performance lead an organization to have better opportunities for employees than those who have low performance. Consequently, it is significant for employer to look for well ways in cultivating employee performance. This can be done by helping them order their work and life activities. When this is achieved, employee is motivated to render their service efficiently and effectively. Employees are more contented when they are able to poise their work life demands. Management also experience improve relationship with employees. Management support for employees work life balance fosters a good relationship between the work force and management which improve effective communication in the organization.

VIII. Recommendations

On the basis of the findings and conclusion drawn from the study, the following recommendations were made.

- i. The management of the manufacturing industries should make sure they strategies different work life incentive that will encourage the employees to be more productive on their job.
- ii. Also, organisations should improve on the working environment so that employee can be more effective and efficient.
- iii. Managers of these organisations should create activities that improve employee leisure time. Sport activities
- iv. Management should involve their employee in continuous training more often
- v. Provision of family welfare policies to encourage care for dependent.

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