

EFFECT OF WORK-LIFE BALANCE ON EMPLOYEES PERFORMANCE OF FIRST BANK BRANCHES IN ABUJA MUNICIPAL AREA COUNCIL (AMAC), ABUJA NIGERIA.

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Abstract

One of the biggest challenges faced by both employees and employers is creating a healthy balance between work and life. This study examines the effect of work-life balance on employees' performance in First Bank branches in Abuja Municipal Area Council. The objectives were to determine the effect of leave policy and flexible working arrangement on employees' performance in First Bank branches in Abuja Municipal Area Council. The study adopted descriptive research design and the population of this study is 508 employees of First Bank branches in Abuja Municipal Area Council. A sample size of 224 was drawn using Taro Yamane formula. Structured questionnaire was used for data collection. Collected data was analyzed using multiple linear regression. The study found that; leave policy has a positive but insignificant effect on employees performance while employees performance is influenced by flexible work arrangement in First Bank branches in Abuja Municipal Area Council. The study recommends that; First Bank in AMAC, Abuja should make every aspect of leave policy flexible specifically study leave as this will enhance employee's capacity to deliver towards quick attainment of organizational performance. The management of First Bank in AMAC, Abuja should be consistent in analyzing the changes constantly occurring in the work space so as to develop a work schedule and location that will ensure employees turnover and talent retention

Keywords; Work-life balance, Leave policy, Flexible Work Arrangement and Employees Performance

INTRODUCTION

The crave for a balance between work and non-work life in the 21st century by employees in work space has continued to witness significant recognition not only by the employees but employers inclusive as a way of motivation and attaining organizational objectives respectively. Bataineh, (2019) explained

that more attention has been paid to the pressures work imposes on families and personal lives of workers, which has become increasingly important for both managers and workers to maintain work-life balance in a constantly changing environment. These work-life balance practices includes; effective management of time, leave policies, and

dependent care schemes and wellness programs (Oludayo et al., 2015). The knowledge driven era unlike the industrial era is frequently changing the nature of the work environment and increasing the level of competition, the costs of which is bore by employees who must constantly improve performance in the midst of other roles relating to personal life which may include their spiritual, career, leisure and family. (Sivatte et al., 2015) stipulate that organizations that have recognized the importance of work-family culture in societies are adopting work-life balance policies, such as flexible working schedules to increase the satisfaction of employees.

Work-life balance (WLB) is generally considered to be a daily effort to provide time for family and social life in addition to the demands of the workplace (Robbins & Judge 2019). Work-life balance does not imply equal credit; it is about fine-tuning the work structure to give room for employees to incorporate work with other household tasks such as taking care of children or elderly relatives (Mendis & Weerakkody, 2017). Consequently, work-life balance has gone beyond private life and job responsibilities. In fact, it impacts the psychological, societal, and economic well-being of a person (Abdulkadir, 2018). All these reactions are expressed through an individual's productivity that resultantly influences employee performance (Orogbu et al., 2015).

Work-life' balance refers to an employee's ability to maintain a healthy balance between their work roles, their personal responsibilities, and family life. Companies are increasingly recognizing the importance of helping their employees to achieve this balance as more staff are experiencing conflict between their work and personal roles.

In today's age, many workers are seeing their personal responsibilities increase, from childcare and elderly care, to volunteer work, and family commitments. This comes at a time when their work responsibilities are also increasing, resulting in a conflict between personal, work commitments and an increase in stress. Another factor which is contributing greatly to the difficulty in achieving a work life balance is the changing landscape in how and where employees are expected to work. As more and more companies embrace the technological age and move into globalization, work is no longer restricted to the workplace. Employees can work from almost any location with the use of laptops, tablets, and smart phones; telecommuting is also on the increase. Employees can access work emails and assignments 24/7, meaning that they can also be accessible to employers and clients. Although there are multiple benefits to this flexible working pattern, it can run the risk of blurring the lines between work and personal life. Remote working also means that staff may now find that their typical work week is no longer restricted to the traditional 40 hours a week (Kesri, 2021).

Every organization want empowered employees who possess higher competencies and multi-tasking skills in order to ensure sustained growth at minimum operational costs. Employees working in organizations of the modern era most often encounter external challenge of performing well and are forced to devote most of their time at work, however commitment towards self-development, allegiance to family and social life in order to fulfill the demands and duties along with organizational obligations are imperative for any individual employee (Poulose & Sudarsan 2017). Hence the

need for Employers to play critical role in balancing Work Life of their employees with a lot of solutions such as workplace policies, culture, flexible working time, wellness activities as people are willing to work harder when there is a balance of work and life to have a meaningful life both at work and home without losing either. People become more productive while they are having a good life in both working and personal life. Work-life Balance has strong impact for employees, employers, and the society (Afolabi, 2019). Hence organizations need to provide some facilities to their employees like a telephone for personal use, counseling services for employees, health programs, exercise facilities, equal access to promotion, training, and development, referral services for employee's personal needs, parenting for family support program, relocation or placement assistance (Ainapur et al., 2016). The implementation of more family friendly policies by the organizations has the tendency to provide greater flexibility to all employees, including supervisors, managers, and other senior staff that will ensure flexible working hours schedules, rosters, and leave arrangements to accommodate their family and personal responsibilities, without detriment or penalty. Pre-exit interviews that include questions such as whether difficulties in balancing work and family/personal responsibilities were a contributing factor to the employee leaving, to be conducted before the employee leaving. Organizations should take the work-life balance of their employees utterly seriously by developing new policies and initiatives. Improved Knowledge on work-life balance increases the cognizance of employees' rights to access flexible working arrangements, and providing assistance and services to them directly or by recommendation (Taiwo et al., 2016).

Employee performance is the result of work achieved by an employee in accordance with the responsibilities given. Employee performance is related to activities and tasks carried out by employees effectively and efficiently (Suci et al., 2022). Employees are vital assets to organizations and it is necessary for employers to help balance work and life of their employees because lack of balance can affect employee performance, satisfaction, health and organizational loyalty (Khan & Khurshid, 2017). Furthermore, Poor work-life balance can negatively lead to certain consequences such as having stress, work fatigue: which means that if employees are over tired, it can reduce the ability of them to work productively and think clearly, disruption of family and work relationship (Wolor, et.al, 2020). Maintaining a balance between work and life is crucial to increasing the organization's productivity and individual's performance. Flexible work schedules become more critical if personal time is left after leaving the job. Flexibility in work hours enables employees to balance their personal and professional lives equally (Biswal & Mishra 2022). Erbasi et al., (2018) posited that when employees are taxed beyond their understanding, competence, talent and available working hours they tend to be less productive, job burnout, poor customer delivery, experience high family conflicts, emotional stress, exhaustion, and workplace accident.

As a result of the increasing demand of the workplace on employees, the work environment has been challenging, and many employees experience difficulty harmonizing work with family life which as a result employees are subjected to work for long hours with tight work schedules which often have significant effects on both work life practices and demands. Despite the global pursuit of

work life balance, not many have found a satisfactory meaning and theory (Mendis & Weerakkody, 2017). The need by employees for a balance between their work and their personal life has gained enormous attention today, compare to the time past considering the increasing requirements by organizations for optimum employees performance level necessary for the attainment of organizational goals. The increasing rate of absenteeism, low commitment to work, stress and high turnover rate are often resultant of the major attributes of work-life conflict which can lead to depression and even reduction in the quality of wellbeing and work performed, thereby forcing a number of organizations to devise work-life strategies that best strike a balance between work responsibilities and other aspects of employees personal lives or responsibilities. In some organizations an employee can be found heading two or more offices in most cases leading to longer hours at work than expected, lack of vacations, work and family conflict and sometimes associated with poor salary structure and overtime payments. Adikaram (2016) identify certain issues relating work life balance across the banking sector which include; long working hours, unconducive working conditions, work-load pressure and job insecurity". When people are dissatisfied with their workplace and job, it leads to a negative impact on their work outcomes and personal life. Some employees have real problems managing their time with work duties and family responsibilities which leads them to feel dissatisfied with work arrangements in the workplace. Stress and anxiety are increasing due to work overload and some cases poor remuneration packs.

The Nigerian banking sector Most Especially the Commercial Sector has remained to be a highly demanding

workspace for employees with enormous target to be met. Since Rozaini et al., (2015) stipulated that work-life balance cannot be pursued by employees alone but needs to be supported by companies that make policies and procedures that allow employees to have a more balanced life. The First Bank branches in Abuja Municipal Area Council, Abuja in a way to spur the performance of employees have formulated and implemented work-life balance policies specifically; leave policy, flexible work arrangement and welfare policies over the years in order to ameliorate the dwindling performance of employees in the marketing and other department in the organization but upon evaluation result showed a low performance compare to the expected. It is against this background that this study is carried out to examine the effect of work-life balance on the performance of employees in First Bank branches in Abuja Municipal Area Council, Abuja and as well assess family responsibilities as an addition to work-life balance and employees performance.

The following questions were postulated for answers: What extent does leave policy affect employees performance in First Bank branches in Abuja Municipal Area Council?; and How does Flexible work arrangement affect employee's performance in First Bank branches in Abuja Municipal Area Council?

The main objective of this study is to examine the effect of work-life balance on employees' performance in First Bank branches in Abuja Municipal Area Council. While the specific objectives are: assess the effect of leave policy on employee performance in First Bank branches in Abuja Municipal Area Council; and ascertain the effect of Flexible work arrangements on employees' performance in First Bank

branches in Abuja Municipal Area Council, Nigeria.

Statement of Hypotheses

The study hypotheses are stated thus:

H0₁: Leave policy has no significant effect on employee performance in First Bank branches in Abuja Municipal Area Council.

H0₂: Flexible work arrangement has no significant effect on employee performance in First bank branches in Abuja Municipal Area Council.

LITERATURE REVIEW

Work-life Balance

Work-Life Balance is a concept that seeks to strike a balance between time spent working, spending time with family, and doing other things (Mendis & Weerakkody 2017). Work-life balance is the effective management of harmony with three main facets of life: work, societal, and private life (Keelan 2015). Work-life balance means the portion of time allotted to work compared to the time allotted to family or other essential things in one's private life (Direnzo et al., 2015). Work-life balance is a blend of interactions amid different realms of one's life, such as work-life, religion, recreation. Work Life Balance is the level to which an employee experiences feeling fulfilled and having his or her needs met in both work and non-work aspects of life (Tressa & Manisha, 2016). The pros and cons of this balance or imbalance impact both the employees and employers. The pros of work-life balance from the employee's view involve ensuring a balance between professional responsibility and household tasks (Ola et al., 2019). Flexibility in working hours, leave policies, health and wellness programs, and employee assistance are all part of

work-life balance (Werner & Balkin, 2021). Job-Life Balance refers to a condition in which employees believe they can balance their work and non-work commitments (Singh & Koradia 2017). Work-life balance refers to the division of one's time and focus between working and family or leisure activities (Tomlinson 2016).

Charkhabi et al., (2016) elucidated that there are three forms of work-life conflict, one is time-based conflict which occurs when an individual is forced to select between a work event and family event happening at the same time. For example, making a choice between attending a child's graduation party or making a company presentation to potential investor. Two is strain-based conflict, occurs when psychological problems originating from family or work-life rolls over into the other role. Lastly is behavior based conflict, which occurs when an individual's transfers his conduct and expectations from the workplace to the home environment; that hinders the effective performance of their roles in the other domain. This has left both private and public organizations in today's competitive world facing new challenges regarding continued quality service delivery and creating committed workforce (Wainaina 2015). Therefore, it is insufficient to attract talented and tech-savvy employees who are averse of current market realities and would like to switch to another organization that intends to give them a balance work life. Therefore strategies such as half days could be given on Fridays to the employees to spend time with families, provision for recreational trips, work from home, mind relaxing games to reduce stress Arora and Wagh, (2017), structural consistency, creating the conducive work atmosphere, giving leisure time and providing training or

upgrading the employees' abilities (Larasati et al., 2019) can also add on to improve work-life status among employees.

Work-life balance refers to manageability of the different aspects of one's work and life in such a way that they complement rather than contend with each other. Juggling responsibilities to work, family and community, as well as requirements for physical health and psychological wellbeing can create competing priorities in people's lives (Timms et al., 2015). WLB is a balance between the individual's two entirely different roles: work and family, which satisfies the role holder's life (Soomro et al., 2017). A person can also achieve work-life balance by engaging in role agreements with their work partners or their family, which are discussed and agreed upon by all parties (Radcliffe & Cassell, 2015).

Work-life balance is a concept that supports the efforts of employees to split their time and energy between work and other important aspects of their lives. Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities. In addition to the demands of the workplace, Work-Life Balance is the idea that a person's life outside of work is just as important as their work life and that the time a person spends working should be balanced by time spent doing other things such as spending time with friends and family, keeping fit, doing hobbies and traveling (Akinyele et al., 2016).

Leave Policy

Leave is the amount of hours/days employees of an organization 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 balances helps employees to perform other duties outside work, which creates a balancing effect between work activities and life activities (Onuoha & Eke 2020). Similarly, Orogbu, et al., (2015) defined leave as a number of days or hours staff of an entity are allowed to be away from their duties within a period without consequences. Some of the leave policies in most organizations include study leave, paid family, career's leave, medical leave, sick leave, Parental Leave, and annual leave. It also gives the capacity for employees to liberate themselves from work stress and build a balance between work and their family activities.

Flexible work Arrangement

Chen (2015) refers to work arrangement as an agreement between employee and employer that determines the workers' working hours and place of work. Mungania (2017) described a flexible work arrangement to replace the regular work activity that allows staff to choose the time and place so far; their responsibilities are met. This usually depends on the organization's policies to enhance workers' flexibility in terms of time and place where tasks can be performed (Mungania et al., 2016). The standard flexible work programs include flexi-time, job sharing, constricted workweeks, flexible shift work, part-time work, telecommute, and controlled schedule meetings (Mwangi et al., 2018). Flexible working hour relates to the flexibility associated with individual employee choice to commence and complete tasks daily given the specific

number of hours on the job, while flexible workplace or telecommuting is concern with the employees execution of assigned tasks without physically present at workplace. This kind of flexibility is associated with online worksites.

Work hour(s) is the number of hours worked as agreed by an organization. Hours worked vary significantly within organizations due to the prevalence of part-time work and working hours regulations or agreements. Understanding how the number of hours worked affects employee performance is an important element in every organization. Still, there is a lot that is not known about the effect of working hours on employee performance (Collewet & Sauermann, 2017). Longer hours can lead to higher performance if a worker faces fixed set-up costs and fixed unproductive time during the day, or if longer hours lead to better utilization of capital goods. On the other hand, fatigue could set in after a number of hours worked, which could make the performance to decrease (Pencavel, 2015). Work overload and work hours is discovered to have significant effect on work-life balance of employee. More integrated view of the work-life balance has been a dominant concept reflecting this perspective (Brough et al., 2020). Work overload and work hours has increased the interest of researchers as there are concerns that unbalanced work-life relationships can result in reduced mental and physical health, which in return could affect performance outcomes for individuals, families and organisations (Helmle, et al., 2019).

Empirical Review

Siregar et al., (2022) explored the Effect of work-life balance (work interference with personal life, personal life interference with work, personal life

enhancement of work and work enhancement of personal life) on employee engagement employees PT. XYZ. This study uses a descriptive type of research with a quantitative approach. The nature of this research is explanatory research which is research that explains the position of the variables studied and the relationship between the work-life balance variable and the employee engagement variable. The subjects in this study were employees of PT. XYZ, totalling 71 people. The measuring instrument used in this study is a scale, namely the employee engagement scale and work-life balance scale which is based on the employee engagement dimension by Anitha (2014) and the work-life balance aspect by Fisher, Bulger and Smith (2009). The data analysis technique used in this study was Smart PLS (Partial Least Square) software. Based on the results of the analysis and discussion, it can be concluded that work life balance has a positive and significant effect on employee engagement. The effective contribution of the work-life balance variable is 49.5% to employee engagement. The results of this study then become the basis for determining interventions in the form of training to improve work-life balance which will ultimately increase employee engagement.

Wahda et al., (2021) evaluated the effect of work-life balance policies (Flexible work, specialized leave option, dependent care support and religious support) on Job Satisfaction in the workplace in Makassar city. The research model was tested quantitatively through a field survey. The population comprised of 200 hundred employees. A total of 200 completed questionnaires from five private organizations and four from government organizations are reported and statistically analyzed using multiple

linear regression analysis with SPSS 23 (Statistical Product and Service Solutions). Furthermore, this study used the bivariate correlation and Cronbach Alpha to test the construct validity and reliability of the measurement items. Contrary to most studies, the data analysis results revealed that the WLB policy's implementation does not directly lead to increased employees' job satisfaction. In the Makassar context, certain policies have the opposite result. The result showed that the reasons for impact variations in WLB policies implementation are not just cultural factors; social factor (e.g., ostracism or stigmatization) but other factors that must be a concern.

Odeloye (2020) studied work-life balance (flexible work arrangement, wellness programs, family responsibility on employee engagement, employee commitment and employee task performance respectively) that influence employee performance in Lagos State Ministry of Works and Infrastructure. The study adopted survey research design. The population size was 450 employees with sample size of 212 respondents which was determined using Taro Yamen Formula. The study employed the use of stratified random sampling technique and structured questionnaire was used for data collection. The data obtained was analyzed using Statistical Package for Social Science (SPSS) while Linear Regression and Pearson Correlation were adopted for analysis. The result showed that flexible-work environment and wellness programs has effect on employee engagement and employee commitment respectively while there is strong relationship between family responsibility and employee task performance.

Odeloye et al., (2020) examined the factors of work-life balance (flexible work arrangement, wellness programs, and family responsibility) that influence employee performance in government-owned organizations in Nigeria. The study used a quantitative research approach, and Data were gathered from textbooks, articles, journals conference proceedings. The result from the proposition revealed that there is relationship between work-life balance and employee performance. The study therefore concluded that work-life balance factors such as flexible-work arrangement, employee wellness programs and family responsibility are important tools that could be adopted by organization in order to ensure that their staffs are satisfied. The study therefore concluded that work-life balance is beneficial for employee performance and therefore recommends continual renewal of work-life balance policy which will help in improving employee performance and will also have positive effect on organizational productivity.

Yunus and Fuad (2019) examined the influence of work life balance (salary, flexible work hour, social support and health security) towards job performance (efficiency and quality) in private higher education institution in Shah Alam and Bestari Jaya and Selangor, Malaysia. Survey research design was adopted. Data was collected through the use of questionnaire from a sample of 164 employees of Private Higher Education Institution in Shah Alam and Bestari Jaya and Selangor, Malaysia. Data collected were analyzed using correlation and multiple regression analysis. Result of the findings shows that; Social Support is significantly related to Job Performance in Efficiency and Quality factors; results indicate that Social Support is the main predictor of Efficiency ($\beta=.738$, $p<.01$) and Quality ($\beta=.592$, $p<.01$). All WLB

factors (salary, social support, health security and flexible work hour) explained towards Job Performance in Efficiency factor at 53.9%. The Durbin Watson value is 2.018 shows that there is no problem on auto correlation between all WLB factors (Salary, Social Support, Health Security and Flexible Work Hour) and Job Performance in Efficiency factor. While all the WLB factors (salary, social support, health security and flexible work hour) explained towards Job Performance in Quality factor at only 37.9%. The Durbin Watson value is 1.945 shows that there is no problem on auto correlation between all WLB factors (Salary, Social Support, Health Security and Flexible Work Hour) and Job Performance in Quality factor.

Oyiolu (2018) assessed the effect of work life balance (personal life, social life and organizational life) on the performance of employees at Erubi Engineering Services and Supplies Limited. This study utilized descriptive research survey design. Descriptive research design entails observing and describing subjects without exerting external influence. A descriptive research design was adopted. The target population for this study was the 40 employees at Erubi Engineering and supplies limited working in different departments within the company. They were all given structured questionnaires after census sampling was done. The data was collected and analyzed using descriptive statistics through SPSS and excel software. Results were illustrated as tables, charts and graphs. An analysis of the first objective revealed that there was a correlation between personal life, social life and organizational life as regards performance of employees. Regarding the first research question, it was evident that increase in aspects of personal life had a negative impact on employees' performance. The third objective

findings also revealed a positive correlation between organizational and performance. It is likely that the workload at the company is optimal and that working conditions assist in creating a conducive environment for performance to improve.

Kasau (2017) examined the relationship between work-life-balance (leave policy, flexible working arrangements, welfare policies and family responsibilities on the performance of Kitui county government employees. The study adopted an explanatory research design and a descriptive research design. The targeted population was the 207 employees who work in the ministry of finance and economic planning of Kitui county government. They comprised of top level management, middle-level management, and the subordinate staff. The researcher adopted a stratified sampling and simple random sampling to get a representative sample for the research. The sample size was 25% of the target population; that is, 53 employees, 4 from the top management, 11 from middle-level management and 38 from the subordinate staff. The study used a semi -structured questionnaires with both closed-ended and open-ended questions to collect data from the sample. A drop and pick method was employed to administer the questionnaires to the respondents, but they were pre-tested for reliability and validity before being administered to the respondents. The collected data was analyzed and presented using SPSS. Descriptive statistics like frequency distribution was used to analyze the data. The presentation of the data was done using frequency tables, pie charts and bar graphs. Moreover, a correlation and multiple regression analysis to determine the correlation between WLB and employee's performance were conducted. The findings of the study

indicated that there is a negative correlation between leave policy and employees' performance as well as between welfare policies and employees' performances.

Mwangi et al., (2016) examined the influence of work-life balance (flexible work arrangement and family leaves) on employee productivity (turnover rate, employee satisfaction and Performance) in the government institutions, with special focus on Supreme Court in Nairobi. The study adopted a descriptive survey. The population for the study was 106 employees of Supreme Court at their office in Nairobi. Data was collected using structured questionnaire. The study used both quantitative and qualitative data. Descriptive statistics were used to analyze the data. The study found that flexible work arrangement and family leaves positively influenced the employee productivity. Work life balance enabled the employees to have balance between work and personal responsibilities and thus strengthened employee loyalty and productivity. Flexible work arrangements was found to enable employees improve their job performance as well as empowering and motivating the employees. Family leaves allow employees to be away from the workplace for a particular period of time in order to deal with family responsibilities as well as improving employees commitment to the organization. The study recommends that different forms of flexible work arrangement to be adopted by the government institutions from basic flextime programs to innovative child- and elder-care programs to have maximum productivity of employees in the institutions. Government institutions should therefore see to it they have different forms of family leave support services to include all cadres of employees. The government through the

ministry of labour should formulate policies that are geared towards ensuring that all the government institutions have work-life balance programmes since it was found to positively impact employee productivity.

Aslam (2015) investigated the influence of work life balance (work/personal life enhancement, Personal life interference with work, work interference with personal life) on employee performance in education sector of Pakistan. The study also investigates the moderating effect of transactional leadership on relationship between work life balance and employee performance. The study used sample of 150 respondents from eight universities of Islamabad and Rawalpindi. The regression and moderation analysis are performed by using the SPSS 22. The findings of study reveal the work life balance has significant positive effect on employee performance. The results also present that transactional leadership has significant moderating effect. The study recommends that management of universities should consider the effect of work life balance while making polices about leave and working load etc. The findings of study have important policy implications for policy makers and government to increase the employee performance.

Theoretical Framework

Segmentation Theory

Blood and Wolfe in 1960 were the pioneers of this theory. They applied this concept to blue collar workers and explained that for workers in an unsatisfying or un-involving job, segmentation of work and home is a natural process. In this theory, work and family operate as separate entities where there is no interaction between work life and family life. Segmentation theory

considers work and family as distinct entities and experiences whereby one will not affect or influence experiences in the other. Guest (2002) argues that this theory appears to be offered as a theoretical possibility rather than one with empirical support and it is considered to be the weakest one on the relationship between work and personal life. Segmentation theory hypothesizes that every domain functions independently. This theory further postulates that work and family environments of an individual do not influence each other and in all cases operate separately. This separation in time, space and function allows the individual to neatly compartmentalize his or her life. Since the industrial revolution, work and family have been inherently separate by time, space and function, the industrial world described segmentation as what occurs when people actively suppress work-related thoughts, feelings and behaviors in the family domain and *vice versa*. As this has been proven no longer to be true and perhaps never was, particularly for female workers, segmentation is now referred to as the active process that people use to create and maintain boundaries between work and family. The literature also reports the usage of the terms compartmentalization, independence, separateness, disengagement, neutrality and detachment to describe this theory (Edwards & Rothbard, 2000). According to the segmentation approach, involvement is usually defined as time, attention, energy, or importance associated with a domain (Edwards & Rothbard, 2000). This theory further postulates that one can compartmentalize one's life and his or her work roles and both roles are seen as

having totally separate functions with work serving instrumental purposes within a competitive environment and non-work satisfying affective and expressive needs.

This study is based on the segmentation theory because it states that work and family operate as separate entities where there is no interaction between work life and family life. Segmentation theory considers work and family as distinct entities and experiences whereby one will not affect or influence experiences in the other. The relevance of this theory to the study is that organizations and employees are expected to separate work life and family life in order to perform better at work and as well as at home.

Methodology

This study used a survey research design. The population of the study comprised of 508 employees across the five (5) branches in AMAC Abuja. The study used stratified sample sampling procedures. The five branches of First Bank in AMAC Abuja that make up the target population for this study are First Bank Abuja main branch, Garki Area 3 branch, Abuja Wuse 2 branch, Abuja Jos Street branch, Abuja Maitama branch with a combined population of 508 (Bank branch report, 2023). This population included both technical and non-technical staff members and due to the size of the target population, Taro Yamane formula (1967) was devised to generate a manageable sample size. This is determined as follows:

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

Where;

n = sample size;

N = population size;

e= Level of precision required;

1 = constant

$$\begin{aligned} &= 508/1 + 508 (0.05)^2 \\ n &= 508/1 + 508(0.0025) \\ n &= 508/1 + 1.9875 \\ n &= 508/2.9875 \\ n &= 224 \end{aligned}$$

However, according Israel, (2013) an additional 10% can be added to account for incomplete and invalid questionnaires which make the new sample size to be 246. The study further employed a proportionate stratified sampling design in reaching respondents

$$nk = \frac{nNk}{N}$$

Where:

nk = number allocated category

n = total sample size

Nk = total population of each category

N = overall population

Applying the formula, we have:

across the bank branches in Abuja Municipal Area Council according to the respective percentage proportions.

In order to provide equal allocation according to the respective population size, proportional allocation formula was adopted and as such we have:

Table 1 proportional allocation of Sample size

Branches	Population	Sample size
First bank Abuja main branch	118	118*246/508= 57
Garki Area 3 branch	109	109*246/508 = 53
Abuja Wuse 2 branch	111	111*246/508 = 54
Abuja Jos Street branch	89	89*246/508 = 43
Abuja Maitama branch	81	81*246/508 = 39
Total	508	246

Source: Bank Branches report, 2022

Therefore the actual sample size is equal to 246 sample

Reliability Test

Table 2: Reliability Test

Variables	Cronbach's α	No. of Items
Leave Policy	$\alpha \geq 0.73$	3
Flexible Work Arrangement	$\alpha \geq 0.77$	3
Employee Performance	$\alpha \geq 0.79$	3

Source: Statistical Package for Social Sciences SPSS, version 26

Table 2 shows the reliability test through Cronbach's Alpha conducted to ascertain the construct reliability. The criterion adopted is from Hair et al. (1998), who opined that the proposed construct reliability assessed should be greater than 0.70.

Method of Data Analysis

The study adopted multiple regression as the statistical tool, which is used to indicate the relationship between the dependent variable and the independent variables. The regression model has been estimated using SPSS statistical package that has the capacity to answer the question on how fit a model is, given a set of variables. It uses software tool like excel in computing primary data or information obtained from the questionnaire. The statistical software package of SPSS version 26 was well utilized in analysing data gotten from the field.

The regression model is stated as follows:

$$EP = \alpha + \beta_1LP + \beta_2FA + \mu \dots\dots\dots 1$$

Where EP = Employees Performance

α is the intercept

β_1, β_2 and are the parameters to be estimated as the independent variable and as such Leave policy and flexible work arrangement.

β_0 = Constant

ϵ = Standard Error terms

LP= Leave Policy

FA = Flexible Work Arrangement

μ = error term

Data Analysis and Result

Data was obtained through the administration of questionnaires to employees of First Bank in AMAC, Abuja and a total of two hundred and forty-six (246) questionnaires were administered above determined sample size in order to enable the researcher retrieve a minimum of (224) valid questionnaires, but only two hundred and forty-three (243) were returned but two hundred and thirty-seven (237) were valid for analysis. In comparison, the remaining six (6) questionnaires were returned but not correctly filled and cannot be considered valid for the analysis. Hence, only two hundred and thirty-seven (237) questionnaires were considered valid for analysis as presented:

Regression Result

Table 3: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 ^a	.811	.810	.45434

a. Predictors: (Constant), FA, LP

Source: SPSS Output version26

The model summary table above shows the coefficient of the regression R² with a value of (0.811), which means that (81.1%) of the variation in employees performance EP can be explained by

Leave policy and Flexible work arrangement. Other associated aspects that are not included in the regression account for the remaining 0.189 (18.9%).

Table 4: ANOVA^a

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	296.563	2	148.281	718.336	.000 ^b
	Residual	69.152	335	.206		
	Total	365.715	337			

a. Dependent Variable: EP

b. Predictors: (Constant), FA, LP

Source: SPSS Output version26

Furthermore, the Anova table reveal the model's fitness. The p-value of (0.000) is substantially lower than the 5% level of significance (0.05), the F-statics value of

(718.336) is widely used at 5%. This shows that the model is well-fitting, and the null hypotheses can be rejected.

Table 5: Coefficients^a

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.491	.089		5.514	.000
	LP	.139	.081	.150	1.720	.086
	FA	.995	.083	1.044	11.973	.000

a. Dependent Variable: EP

Source: SPSS Output version26

Decision Rule: 5% level of significance

The co-efficient table indicates that; the co-efficient of Leave policy (0.139) is positive but insignificant (0.086<0.05) in improving employees performance. EP = 0.491 + 0.139log_LP shows that employees performance decreases by 13.9% for every 1% increase in Leave policy.

The co-efficient of Flexible work arrangement (0.995) is positive and significant (0.000<0.05) in improving Employees performance. EP = 0.491 + 0.995log_FA shows that employees performance will improve by 99.5% for every 1% increase Flexible work arrangement.

Test of Hypotheses

The hypotheses earlier formulated are tested with the model

Test of Hypotheses One:

H0₁: Leave policy has no significant effect on employees of First Bank in AMAC, Abuja. From the regression result it was observed that the p-value for Leave policy and employees performance is (0.086). Since the p-value is greater than 0.05 (0.086> 0.05) it thus, falls in the acceptance region and hence, we accept the first null hypothesis (**H0₁**).

Test of Hypotheses Two:

H₀₂: Flexible work arrangement has no significant effect on employees performance in First Bank in AMAC, Abuja. The result of the regression shows that the calculated p-value for Flexible work arrangement and employees performance is (0.000) less than 0.05 used as the level of significance. Since the p-value (0.000<0.05), we reject the null hypothesis (**H₀₂**) and accept the alternative hypothesis.

Discussion of Findings

The following findings were found; Leave policy has a positive but insignificant effect on employees performance and according to the study's findings. The implication of this finding is that leave policies such as study leave and parental leave are often too short to achieve the purpose of which it taken. The study is consistent with the findings of a study conducted by Kasau (2017) indicating that, there is a negative correlation between leave policy and employees' performance.

The study as well discovered that employees performance is influenced by flexible work arrangement. This is as a result of responses obtained from the respondents which stipulate that; work hours and work location of employees of First Bank, AMAC, Abuja are favourable to the employees. The result of the study is in agreement with the findings of Odeloye (2020) who stipulate flexible-work environment and wellness programs has effect on employee engagement and employee performance. The study by Mwangi et al., (2016) also is in tandem and reveal that flexible work arrangements was found to enable employees improve their job performance as well as empowering and motivating the employees. Family leaves allow employees to be away from the workplace for a particular period of time in order to deal with family

responsibilities as well as improving employees commitment to the organization

Conclusion

The following conclusions were drawn from the results of the findings:

There exist a positive but insignificant effect of leave policy on employees performance in First Bank in AMAC, Abuja. This implies that leave policy contributes less to employees performance in First Bank in AMAC, Abuja, Nigeria. While Flexible work arrangements significantly affect employees performance.

Recommendations

Based on the findings, the following recommendations were made:

First Bank in AMAC, Abuja should make every aspect of leave policy flexible specifically study leave as this will enhance employees capacity to deliver towards quick attainment of organizational performance.

The management of First Bank in AMAC, Abuja should be consistent in analyzing the changes constantly occurring in the work space so as to develop a work schedule and location that will ensure employees turnover and talent retention.

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