THE CHALLENGES AND EFFECTS OF WORK-LIFE BALANCE ON ORGANISATIONAL PERFORMANCE OF NIGERIAN WOMEN EMPLOYEES: A CASE STUDY OF LAGOS STATE

BY

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Submitted in partial fulfilment of the requirement for the award of Master of Science (MSc) in International Business

National College of Ireland

Submitted to the National College of Ireland, AUGUST 2019.

ABSTRACT

With the increase in the number of women who are secularly employed and the pressure associated with effectively combining work and non-work aspects of life, work life balance is considered to be very timely and necessary. Many consider the responsibility of balancing work and life as the sole responsibility of the employee; and in an environment like Nigeria dominated by patriarchy and affected by other social and economic construct, work-life balance seems like a daydream for employees especially for women. This research seeks to investigate the challenges associated with work-life balance and its resultant effect on organizational performance of Nigerian female employees using Lagos state as a case study. The research adopted descriptive research design coupled with Harvard style of referencing. It made use of questionnaires as its research instrument while incorporating other primary and secondary sources of data collection and these questionnaires were analyzed using SPSS

From the research it was discovered that combining work with non-work aspects of life was a huge challenge to many women because of the inflexible nature of their jobs. This is because of the failure of the Nigerian organization to provide enabling environment for women to seamlessly combine work and life. This research further discovered that many women adopt relational help as a major coping strategy. Though few others suggested sick leave or study/training leave, it was observed that a lot of employees hardly utilize these opportunities. The research also encountered some limitations like response rate of questionnaires and the gender restriction which was clearly stated

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To all women who strive for excellence

despite the vicissitudes of life.

Acknowledgements

I want to appreciate my supervisor, an erudite scholar, Dr Julius Nyiawung for his kind and fatherly advice, for offering his constructive criticism in order to make sure that I achieved the desired result despite his other academic commitments. My immense appreciation also goes to the respondents and participants of my quantitative survey; you made it bearable and easy. I also appreciate my family especially my parents for all the support and love, may my heavenly father bless you forever.

I equally want to immensely thank all my lecturers who contributed in impacting me with knowledge, scholars like Philip McGovern, Fabián Armendáriz, Jason Healy, Victor Del Rosal, Michelle Killian, Niall O'Brien, Ursula Finlay, Gaia Barone, & Colette Darcy may your intellectual cup never run dry.

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CHAPTER ONE

INTRODUCTION

1.0 INTRODUCTION

This chapter presents a general introduction of the subject matter of this research. Consequently, the chapter is divided into five sections. The first section introduces the reader to the topic being discussed by presenting a general background of the topic and its importance. The second section provides the justification and rationale for conducting the research. In this section, the questions which this research aims to answer are also stated. Flowing from the research rationale and questions, the third section provides the aims and objectives of the research. The fourth section provides the scope of the study while the fifth and final section states the design and structure of this research.

1.1 RESEARCH BACKGROUND

Due to the highly competitive clime of modern society where customer satisfaction is highly prioritised, the weight on the shoulders of employees to achieve maximum output has been heightened in recent times (Karatape, 2010, Lourel, 2009). Also coupled with the technological advancement of modern society, traditional working hours no longer exists in some climes as work is now more accessible at all times of the day and night regardless of the location of the employee (Lester, 1999). Consequently, occupational stress has been heightened by the culture of long working hours and work intensification which as Darcy et al., (2012) opines, is as a result of "globalisation of competition, changes in the trends and demands of work and the increment of technological innovations also coupled with these organisational and work design changes includes the increase in the number of women in the workplace, dual career families, single parent families

and an aging population". In fact, in some societies, working long hours are generally perceived as a sign of commitment and many employees refrain from negotiating for shorter work hours as that might be considered as a sign of weakness (Chandra, 2012).

From the paragraph above which in summary posits that the weight on the shoulders of employees to achieve maximum output has been heightened in recent times, the implication of this is that the pressure associated with effectively combining work with other aspects of life has also skyrocketed in recent times. Consequently, being able to effectively combine work with other domestic related affairs *i.e.* achieving 'work-life balance' often seems like a daydream. Although there is no generally accepted definition of the term work-life balance, the definition provided by Clark (2000) which states that work-life balance is the "satisfaction and effective functioning at both work and home with minimal role conflict" despite being simplistic appears to capture the essence of subject matter of this research. A cursory examination of the above definition provides the basic ingredient of what work-life balance entails. That is, the ability to balance the demands of both work and personal life.

The relevant questions which the reader of this work may however ask at this juncture are "so what, why should I care, why is it so important to achieve work-life balance?, what are the consequences of not achieving work-life balance etc.? In answering these questions, researches have over the years shown that there are several benefits derivable from achieving work-life balance. According to Dhas (2015), work-life balance programs have been demonstrated to have an impact on employees in terms of recruitment, retention/turnover, commitment and satisfaction, absenteeism, increased productivity, reduced accident rates, and so on. Conversely, where there is an imbalance between an individual's work and personal lives, commonly known as work-life conflict, the consequences could be far-reaching. As a matter of fact, work-life conflict has been associated with numerous physical and mental health implications such as weight gain, depression, increased smoking, increased alcohol consumption amongst others (Dhas, ibid). Consequently, the importance,

relevance and impact of work-life balance in the life of an individual as well as organisations cannot be overemphasised.

1.2 RESEARCH RATIONALE AND JUSTIFICATION

In the past, many considered the concept of work-life balance particularly in relation to women as a western concept. This is because in most cultures, including most if not all African cultures, women are not an integral part of the work-force. As Chandra (2012) succinctly puts it, "gender-based socialisation influences men to take work roles and women towards nurturing roles". However, this notion has drastically changed in recent times as many African and by extension Nigerian women have become secularly employed in order to sufficiently contribute their quota in caring for domestic responsibilities as well as becoming financially independent (Hyman, 2003). This in turn has come with a high price for not only the female employee but also for the organisation and the society at large. This is basically because the traditional African society has always and is to an extent still characterised by patriarchy and despite civilisation and enlightenment, traces of this culture remains ingrained in the society (Nwagbara & Akanji, 2012). The implication of this is that women are expected to exclusively take care of the home even if they are secularly employed and in extreme cases they may be expected to give up their jobs for that of their spouses' or for their children's education. This in effects puts a lot of stress on women's wellbeing, their commitment to their jobs and their performance at work.

Nigeria has an estimated population of about 200 million in 2019 (Ajayi et al, 2019). Although the population of males slightly outnumbers the female by a ratio of 1.04 to 1 (WorldPopulationReview.Com, 2019), the population gap between males and females is not significantly high. Furthermore, the difference in the population of person of employable age i.e. 15-54 years is also not significantly high with males slightly outnumbering females 49,161,095 to 46,827,359 (IndexMundi.Com, 2018). The implication of this is that females represent about 48.7 of

the employable population of Nigeria. Despite these high figures, the Nigerian Employment Act of 1971 which governs and regulates terms and conditions of employment for organizations makes little or no room for family responsive policies such as adequate maternity leaves, flexible working options, etc. (Akanji, 2013). Consequently, there is no legislative requirement on organizations to put in place work-life balance policies for their female employees.

Interestingly, there have been quite a number of researches into the effects of work-life balance in Nigeria generally (See Adisa, Mordi & Mordi, 2014; Akanji, 2012; Mordi et al, 2010). Furthermore, a plethora of research works have examined the significant role between work-life balance and its influence on organisational performance (see Kim, 2014; Chen and Francesco, 2003; Swailes, 2004; Parkes and Langford, 2008; Harrington and Ladge, 2009). There has also been quite a number of researches whose findings revealed that work-life conflict has negative outcomes for emotional health, physical well-being, and life satisfaction thereby reducing employee productivity and performance as well as organizational performance (see Grzywacz and Marks, 2000; Schieman et al., 2003; Cohen and Liani, 2009; Mohsin and Zahid, 2012; Singh and Nayak, 2015). Unfortunately, despite the integral role of Nigerian women in Nigerian organizations, no study has been undertaken to determine the challenges and effects of work-life balance on organisational performance of Nigerian women employees.

The hub of this research therefore is to examine the work-life challenges that female employees in Nigeria have to contend with and how it affects their performance. The research also examines the coping initiatives available to/employed by Nigerian female employees in order to curb these challenges. In light of this, this thesis is aimed at providing answers to the following research questions;

i) What are the likely implications of work-life balance for the Nigerian female employee?

ii) To what extent does the Nigerian social and economic construct affect work-life balance of Nigerian female employees?

iii) What factors contribute to work-life conflict for Nigerian female employees?

iv) What are the challenges of maintaining work-life balance among Nigerian female employees?

v) What adjustments can be made in order to improve work-life balance and performance among female employees in Nigeria?

1.3 RESEARCH AIMS AND OBJECTIVES

The main aim of this research is to critically examine the challenges and effects of work-life balance on the organisational performance of Nigerian women employees. In order to accomplish this goal, the research concentrates on the following objectives:

- Understanding the factors responsible for work-life conflict among the Nigerian female working population
- Examining the extent to which the Nigerian social and economic construct affects the work-life balance of Nigerian female employees
- Evaluating the constraints associated with maintaining work-life balance among Nigerian female employees
- Analyzing the adjustments that can be made in order improve work-life balance as well as the organizational performances of Nigerian female employees.

1.4 SCOPE OF THE STUDY

The scope of this study is Lagos State, a metropolitan city in the Southwestern region of Nigeria comprising of islands and mainland areas. Lagos State was previously the capital of the country and is the largest urban city as well as one of the most populated city in Nigeria with a demography of about 17.5 Million (WorldPopulationReview.Com, 2019). Lagos State is also a hub for commerce

and industry as a result of its proximity to the Atlantic Ocean. According to Ekundayo (2013), Lagos State would be the fifth largest economy in Africa assuming it was a country on its own. As a result of these factors and more, many Nigerians migrate to this hub of activity in search of greener pastures. Lagos State is therefore the ideal city to adopt as a case study for this research.

1.5 RESEARCH OUTLINE

This dissertation is classified into five different chapters which are the Introduction, Literature Review, Research Methodology, Findings and finally Analysis and Conclusion.

Chapter One

This chapter gives an introduction of the research with an explanation of its background and why the study is pertinent. This is followed by the analysis of the Nigerian context which is the case study for this research.

Chapter Two

This chapter is the heart of the research; it examines scholarly opinions on this issue by discussing various views and studies of work-life balance.

Chapter Three

This chapter discusses the research methodology that this dissertation adopted for the research study, by determining the introduction, research aims and objectives, research questions, quantitative vs qualitative research strategy and methods, advantages of survey research and research ethics.

Chapter Four

This chapter presents the findings gathered from the research through the use of research methods and gives a detailed analysis of these findings; it also tries to make a connection between these findings and the concepts discussed in the literature review. The data which was collected from the primary research which involves structured self-reporting questionnaires are analyzed and incorporated with the literature review with the goal of addressing the research questions and achieving the objectives which were stipulated in the research.

Chapter Five

In the concluding chapter, suitable recommendations are made, the limitations of the study are stated which is followed by the conclusion of the dissertation. After which the scope for further research is stated.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

Before proceeding to analyzing the challenges and effects of work-life balance on organisational performance of Nigerian women employees, it is important to review the literature relevant to the subject matter and other related issues. This will help the reader gain a broad understanding of the topic under discourse. The aim of this chapter therefore is to review the literature available on the challenges and effects of work-life balance on organisational performance generally and more particularly, the peculiar challenges faced by women employees. In order to achieve this aim, this chapter is sub-divided into five sections.

The first section discusses the concept of work-life balance by focusing in-depth on the general definition of work-life balance and what it means to various people. The second section reviews some of the popular theories of work-life balance that have existed over time. These theories attempt to explain the relationship between work, personal and family life. The third section explores the impact and importance of work-life balance on organisational performance. Flowing from that, the fourth section moves closer to home by exploring and discussing work-life balance in the Nigerian context. The sections takes a look at the peculiarities of Nigerian employees and what work-life balance means to the Nigerian employees with specific focus on female employees. It goes further to examine the peculiar challenges faced by Nigerian employees and the impact of such challenges on organisational performance in Nigeria. The fifth and final section concludes the literature review by presenting the author's reflection on the issues raised and discussed in this chapter.

2.1 CONCEPT OF WORK-LIFE BALANCE

In defining the term work-life balance, it is important to understand that work-life balance can be construed as both a social construct (i.e., a notion that is 'constructed' through social practice and which may or may not represent objective reality) and a discourse (Lewis & Beauregard, 2018). Consequently, the term work-life balance most often tends to be defined either from the perspective of an individual's experience or aspiration, with particular focus on time-squeezed white collar workers (for example, see Clark definition, 2000; see also Greenhaus et al., 2003) or defined as an adjective to describe private practices aimed at achieving work-life balance in the workplace such as flexible work arrangements or public policies such as parental leave (for example, see Beauregard & Henry's definition, 2009).

Flowing from the above, Caproni (2004) opined that defining work-life balance from either the individual or adjectival perspective as seen from the above definitions tends to underemphasize the diverse understandings of the components of work, life, and balance. Consequently, most definitions of work-life balance tend to position it merely as a matter of individual choice and responsibility thereby neglecting the structural, cultural, and practical constraints on individuals' agency (Lewis, Gambles & Rapoport, 2007).

For example, Clark (2000) defining work-life balance from the perspective of an individual's experience or aspiration defined work-life balance as the "satisfaction and effective functioning at both work and home with minimal role conflict" by an individual. It must be stated though that this definition is too simplistic and does not fully capture the meaning of work life balance. As a matter of fact, it appears that Clark is suggesting that an employee's life only revolves between work and home. Adopting the same approach, i.e. defining work-life balance from the perspective of an individual's experience or aspiration, Greenhaus et al. (2003) defined work-life balance as the extent

to which an individual is satisfied on the basis of the level of time devoted, level of involvement and the level of satisfaction derived from work and family roles concurrently. Once again, this definition does not provide a full grasp of what the term work-life balance entails.

Adopting the adjectival approach, Beauregard & Henry (2009) defines work-life balance as "organisational support for dependent care, flexible work options and family or personal leaves…these practices include flexible work hours (e.g. flexitime 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 of hours in four days and take the fifth day off), working from home(teleworking), sharing a full time job between two employees (job sharing), family leave programs (e.g. parental leave, adoption leave, compensation leave), on-site childcare and financial and/or information assistance with childcare and eldercare services". This definition however is highly problematic as it may be construed to suggest that the existence of these policies in an organisation automatically guarantees the attainment of work-life balance by the employees of such organisation. This however is not necessarily so as it fails to cater to the individual experiences of such employees. Furthermore, it has been argued that defining work-life balance from the adjectival point of view can mask the benefits employers stand to gain from such policies and practices as it implies that such policies are put in place mainly for the benefit of employees (Gatrell & Cooper, 2008; Lewis et al., 2016; Özbilgin et al., 2011). This is however not accurate as researches have shown that where employees leads a balanced life, the employers also gain immensely (Fleetwood, 2007; Harvey, 2005).

According to Lewis & Beauregard (ibid), the definition of work-life balance will always be controversial as the concept of balance is in itself problematic. Generally speaking, the word balance when interpreted literally implies that work-life balance is an equal level of participation in work and non-work activities by an individual. This therefore suggests that to achieve work-life balance,

individuals must lead tidy, segmented lives equally balanced between work and non-work activities. Rajan-Rankin (2016) however argues that from her research on Indian call centers, she found that the messy reality of family and community life and the blurring of boundaries cannot be accounted for by the European/Western concept of tidy, segmented lives.

Further justifying the argument that work-life balance does not necessarily imply a tidy, segmented life as opined by most western scholars, Chandra (2012) conducted a study into the perception of Asians and what the concept of work-life balance means to them. Chandra (ibid) found that there are interesting differences between Asian and Western perception of work-life balance. From an individual perspective, Chandra found that work-life balance in most Asian countries seems to be synonymous with gender issues. For example, gender based division of labor is still the norm in most Asian countries and the socialization process further reinforces this traditional gender based division of labor. Furthermore, household duties are shouldered in most cases exclusively by women regardless of whether they have full-time jobs. Also, many employees (particularly females) take pride in narrating how well they could manage home and work. Consequently, work-life balance is perceived more as the ability of an individual to balance their work and personal lives rather than a policy related issue. In comparison, the socialization process of the Western countries consciously de-emphasizes gender stereotyping so much so that the perception of gender stereotyped men's work and woman's work has been blurred. It is therefore not uncommon to see men sacrificing their careers in favor of their spouses. Consequently, the perception of work-life balance in the West is not defined by gender.

Further to the above, Chandra also found that coping strategies in most Asian countries are primarily individual driven. This is because working long hours is often seen as a commitment to the job. Consequently, negotiating for shorter work hours is often perceived as a sign of weakness. As result of this, many employees in Asian countries try to maintain the balance by outsourcing their domestic

work or relying on assistance from parents and in-laws. In comparison, working long hours is quite uncommon in the West as most of the Western countries seem to prefer shorter working hours and this is mitigated by moderate wage rates which make up for the short working hours. The implication of this is that employees in the West have more time to focus on family and other matters outside of work while employees in Asian countries have to find other alternatives to balance their work and personal lives.

Lastly, from an organisational point of view, Chandra found that while work-life balance policies exists on paper in Asian countries, the reality is different. For example, while most organisations provide work-life balance policies on their company websites, there is a stark difference between the policies on paper versus their implementation. Also, the maternity benefits in most Asian countries when compared to the Western countries is negligible. With respect to paternity benefits, even where this exists, most employees prefer not to exploit the opportunities as it is perceived more as a woman's domain.

From the aforementioned points, Chandra concluded that the attainment of work-life balance is a choice. He further opined that although organisational policies can provide flexibility and enhance the employee's choices, ultimately, the attainment of work-life balance is a personal responsibility of every employee. Consequently, Wayne, Butts, Casper & Allen (2016) posits that the word 'balance' in the context of 'work-life balance' simply indicates an individual's efforts to achieve low levels of conflict between work and non-work demands. It must be stated though that this approach has however been criticized by other scholars who suggest that adopting such an approach implies a false dichotomy as work, regardless of whether it is formal, informal, paid or unpaid is part of life and should not be viewed as a separate element that has to be balanced with life (See Bloom, 2016; Fleetwood, 2007; Gambles et al., 2006; Lewis et al, 2007).

From the above discussions, it is safe to conclude that no one definition can comprehensively define the term 'work-life balance'. However, that is not an issue in the opinion of this writer. This is because work-life balance is relative as it means different things to different individuals.

2.2 THEORIES OF WORK-LIFE BALANCE

As stated above, the term work-life balance means different things to different individuals. That however has not dissuaded scholars and researchers from postulating various theories on the relationship between work, personal and family life. This section explores some of the popular theories on work-life balance. These are the Structural Functionalism Theory, the Compensation Theory, the Work Enrichment Theory, the Segmentation Theory and the Spillover Theory.

2.2.1 *Structural Functionalism Theory*

Prior to the emergence technological advancements in machinery and manufacturing in the 19th century, there was little separation between work and personal/family life as most families worked together as a unit. Consequently, discussions on work-life balance were for the most part non-existent. However, following the 2nd World War and the industrial revolution which largely influenced and led to the separation of economic work from personal life as well as changes in the social role of men and women during that period, discussions about work-life balance started to emerge (Doherty, Boss, LaRossa, Schumm, & Steinmetz, 1993).

One of the earliest theory to emerge was the Theory of structural functionalism which emerged as one of the dominant sociology based theories of early 20th century. The structural functionalism theory postulates that every individual's life is concerned mainly with two separate spheres. These are (i) a productive work life which helps an individual produce a product or a service and (ii) an emotional life spent on time for oneself, spouse, children, parents, leisure, etc. The structural functionalism theory therefore believes in the existence and postulates a radical separation between

work (institution, workplace, or market) and families. However, by the late 1960s, many researchers had started to question the dominance and relevance of structural functionalism in describing the social issues of the time (Demerath, 1966). This therefore led to the development of new views for describing the work-family relationship.

2.2.2 *The Segmentation Theory*

Just like the structural functionalism theory, the segmentation theory is also one of the earliest views of work-life relationship and goes back to industrial revolution of the early 20th century as well (Miri-Lavassani and Movahedi, 2014). According to Blood and Wolfe (1960), who were pioneers of this theory, work and life do not affect each other since they are segmented and independent from each other (see also Hart, 1999). Consequently, the segmentation theory postulates that the two roles do not influence each other and are separate entities (see Zedeck, 1992; see also Edwards and Rothband, 2000). The implication of this is that work and life are separate entities that do not influence or interfere with each other in any manner what so ever. In applying this theory to blue collar workers, Blood and Wolfe (ibid) explained that workers in unsatisfying or uninvolving jobs would naturally separate work and home. Furthermore, any role specific pressure (such as work related or family related pressures) does not affect the role pressure in the other sphere (Michela & Hargis, 2008). Just like the structural functionalism theory, the relevance of the segmentation theory was also questioned by many of the researchers of the late 1960s (Demerath, 1966)

2.2.3 *The Compensation Theory*

Following the criticisms of the structural functionalism and the segmentation theories, the second era of work-family theories started in the late 1970s. Consequently, in 1979, Piotrkowski in his seminal study of exploring the relation between work and family described that employees “look to their homes as havens, [and] look to their families as sources of satisfaction lacking in the occupational

sphere". Piotrkowski work influenced more researchers to examine the relationship between work and life and in 1990, Lambert while exploring workers' response to occurrences in both their work and their personal/family lives postulated the compensation theory. According to (Clark, 2000), the compensation theory postulates that there is a contradictory relationship between work and life. Consequently, individuals attempt to achieve balance by satisfying the voids from one sphere with satisfactions from the other (Lambert, 1990; see also Tenbrunsel et al., 1995).

The Compensation theory of work-life balance can therefore be described as the efforts of an individual to counter the unconstructive experiences in one domain (e.g. work) through increased efforts for optimistic experiences in another domain (e.g. life). It may also be described as an individual's allocation of his or her preferences for being happy in one domain while accepting difficulties in the other domain (Edwards and Roth bard, 2000). Thus, in the opinion of the compensation theorists, a dissatisfied worker would most likely focus more on family than work while a satisfied worker would probably focus more energy on work while compromising on family life.

Zedeck and Mosier (1990) points out that Compensation Theory falls under two broad categories. These are supplemental compensation and reactive compensation. According to Zedeck and Mosier (ibid), supplemental compensation occurs when individuals change their pursuits for highly rewarding experiences from a dissatisfying or unfulfilled role to a potentially more satisfying or fulfilling one. This happens in a situation where positive experiences are insufficient at work and are therefore pursued in other spheres of life. Reactive compensation on the other hand refers to the efforts by an individual to redress negative experiences in one role by actively pursuing positive experiences in the other role e.g. an employee who engages in leisure activities as compensation for a negative day at work. Consequently, reactive compensation occurs when negative work experiences are made up for in positive life experiences. Thus unlike supplemental compensation

which refers to insufficient positive experiences e.g. working in an unfulfilling role, reactive compensation refers to negative experiences e.g. having a bad or tiring day at work.

2.2.4 *The Work Enrichment Theory*

This theory was proposed by Greenhaus and Powell (2006) and has already attracted the attention of many scholars. The work enrichment theory postulates that good outcomes in an individual's work place will lead to good personal life outcomes and vice versa. Consequently, unlike the compensation theory which postulates that there is a contradictory relationship between work and life, the work enrichment theory appears to stipulate that there is positive and complimentary relationship between work and life so much so that the experiences in one role *i.e.* either work or family will enhance the quality of life in the other role (see Greenhaus and Powell, 2006). The work enrichment theory therefore refers to the degree to which experiences from domain improves the quality of the other domain (Morris and Madsen, 2005).

2.2.5 *Spillover Theory*

Perhaps the most popular and widely accepted theory, the spillover theory postulates that every individual carry their skills, attitudes, behaviours, emotions and feelings from work into their personal/family life and vice versa (see Belsky et al., 1985). Spillover is therefore a process whereby experiences in one role i.e. work or life affects experiences in the other thereby rendering the roles to be more alike. Theoretically speaking, there are two types of spillovers that have been identified by scholars (Morris and Madsen, 2007). These are positive and negative spillover. With regards to positive spillover, this refers to a situation where achievements and satisfaction in one domain *i.e.* either work or personal/family life brings along satisfaction and achievement in the other domain. On the other hand, negative spillover refers to a situation where problems or the feeling of despair in one domain may bring along the same emotion into another domain (see Xu, 2009). Consequently, it

is not uncommon for employees to experience mood spillover, value spillover, skills spillover or even behavioral spillover.

Further to the above, Edwards and Rothbard (2000) stated that there are two interpretations of spillover. These are (i) the positive association between life and work satisfaction and life and work values (Zedeck, 1992) and (ii) transference in entirety of skills and behaviours between domains (Repetti, 1987) such as when fatigue from work is experienced at home or when family demands interfere with work demands.

In concluding this section, the theories analyzed above only goes to show further that the concept of work-life balance is complex and cannot be placed in a bubble to be analyzed. That notwithstanding, one of the aims of this research is to analyse the challenges and effects of work-life balance on organisational performance. The next section therefore explores the impact and importance of work-life balance on organisational performance.

2.3 IMPACT AND IMPORTANCE OF WORK-LIFE BALANCE TO ORGANISATIONAL PERFORMANCE

According to McCarthy et al. (2013), most organisations today offer a range of work–life and work–family programs and benefits such as job sharing, work flexibility as well as on-site child-care which are designed to reduce the stress associated with balancing multiple roles (see also Thomas and Ganster 1995; Lobel and Kossek 1997). This is generally known as organisational support in achieving work-life balance. The question that this section seeks to answer however is whether the provisions of these “benefits” for employees is simply for the benefit of the employees or whether by putting in place such policies, programs and benefits, the organization also derives benefits through improved employee vis-à-vis organisational performance. Simply put, the aim of this section is to explore the impact and importance of work-life balance on organisational performance.

Interestingly, a plethora of research works have examined the significant role between work-life balance and its influence on organisational performance (See pro). From the results of these researches, evidence exists that shows that work-life balance initiatives increases employees affective commitment which in turns leads to increased organisational performance (Kim, 2014). For example, Kim in 2014 conducted a research into the mediating role of affective commitment and employees' performance: The results of the research suggested that affective commitment increases as a result of the work-life balance experience of an employee and that this in turn, has a positive influence on such employees' in-role performance. This finding therefore affirms the mediating role between work-life balance and organisational performance. Similarly, researches conducted by Chen and Francesco (2003) as well as Swailes (2004) also stated that where organisations provide work-life balance initiatives, this increases affective commitment of employees. The researches further stated that increased level of affective commitment of employees to their organization often results in high or improved organisational performance (see also Parkes and Langford (2008); Harrington and Ladge, 2009).

Conversely, a number of studies (for example, see Grzywacz and Marks, 2000; Schieman et al., 2003; Cohen and Liani, 2009; Singh and Nayak, 2015) have also shown that where a family-work conflict has negative outcomes for emotional health, physical well-being, and life satisfaction, this can reduce employee productivity and performance thereby leading to reduced organizational performance (see Mohsin and Zahid, 2012). According to Perry (1982), this may occur where an employee's family issues spills over into the work realm thereby causing such employee to waste time at work as well as detract from such employee's concentration on the job. This therefore indicates that work-life balance experience is positively linked to employees' performance and organisational performance. The next section explores and discusses work-life balance in the Nigerian context. The section takes a look at the peculiarities of Nigerian employees and what work-

life balance means to the Nigerian employees with specific focus on female employees. The section also goes further to examine the peculiar challenges faced by Nigerian employees and the impact of such challenges on organisational performance in Nigeria.

2.4 WORK-LIFE BALANCE IN THE NIGERIAN CONTEXT

As has been exhaustively stated in this work, the importance of work-life balance in the overall wellbeing of individuals cannot be over-emphasized. In developed countries, there have been an increasing number of researches which focuses on work-life balance. Organizations have been compelled to implement solutions which address this situation. However, the situation is not the same in developing countries. This is not unconnected with the various challenges plaguing the economies of these nations. One of such nation is Nigeria.

2.4.1 Work-life balance in Nigeria Generally

The challenges facing Nigeria is multifaceted, many of which find their roots in leadership failure, thereby leading to poor infrastructure, poverty, unemployment and stunted growth and development (Okpara, Wynn 2007; Okogbule 2007; Ampratwum 2008). All these factors have continually make life difficult for majority of Nigerians, and has forced an unbalanced paradigm between the work and life. Consequently, to analyze the work-life balance in the Nigerian context, it is best to first understand the structural and functional makeup of the Nigeria society.

Presently, Nigeria is a densely populated country with a daily population increase which stood presently at over 200 million people according to the world population review and the Nigerian Bureau of Statistics (2019). An implication of this is an increased pressure on existing infrastructure which is already inadequately supplied. Poverty headcount ratio at national poverty lines (% of population) stood at 46%. Nigeria has a male dominated workforce as they account for 50.6% of the entire population. Nigeria is a country with an ethnic makeup of over 500 ethnic groups. The

country is made up of a religious setting of 50% Muslims, 40% Christians while 10% of the populace practice indigenous religions. Nigeria also has its population of citizens who are within the active workforce age (between 15 and 64) of 55.9% (country meter, 2019). This implies that Nigeria has a high percentage of labor force. Nigeria's way of life has been significantly influenced by the British system. Typical daily working hour is an average of eight hours. This means that majority of Nigerians spend an average of eight hours at work, while still having to meet the demands of their domestic life.

It has been explicitly stated that a balance between work and domestic life is a major social challenge that need to be effectively managed for proper wellbeing and functionality of the society (Halpern 2005; Grzywacz and Bass, 2003; Grzywacz and Carlson, 2007). There is therefore a need for employers and employees to reconcile work and family conflict so as to foster an effective and productive work environment. There have been concerns from various quarters regarding policies formed on the perspective of work-life balance which tries to strike a balance between quality working life and broader family life. The idea has been for organizations to adopt good work-life balance practices which would ensure a non-endangering interface of family and social pressures and work stress. Modern work demand has also deepened the problems of work-life balance.

However, some aspects of work-life balance peculiar to western countries may not be well adaptable to the Nigerian society due to cultural differences (Mordi, Mmieh and Ojo 2012). One of the major findings from the researches carried out on work-life balance in Nigeria through interviews established the links between economic challenges and work-life balance (Adisa, Mordi &Mordi, 2014; Akanji 2013). There is an increasing level of misfit between respondents and their work environment as suggested by the research outcomes. Nigeria is a society that gives little attention to work and life balance policies in organizations (Akanji 2013). Although work-life balance policies such as part time work, job sharing, family leave policy, flexible resumption and closing time, child

care assistance are now being implemented in various sector of the Nigerian economy, as an outlier, these policies have not been adequately implemented in the nation's health sector (Adisa, Mordi &Mordi 2014) amongst other sectors. In fact, with regards to the sectors where the so-called work-life balance policies are being implemented, the implementation is mostly on paper and does not reflect the actual situation of the Nigerian working class. This might not be unconnected to the fact that Nigeria is a complex society where there is no timely and an all-encompassing implementation of policies.

2.4.2 Challenges of Work-Life Balance in Nigeria Generally

One of the major challenges to work-life balance in Nigeria is awareness. Most Nigerian workers are not aware of the availability of work-life balance policies which can be implemented in the country. From various researches carried out, most of the respondents indicated that they believe the availability and accessibility of work-life balance policies would be vital to their lives. In most part of Europe where they have varieties of work life balance policy, women are allowed to go on maternity leave for as much as seven months depending on the country. In Germany, there is a maternity protection act in place which permits employees to be out of work for a maximum period os three years with option of returning to the same position afterwards (Block, Malin, Kossek, and Holt, 2006).

Another challenge is the fact that the Nigerian workforce is dominated by the male gender. This causes a neglect of the needs of the female workers. While both gender is expected to carry out their functions and responsibilities without excuse, the settings fails to identify that women has some peculiar need. This makes the achievement of work-life balance for men easier than for women. Also, there is a desire to maintain the status quo on the prevailing cultural beliefs that women are meant to perform domestic duties which has been held for centuries. Some women also held on to

the age long mantra that claims that men are the head of the family. This is particularly the situation in most African countries including Nigeria. When women succumb to this belief, they would therefore be subjected to their husband's or partner's disposition in participating in social activities which negatively affects their work-life balance.

2.4.3 Challenges Nigerian Women Face in achieving Work-Life Balance

Work-life balance was long before considered as a western idea especially with respect to the female gender. This has now radically changed as more women are getting involved in the nation's workforce. There are a growing number of researches which considers the pressures faced by women in the balancing of work and family life. Notably, high level of competitiveness with respect to efforts to deliver quality service at work, and to meet up with family demands are affront to this issue.

Due to cultural beliefs, there is a huge pressure on the female working population in attaining work-life balance. For example, the peculiarity of the cultural systems in most of the ethnic composition saddled the woman with the responsibility of taking care of the home. Social norms have however made the woman contribute to the income of families, thereby adding to the long list of cultural expectations on the female gender. Uzoechi and Babatunde (2012) examined the impact of work-life balance on the commitment and motivation of Nigerian women employees. The premise for their research was the intensity of modern work such as information overload, technological sophistications, and quest for superior customer service delivery to beat competitors, flexibility in working patterns that enables people to carry work home. There is also an issue of conflict of privacy between work and private life.

Work-life discourse has been globally debated since the late 1970s. Since that time, the participation of women in employment has increased steadily. This led to an upsurge in occupational related

stress, especially for women who have families to cater for (Lewis, 1999). As a result of this, pressure continued to mount on women thereby necessitating the exclusion in the participation in some roles due to involvement in other. Achieving work-life balance by women cannot be exclusively studies without proper recourse to the socio-economic and cultural factors in a society. Gartner 1995 found that vast majority of researchers tend to overlook the influences of external realities and amplify individualistic factors when studying the behavioral patterns of people in relation to their social and economic realities. For example, in developing countries such as Nigeria where there is a cultural patriarchal orientation which promotes male dominance thereby having a negative effect on the female gender. This has been the prevailing realities over the years even in the employment settings.

Over the years, women have had to bear the burden of home-keeping. Culture necessitates them to take care of children, cook for the family, and perform domestic functions while also meeting the physical and emotional needs of their husband. Nowadays, with the integration and both gender into the work force and continuous campaign for equal participation in the nation's economy, it is evident that role conflicts and pressures are challenges faced by women (Agbalajobi 2010). Furthermore, this increasing rate of women participation in every aspect has been a major discuss in stress theories and inter-role conflict (Eby et al. 2006).

Series of research studies have been carried out on work-life balance in the Nigeria context. For example, Akanji (2012) carried out a qualitative research with the purpose of retrieving specific information about the opinions, values, behavioral patterns and social context in the subject matter. The study sampled 61 front office employees across three sectors in Nigeria. In the research, participants attributed the work-life balance to factors such as leadership failure both at the national and organizational level expressing deep concern about the political and socio-economic challenges

plaguing Nigeria. This has led to both physical and psychological pressure and discomfort, job dissatisfaction, lack of commitment, role overload and work-life conflict in general.

Work life balance is somewhat an issue that is more prevalent for women than men in the African context (Okonkwo, 2012). For example, asides from engaging in full time paid employment, women are saddled with the responsibility of childcare, and other domestic duties. Women also experiences psychological effects as a result of combining work and family demands (Jacobs and Gerson 2004). For example, Adisa, Mordi and Mordi (2014) investigated the challenges of work life balance among female doctors and their report indicated that 95% of the respondents stated that their work demands had negative effect on their family lives.

On the other hand, Nigeria's leadership problem has been a top discuss for decades. Recently, Nigeria was ranked as 148th position in out 180. According to CPI, Nigeria scored 28 out of 100; which is lower than the average in sub-Saharan region. This corruption practices has eaten deep into the Nigeria system. Opara and Wynn (2007) argued that the unethical practices among Nigerian Managers which is not unconnected with the overall corrupt practice in the country has made a negative impact on work satisfaction thereby leading to work life conflicts for employees.

There has also been an increasing frustration on agendas by labor groups to implement workable solutions to work-life balance such as social support, child care facilities, leisure subsidies etc. Another important factor which was highlighted in the research findings are the poor social infrastructure that exist in Nigeria. Work life balance has been observed to be experienced more by female employees in Nigeria (Uzoechi and Babatunde, 2012) which can be traced to the cultural expectations coupled with modernization as discussed. Researchers have found out that women suffers more than men in terms of work-life balance (Aziz and Cunningham, 2008).

2.4.4 Coping Strategies

Stress related issues such as burnout, drinking, drug addiction and substance abuse, depression, health problems and other work related outcomes such as absenteeism etc. are some of the effects that has been linked to work-life conflict (Haar 2006, Frone, Russell, Cooper 1992, Hammer, Grandley 2003). With such a problem posed by work-life conflict, it is important for individuals to develop a coping strategy. It has been discovered that this coping strategy employed can be behavioral, cognitive or emotional (Folkman 1984). The effectiveness of such coping capacity depends on a number of factors such as time management, self-awareness, rational energy disbursement and emotional intelligence (Greenhaus and Powell 2006; Rotondo, Kincaid 2008).

Many researchers have suggested various coping methods for work-life conflict. According to Folkman, Moskowitz (2004), coping methods was broadly divided into four main categories which are problem solving approach, positive appraisal, assistance seeking and avoidance/surrender. Problem solving approach involves deliberate steps taken to manage problems that lead to stress. This can be done through gathering of information, planning, and arriving and solutions that directly deal with work-life conflict (Folkman 1984). Also, positive appraisal is an emotional approach in which people handled stress in an optimistic manner. Here, there is a passive response to stress. This is particularly helpful when the conflict situation cannot be easily changed (Herman-Stahl, Stemmier, Petersen 1995)

Just as it sounds, assistance seeking is when a person seek for help from family, friends, colleagues or experts in managing role conflict. This method may not completely ameliorate the conflict, but has the potential of reducing it drastically (Adams, King, King 1996; Rotondo, Kincaid 2008). Also, avoidance/surrender approach is a situation whereby a person resolved to surrender to faith and

assumes the situation would go away or resorting to passive acceptance of situation, with the thought that the condition will solve itself (Rotondo, Carlson, Kincaid 2003).

Although inter-role responsibilities is experienced by both men and women, but women usually takes on more responsibilities than the male counterpart (Pillinger, 2002). Due to the fact that Nigeria is patriarchal society, work and family balance are usually difficult for women (Rehman and Roomi, 2012). The Nigerian women have to play the role of a mother, wife, and sometimes the bread winner.

2.5 CONCLUSION

It is evident that work life balance policies should be made as strategic as possible in every sector of any nation. Organizations must be proactive to the need of its employees by ensuring that that work and non-work life is adequately balanced. This will help organizations in attracting and retaining great skills and talents in their workforce. It will also improve their productivity and commitment level. Various sectors should also provide flexible working patterns and policies that addresses the specific need of individuals and gender in the organization. Various work considered as also indicated the cravings of each sector which can be considerably explored in order to achieve work-life balance for the employees. Although it might be difficult to ascertain which policy would best fit a sector, it is however important that there should be pilot schemes with the aim identify which their best option is. Some of the policies to be considered is parental leave which grant an official permission to employees with child care responsibilities. It is however important to state here that female employees in most sector of the Nigeria economy are beneficiaries of this. They are usually allowed a maternity leave of up to three months. Informal supports such as counseling and wellness initiatives and programs have also been found to be vital in the integration of work and non-work life of individuals.

Lastly, if employers are allowed the freedom to act alone, the prevailing economic problems will not allow the guarantee of work-life balance for all Nigerian workers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

Investigating the challenges of work-life balance on the organizational performance of female employees within the context of Nigeria which is a developing country, this chapter outlines the adopted methodology in exploring the experience of participants. The Research Onion Framework by Saunders, Lewis and Thornhill's (2016) was adopted in developing the research methodology.

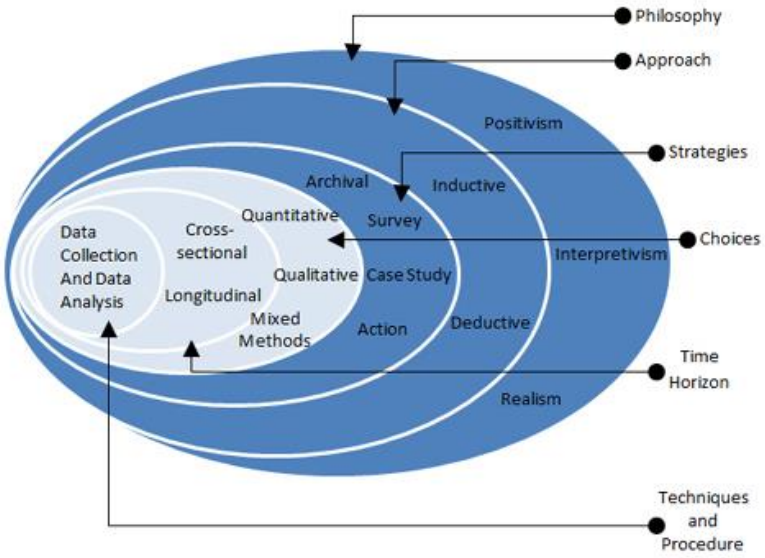

Figure 3.1: Research Onion Framework (Source: Saunders, Lewis & Thornhill (2016))

The reason for using this framework is to breakdown the complexity of the research philosophy while answering the research questions. The research seeks to understand a number of notions including the association between work-life balance and employee balance, challenges experienced by Nigerian women in maintaining their work-life balance, factors including social and economic construct that affect work-life balance and the implications of work-life balance on the lives of employed Nigerian women.

3.1 RESEARCH APPROACH AND ANALYSIS (DEDUCTIVE REASONING AND DESCRIPTIVE STATISTICS)

This study used deductive reasoning approach because of its ability to verify existing assumptions around particular subject matters as noted by Robson (2002). Deductive reasoning approach is generally regarded as 'top-down logic' due to the fact that it starts from using a comprehensive perception prior to reducing to particular perceptions based on suitable ideologies (Kothari, 2004). The application of this approach in this study will allow for the examination and verification of certain assumptions raised from the research questions (Johnson & Christensen, 2014). Microsoft Excel software was used to analyze the collected data and develop the harmonized patterns in the perspectives of respondents. The questionnaires administered provided useful quantitative data that were transformed into simple frequency tallies (percentages) and graphically analyzed to form the basis of the descriptive analysis (Best & Kahn, 2003). Numerical values used for the data analytical process were converted from nominal and ordinal scales obtained from the responses to the questionnaires. Using descriptive statistics analysis to analyse the responses to the questionnaire employed univariate measure and utilized bar charts to provide visual understanding of results.

3.2 RESEARCH INSTRUMENTS

Survey questionnaire were used to obtain perceptions of respondents. The questionnaire included questions relating to their professional experience at their place of work and work-life balance activities they engage in. The questionnaire included 15 questions with multiple choice answers on demography of respondents, areas of their awareness and level of satisfaction with work-life balance and their current occupation. The questions constructed also provided flexibility and allowed them to provide answers that express their opinions freely where the available options were not available in the included answer choices.

3.3 RESEARCH STRATEGY AND CHOICE

This study used the survey as a research strategy per the observations of Rossi, Wright and Anderson (2000) that observed that using survey research will allow to conveniently collecting large numbers of data. Goddard and Melville (2011) also noted that a large sample size is advantageous in scientific research and improves the validity and reliability of research findings. Similarly, according to Fowler (2014) using survey as a research strategy provides a better representation of perceptions of a large sample size. The nature of this study was largely quantitative and the adoption of quantitative data makes it a mono method research choice. Oyedele et al. (2018) debated that scientific studies requiring a consensus of perceptions such as this requires a singular focused approach in order to obtain a holistic and standard viewpoint that represents a consensus in perception of a larger population.

3.4 DATA COLLATION (SOURCE AND SAMPLING)

This research relies on both primary and secondary date in reaching its findings. Primary data can be defined as the data that is collected by a researcher from first-hand sources by adopting sources such as interviews, surveys or experiments. Such data is usually collected by the researcher himself/ herself for a specific purpose e.g. to test a hypothesis. Secondary data on the other hand refers to data gathered from other sources rather than the data collected by the researcher himself/herself. This includes previously conducted studies, surveys, or experiments that have been run by other people or for other research. Interestingly, most researches are usually commenced by secondary data in order to develop hypothesis and formulate research questions.

3.4.1 Primary Data Collection Method

This study used the multisampling approach in collecting the primary data for this research. Purposive sampling technique was used to identify the suitable study area of participants for data collection procedure and how they will be accessed. Also, the study adopted the convenience and random sampling technique for the identification of target participants that will take part in the questionnaire administering process. The convenience and random sampling technique was utilized because of its low cost and ease of use in data collation.

The primary data recruitment approach was commenced by requesting permission from organisations in Nigeria via email for participating in the research; the emails requested respondents who were female and were currently employed in the organization because diversity in data was required for the study. Attached to the emails was an introductory letter providing details of what the study is about and requesting their consent for participation in the research. Positive and negative responses were received and the writer ensured only to continue with organisations that demonstrated interest in participating in the study.

3.4.2 Secondary Data

The secondary data adopted in the course of this research were derived by reviewing journal articles and previously conducted studies relevant to the subject matter of this research. Other secondary sources utilized in the course of this research are newspaper articles and websites.

3.5 STUDY AREA

The study area for this research is Lagos State, located in the south-west of Nigeria. Lagos is the commercial nerve of the nation. Lagos State is home to many organisations ranging from banks and schools to hospitals (Ibenegbu, 2018). People who live in Lagos State come from different parts of

the country and beyond for greener pastures, with different aspirations and expectations . Over the years, Lagos State has experiences an increased growth in the private and public sector that surpasses other areas of Nigeria and West Africa in general (Babafemi, 2015). This growth has generally increased the size of the labor market thereby making this geographical area suitable for the research. For the purpose of this study Lagos was chosen because it is the commercial capital of Nigeria and diverse organisations exist in Lagos. Also because Lagos consists of people from diverse backgrounds, the administration of the questionnaire to variety of people will provide a higher level of diversity and comprehensiveness in the results than any other state in Nigeria thereby informing my preferential choice of Lagos State and not any other state within the country. Lagos is generally regarded to be the gateway to other West Africa countries with a wide variety of industries in the private and public sector (OECD, 2012). The state contains the highest level of job opportunities compared to other state in the country therefore the obtaining of responses for the survey was expected to be much easier.

3.6 TARGET PARTICIPANTS

The target participants of the study are females working in Lagos in various organisations. The choice of women as the target audience for this study is borne out of the present reality where women are advocating for a better representation in the workplace. Hence, using the women in the study will give a better understanding of how work-life balance initiative affects women in the present context of the modern society. The notion that it is only the men that can be researched on or can be the researcher has changed because there is now an abundance of studies carried out on women and also by women; therefore there is a new perception that women are capable of doing more to set new ground-breaking standard around the world (The Cable, 2018). There have been a change in the labor market paradigm overtime and this change have enabled the elevation of women who now hold positions that were not held by them before, like top management position, making

important decisions that can either affect the organization positively or negatively (Davidson, 2012). According to world employment and social outlook, reported that global labor participation rate for women for 2018 stood at 48.5% and was still lower than the men's with 26.5% (Ehiaghe, 2018). Using women in this study will contribute to the other studies carried that target women and provide novel insights on how women in labor market are affected in relation to work-life balance and the performance level across organisations.

3.7 SURVEY QUESTIONNAIRES ADMINISTRATION

An effective instrument used in data collection was an online web survey. The online survey was distinctively administered to participants to obtain their perceptions on the existing situation regarding work-life balance on the basis that they are presently employed within an organization and are reliable sources of information about the present issues relating to work-life balance activities in Nigeria. The online survey was prepared with the used of Survey Monkey web-based survey tool. Upon completion of the online survey, an email link was generated and this link was used to invite participants who have agreed to take part in the research.

The researcher planned to gather data from a minimum of five hundred (500) respondents from the online survey. Adopting an online channel, the research employed the use of emails and survey administration site (Survey Monkey[1]) to provide respondents with the opportunity to take part in the data collection process. A total of 500 questionnaires were administrated per this channels and obtained a response rate of 57.2%; upon validation, the response final response rate was 55.4 % (see Table 3.1). Utilizing the survey administration platform, entries to complete the questionnaire was capped to 300; a final response rate of 95.3% corresponding to validated questionnaire responses

[1] Survey Monkey is a standard research and data management platform that provides suitable administration of survey

total of 300 questionnaires were administrated via email; a final response rate of 92.3% was obtained.

Table 3.1: Response Rates

Questionnaires Administrated	Valid Questionnaires Returned	Response Rate (%)	Valid Questionnaires Revalidated	Response Rate (%)
500	286	57.2	277	55.4

3.8 DATA QUALITY

This study adopted high standard of data with the utilization of best options when it comes to the varieties of methodology. For this research, findings from previous works which are of relevance were used in this research which can be regarded as works of great value. In order to contribute to existing studies, techniques and methods used for data collection and analysis. The use of existing international literature was used to support the findings of this study for improved data quality as recommended by Sng, Yip and Han (2016).

3.9 RESEARCH TIMELINE

Date of commencement	Task	Date of completion
1st July 2019	Email sent to female employees in Lagos requesting for their permission to take part in the study.	4th July 2019

5th July 2019	Gathering and compiling of emails with positive responses.	6th July 2019
7th July 2019	Survey link sent to the emails of interested participants for filling out the questionnaires.	7th July 2019
10th July 2019	Data collation begins	
	Survey link closed	29th July 2019
	Data collation concluded	31st July 2019
1st August 2019	Data sorting commenced for better understanding and easier analysis.	2nd August 2019
3rd August 2019	Data analysis commenced. The aim was to carefully inspect, clean out the data, transform and model data, with the aim of getting useful information, leading to an informed discussions and final conclusion.	
	Data analysis ended	8th August 2019

3.10 DATA ANALYSIS METHOD

Analyzing qualitative data can be approached using different structures (Saunders et al 2012). Though case study analysis is considered to be complex, a researcher's ability to critically reason and reflect over the data gathered facilitates the analysis (Yin, 2003). Descriptive statistics analysis is the most prominent tool in the analysis of responses from questionnaires; it is used in the analysis of data obtained from the responses from closed-ended questions adopted in the questionnaire utilized. Descriptive statistics analysis employs the use of univariate measures for analytical purposes; in particular, this study employed the use of bar charts were utilized.

The questionnaire is designed in a manner that aids the analytical process. The questions are placed in categories and the data are transcribed and interpreted based on these categories. The arrangements of the analysis includes data sampling, where the relevant parts for the analytical process will be transcribed as suggested by Saunders et al. (2012).

3.11 CONCLUSION

To summarize, the high standard of data and method used in analyzing the data has a positive influence on the quality of outcomes obtained from the research. This chapter has outlined and confirmed that the required approach utilized in this study display the richness of the process of analysis and the gathering of data. Adequate measures were made to ascertain the fairness in respect to the methods and techniques used to achieve an unbiased result. It point out that the outcomes sourced from analyzing this data are fit for use on a large scale. These results will provide insights into that challenges and effects of work-life balance on organisational performance of Nigerian women employees and inform the discussions and conclusions in the final thesis report.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.0 INTRODUCTION

This chapter presents an analysis and interpretation of the qualitative data collected. The data were collected and processed in relation to the objectives of this research as stated in chapter one. As has been exhaustively stated, the primary aim of this research is to analyze the challenges and effects of work-life balance on organisational performance of Nigerian women employees. Consequently, the questions which this research aims to answer are what the constraints associated with maintaining work-life balance among Nigerian female employees, to which extent does the Nigerian social and economic construct affects the work-life balance of Nigerian female employees, what adjustments can be made in order to improve work-life balance as well as the organizational performances of Nigerian female employees as well as what are the factors responsible for work-life conflict among the Nigerian female working population. The data analysis and findings below is aimed at providing answers to the research questions stated above.

The data analyzed below was collected by administering questionnaires to female employees across different sectors in Nigeria. The preliminary part of the questionnaire was primarily designed to elicit general information such as marital status, age and level of education about the respondents. The second part establishes the respondents' employment status, type of employment, etc. The third part of the questionnaire establishes the nature of the respondents' work-life relationship while the fourth part investigates the respondent's work-life coping strategy amongst others. The data collected was then analyzed using Excel and SPSS 17.

This chapter is divided into four sections. The first section examines the description of the respondents. The second section analyses the data and empirical findings in relation to the aim and

objectives of this research. The third section presents a summary of the findings while the fourth and final section presents the conclusion to this chapter.

4.1 DESCRIPTION OF THE PARTICIPANTS

Prior to analyzing the findings of this research, it is important to identify the participants of the questionnaires. This is to determine if the participants are qualified to take part in the research and whether the findings from the research can be relied upon. In light of this, the age, marital status, educational qualifications and years in secular employment is examined.

4.1.1 Age of Participants

There are five different age brackets of participants and age bracket 26-35 years leads in the graph with over 30%, followed by 36-45 years with is slightly below 30%. The other age bracket 46-59 years represents 22.56% making it the third with the highest percentage on the graph. Age 18-25 comes represent 12.30% and lastly with 3.56% for those females who are age 60 and above.

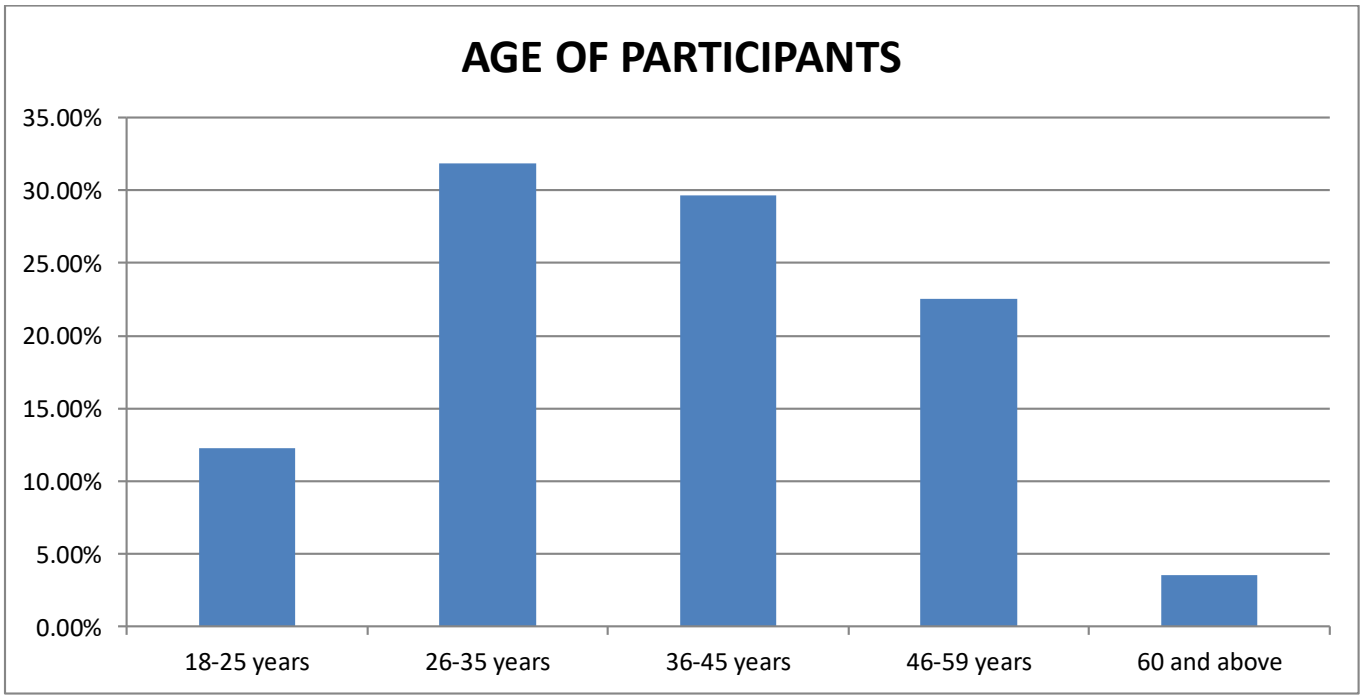

Figure 1 – age of participants

4.1.2 Marital Status of the Participants

The married with children form the highest among the participants that responded to the questionnaires which stands above 30% in the graph above. The next stands at 27.45% which is for the married participants, followed by the singles which account for less than 20%. Those that are divorced carry a percentage higher than 15%. The remaining 5.94% represent those that are covered by the word other (please specify) in the graph below who stated that they were just co-parenting, some are single parents while others stated that they adopted children.

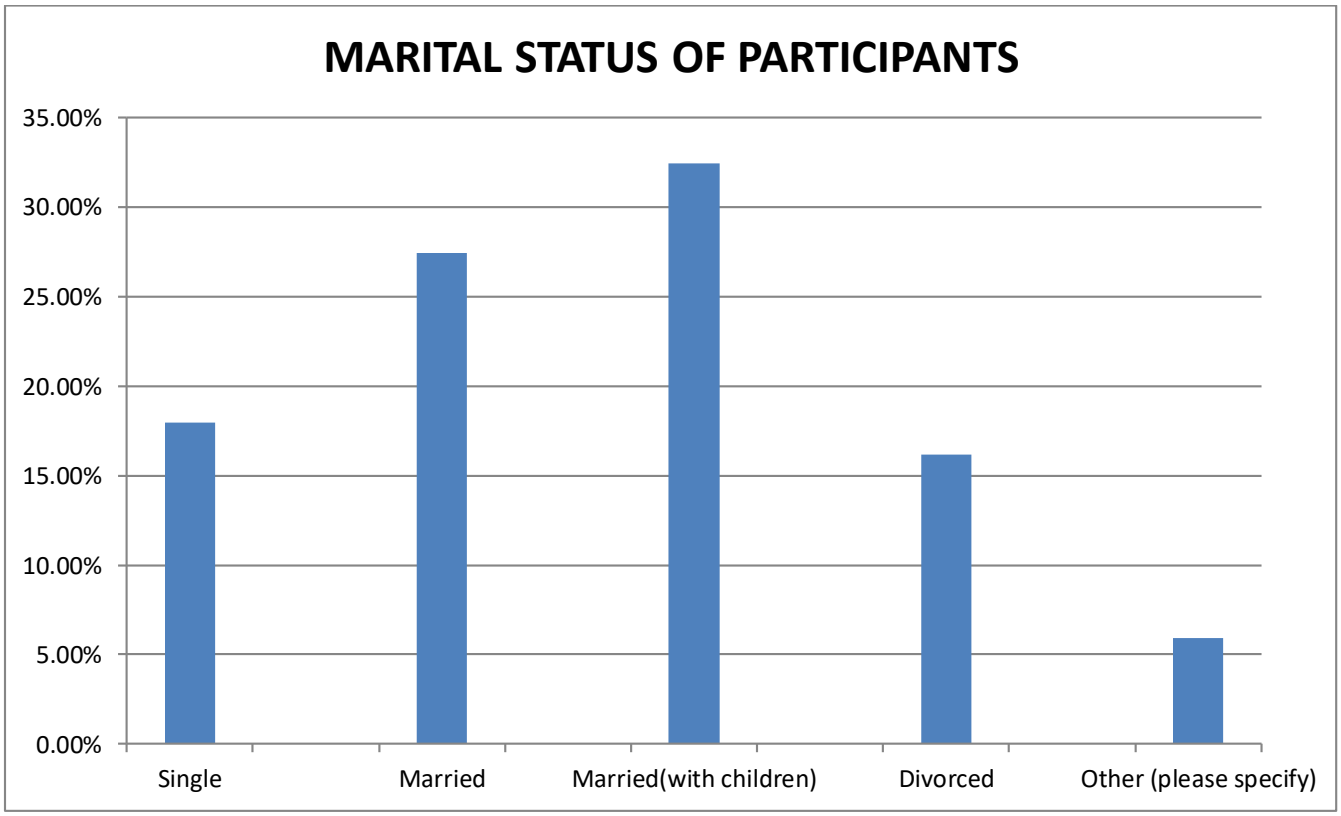

Figure 2 – marital status of participants.

4.1.3 Level of Educational Qualifications of the Participants

The level of education of the participants were considered and those with PhD carry the least percentage with 5.74%, next in the ascending order is the other (please specify), with 6.08%, which represent participants with only school leaving certificate, that rose through the ranks based on

experience, followed by the WASSCE which represent 6.35%. Next is the high diploma with 14.52% which is higher than those with master's degree (27.10%) which is the second highest degree been obtained by the participants while 40.21% of participants with bachelor's degree were the most represented in this study.

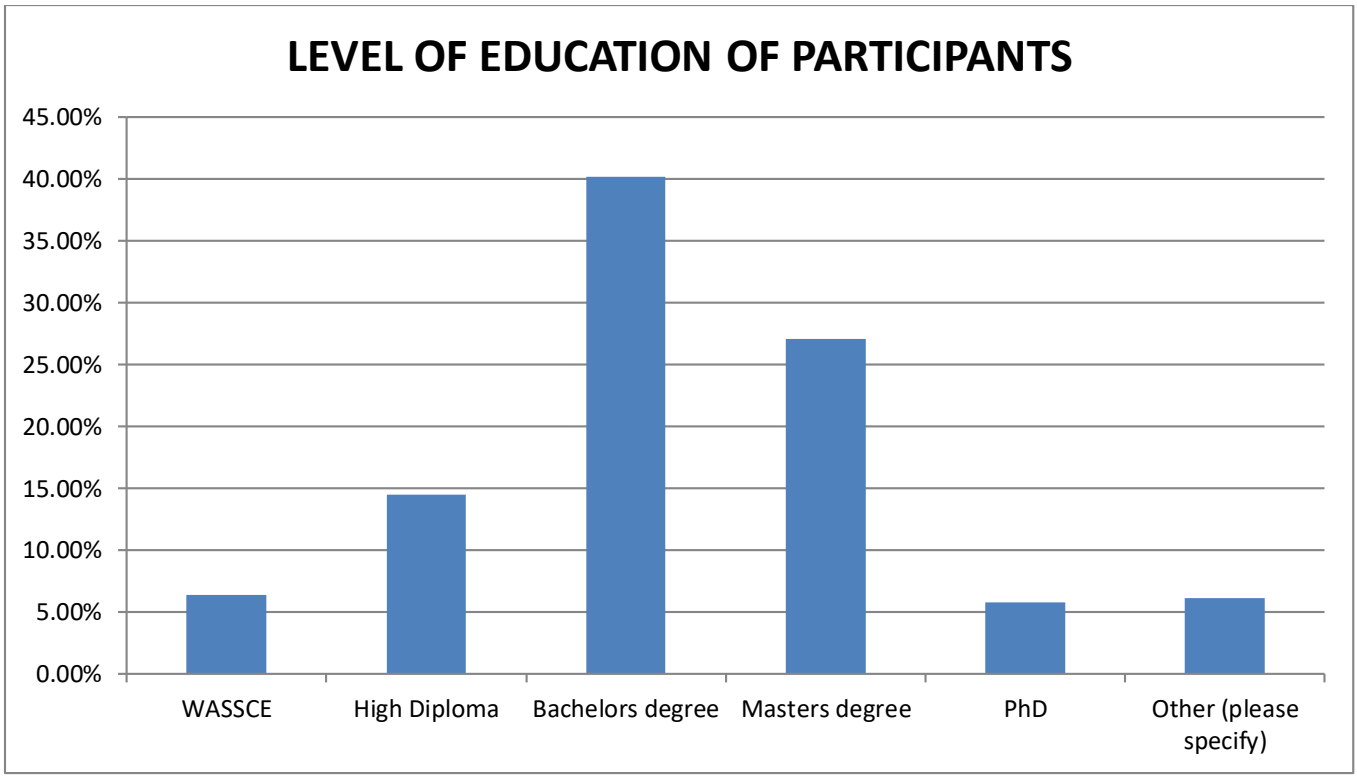

Figure 3 – educational level of participants

4.1.4 Years in Secular Employment

Most of the participants have been involved in secular employment, with those who have spent more than 10 years account for 37.14% and those who have spent 6-10 years represent 34.92%, that is 2.22% lesser than those with more than 10 years. But on the other hand 11.03% higher than the 1-5 years which stands at 23.89% and those with less than a year were least represented with less than 5% at 4.05%.

Majority of the participants involved in this study were all females in senior management positions across the different organizations they belong. But because they hold the same or similar position, their roles, benefits, experiences and challenges are similar.

Figure 4 – duration of period in secular employment

The senior manager's roles include, planning, facilitating, budgeting and evaluating in respect to meeting organizational goals and objectives. A senior manager is concerned with the planning job, activities to be undertaken by the organization such as the annual general meeting. Other workers sometimes need to take permission from the senior manager to carry out some of their duties. The financial aspect of the organization is also the business of the senior manager, making sure the organization does not run at a loss. This makes it a challenging job for the senior manager. The performance of most of the other employees in an organization is evaluated by the senior manager, which gives the manager the power to hire or fire an employee.

The second higher proportion of participants occupied mid-level management positions, which are responsible for controlling and running the daily activities of the organization and take instruction from top level management. And are higher than the other workers in the organization to make sure organizational set objective are achieved to the maximum, which is also a challenging, time and energy consuming task to carry out.

A significant number of participants were directly involved in front-office operations; including the receptionist at the front deck. The customers that come to an organization experience the front office first after gaining entrance into the office space of the organization making the front office a vital and very busy part of an organization. Front office employees are well trained and sometimes retrained to handle customer relations and to act always at the best interest of the organization. Others activities such as sorting of mail, receiving phone call, and printing and typing of mail are also being carried out by those at the front desk, which signifies that females working in front office roles are usually quite busy.

Those participants in back-office positions work off the scene, unlike the front deck that comes in contact with customers more. Those at the back office don't directly interact with customers. The payroll, accounting, personnel, operations department of an organization make up the back office positions.

4.2 DATA ANALYSIS AND EMPIRICAL FINDINGS

As stated in the first chapter of this work, in order to accomplish this goal, the research concentrates on the following objectives:

- Understanding the factors responsible for work-life conflict among the Nigerian female working population.

- Examining the extent to which the Nigerian social and economic construct affects the work-life balance of Nigerian female employees.
- Evaluating the constraints associated with maintaining work-life balance among Nigerian female employees.
- Analyzing the adjustments that can be made in order improve work-life balance as well as the organizational performances of Nigerian female employees.

Consequently, this section examines the findings of this research as it relates to the objectives of this research.

4.2.1 Factors Responsible for Work-Life Conflict among the Nigerian Female Working Population

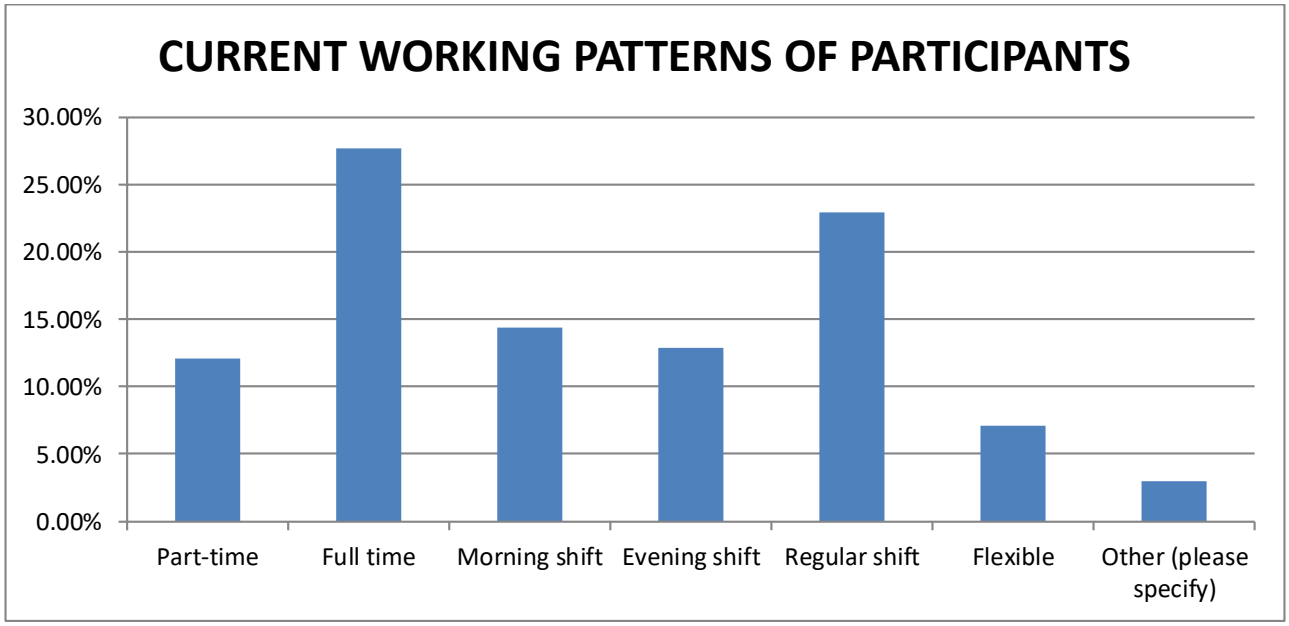

Figure 5 – current working patterns of participants.

This study looked into the different working patterns, ranging from part-time, full-time, morning shift, evening shift, regular shift, flexible and other (please specify). 27.65% of people were found to be on the full-time pattern of working and those on regular shift are the next with 22.90%. Those on

morning shift stand at 14.36%, followed by those on evening shift at 12.90%. Part- time is less than 0.78% when compared to the evening shift, to stand at 12.12% while flexible was at 7.11% (see Figure 5 above). The findings show that most of the participants are on a more stable pattern of work. Other (please specify) account for less than 5% to stand at 2.96%, which covers people on mid-night shift.

Despite the majority of the participants working full time and regular shifts, from the information gathered through the questionnaire, over 50% of the participants are not even aware of what work-life balance entails and how to achieve it. Consequently, looking at the awareness level of managers and employees about work-life balance, it can be observed that very low stands at 39.39% followed by low at 34.67% signifying that more work has to be done to increase the awareness of work-life balance among managers and employees across organizations (see Figure 6 below). The very high, which would have been preferred to carry the highest percentage stands at a meagre 3.03% which is the lowest.

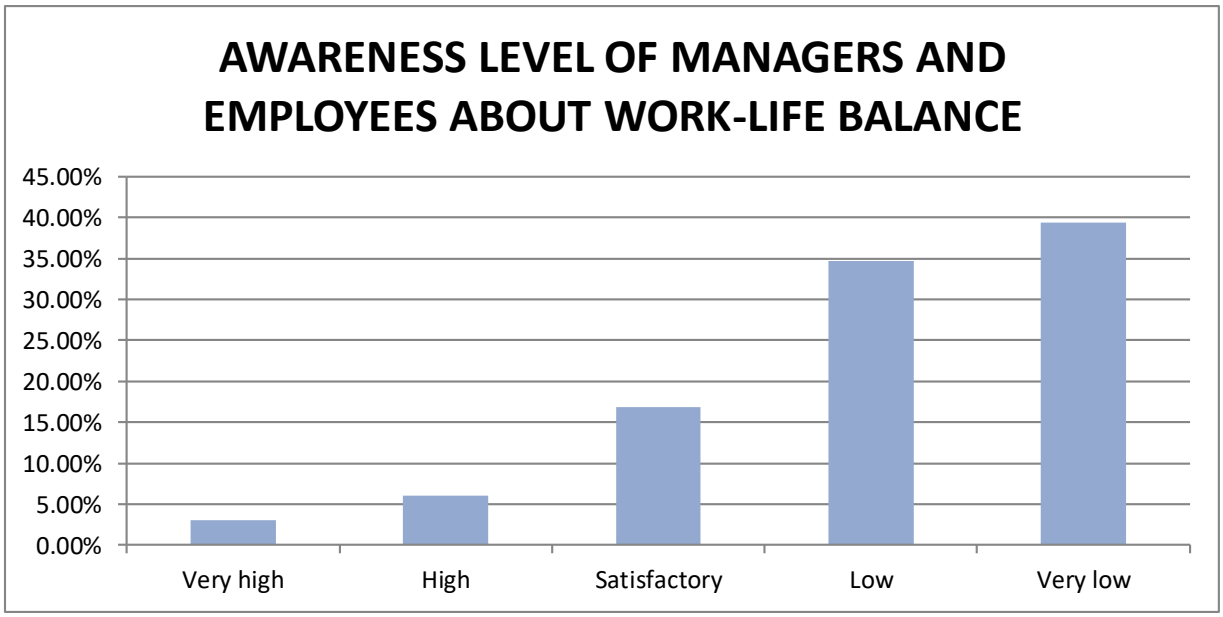

Figure 6- awareness level of managers and employees about work-life balance.

It is however understandable albeit unacceptable that the majority of the employees are not aware of what work-life balance entails. This is because majority of the respondents to the questionnaires state that their organization does not get involved in formulating work-life balance initiatives and policies for their employees. An astounding 61.79% responded 'NO' to the question of whether their organizations have work-life balance initiatives while only 26.98% responded 'YES' and the remaining 11.23% responded 'MAYBE' because they were uncertain or probably unaware (see Figure 7 below). The implication of this is that most organizations do not have work-life balance policies or initiatives which their employees can benefit from. This really demonstrates why work-life balance has not been successfully achieved. The lack of participation by the organizations cannot make them create a work environment that supports work-life balance policies and initiatives that will create flexible working style and less work load for employees.

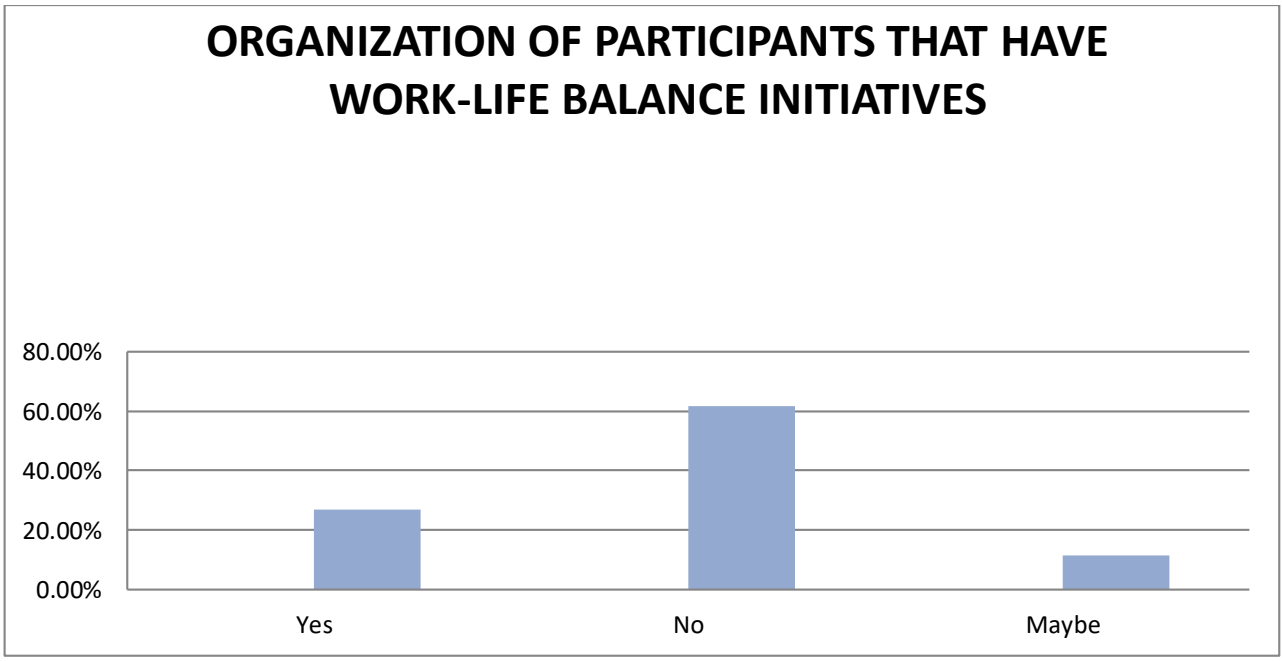

Figure 7 – organizations that have work-life balance initiatives.

In addition to the above, majority of the organisations do not also promote work-life balance in their workplace. This is evident from Figure 8 below where majority of the participants stated that their

organizations never or rarely promote work-life balance in the workplace (see Figure 8 below). Also, the organizations that sometimes promote work-life balance represent only a meager 23.59%. Notably, organizations that promote work-life balance all the time represent less than 10% of the participants.

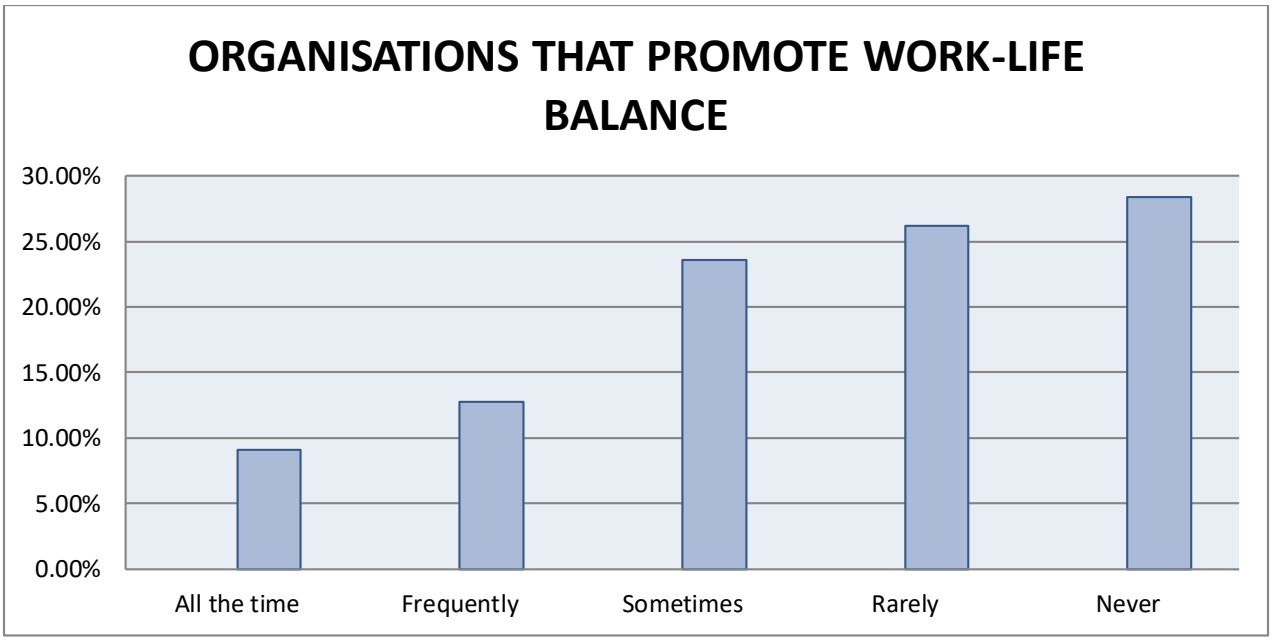

Figure 8 - organizations that promote work-life balance.

In conclusion, the findings of this research shows that Nigerian organizations are the primary reason responsible for Work-Life Conflict among the Nigerian Female Working Population. This is because asides making the females work full time or regular shifts, the organizations do not have any work-life balance initiatives or policies which may aid their employees in striking a balance between their work and personal lives. Furthermore, the organizations do not also have programs which promote work-life balance amongst their employees.

4.2.2 Extent to which the Nigerian Social and Economic Construct Affects the Work-Life Balance of Nigerian Female Employees

As can be seen from Figure 5 above, over 50% of the respondents to the questionnaires work full-time or regular shifts. Interestingly, more than 50% of all the respondents are also married with about 30% of the respondents being married with children. The implication of this therefore is that most of the participants have to juggle their professional lives and marital lives. As stated in chapter one of this work, Nigeria still operates a patriarchal society where women are regarded more as home-minders rather than equal partners in marriage. It is therefore surprising to see from figure 10 below that the respondents who selected unsupportive spouse/family as the most challenging aspect of combining work and non-work aspects of life is only a mere 7.87% (See Figure 10 below).

The implication of this is that only a small percentage of Nigerian men/family do not give their spouse full support in their professional or personal lives. Despite this, the level of satisfaction is low across organizations, with employees being mostly unsatisfied with the level of work-life balance in their organization. A cursory look at Figure 9 below shows that over 60% of the respondents are unsatisfied by the level of work-life balance in their respective organisations. There is also just a slight difference between the 'yes' and 'not sure'. The 'not sure' stands at 17.58% while the 'yes' at 17.47% with only a 0.11% difference compared to 45.8% which is the difference between the 'no' and 'yes'. Other (please specify) stood at 1.68%, for those that stated that they had mixed feelings - some days they are happy and other days, they are unhappy.

The reason for this lack of satisfaction is not far-fetched. As can be seen from Figure 10 below, the most challenging aspect of combining work and non-work aspects for Nigerian women is the stress of inflexible working style and work-load pressure which accounts for a combined 69.31% of the respondents. Also, unsupportive work environment is also a challenge in combining the work and non-work aspects of life, which stands at 18.18%. Consequently, it can be concluded that the extent

to which Nigerian Social and Economic Construct Affects the Work-Life Balance of Nigerian Female Employees is primarily due to the failure of Nigerian organisations to provide the enabling environment for women to seamlessly combine their work and personal lives

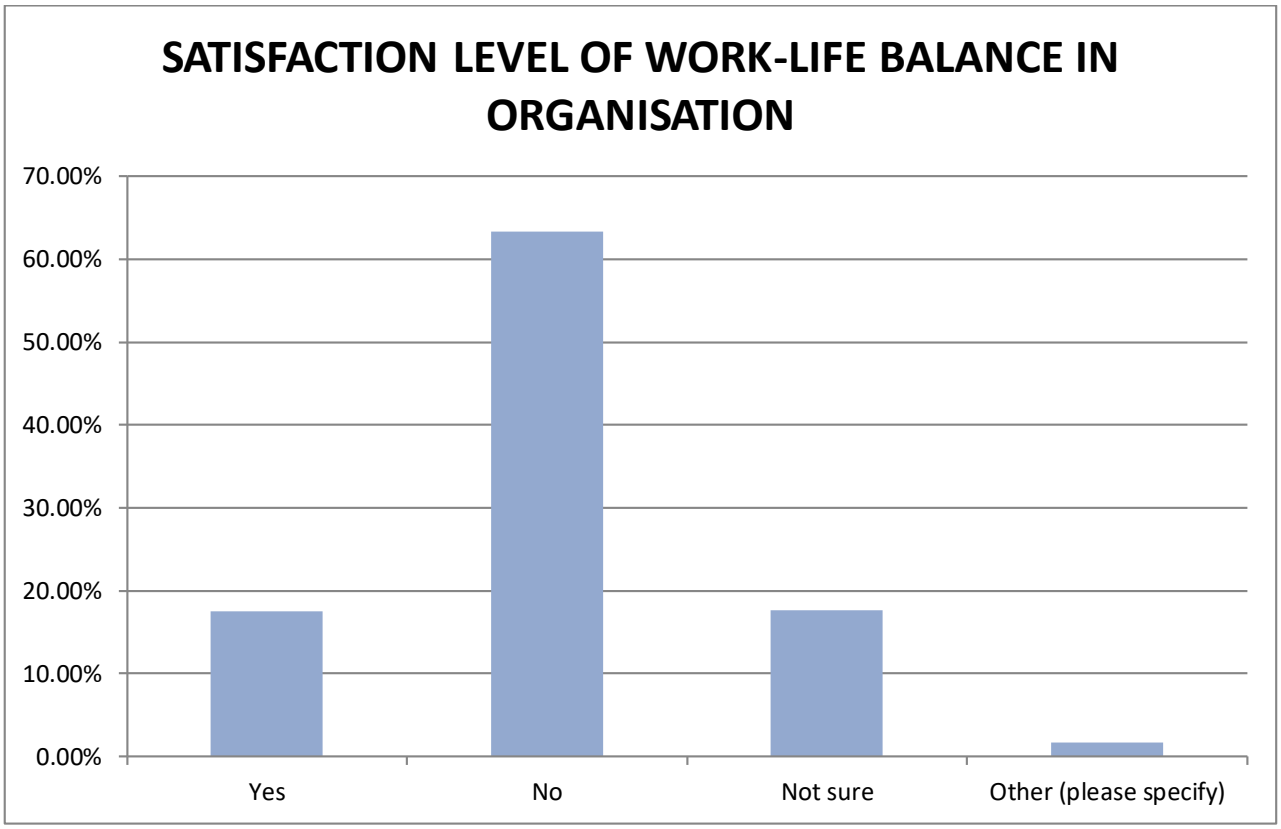

Figure 9 - satisfaction level of work-life balance in organisations.

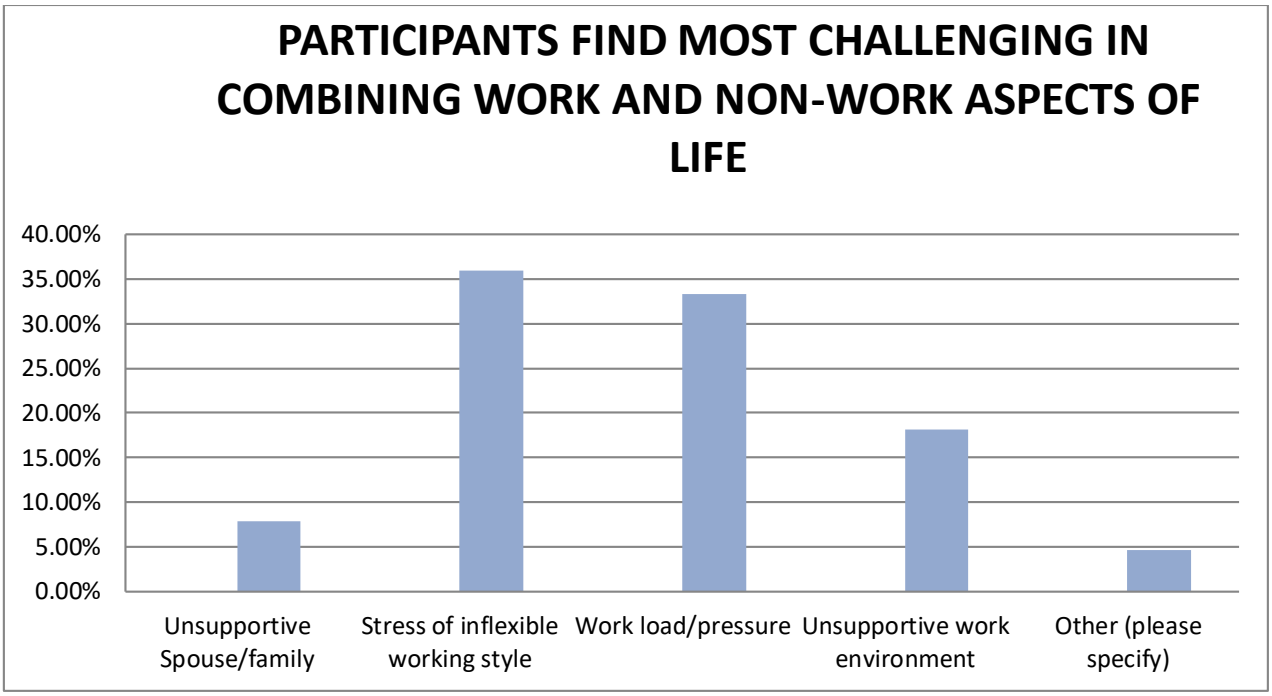

Figure 10 – participants find most challenging in combining work and non-work aspects of life

4.3 Constraints Associated with Maintaining Work-Life Balance among Nigerian Female Employees

As can be seen from Figure 5 above, over 50% of the respondents to the questionnaires work full-time or regular shifts. Interestingly, more than 50% of all the respondents are also married with about 30% of the respondents being married with children. The implication of this therefore is that most of the participants have to juggle their professional lives and marital lives. The findings of Figure 10 reveal that the most stated challenging aspect of combining work and non-work aspects of life for Nigerian women are stress of inflexible working style and workload/pressure.

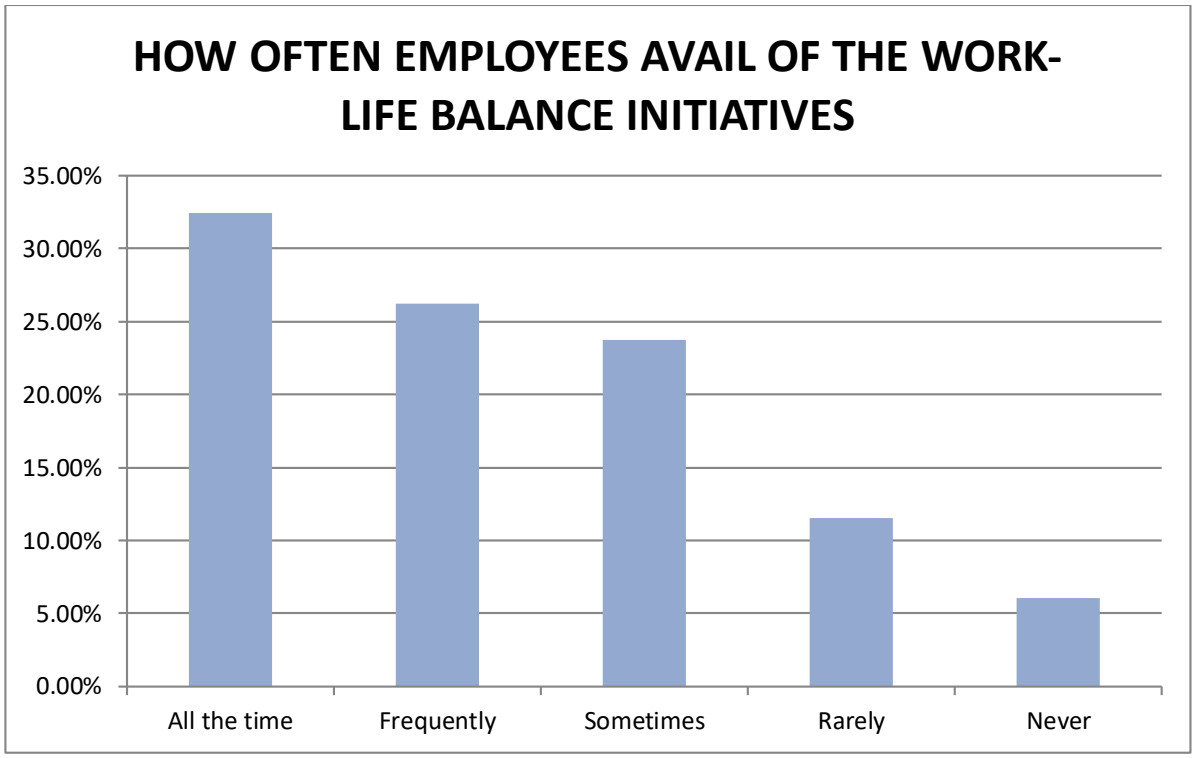

Figure 11 – how often employees avail of the work – life balance initiatives.

Although most organisations in Nigeria do not have work-life balance initiatives as can be seen from Figure 7 above, in the 26.98% of the organisations that have work-life balance initiatives, 32.42% of employees avail themselves of the work-life balance initiatives all the time with a difference of 26.36% when compared to employees that never avail themselves to enjoying the work-life balance initiatives of their organisations (6.06%). As a matter of fact, the combined percentage of the employees who avail themselves of enjoying the work-life balance initiatives all the time or frequently is 58.66 while employees who sometimes avail themselves of the work- life balance initiatives stands at 23.77%. In comparison, the employees that rarely avail themselves of the work-life balance initiatives are 11.52% of the total respondents while those who never avail themselves are 6.06% thereby representing less than 20% combined (see Figure 11 above).

In addition to the above, a close study of Figure 6 above revealed that over 50% of the participants are not even aware of what work-life balance entails and how to achieve it. These coupled with the

fact that most organisations do not have work-life balance initiatives/policies (Figure 7) as well as promote work-life balance in the workplace (Figure 8) are the primary constraints associated with maintaining work-Life balance among Nigerian female employees. The implication of this is that where organisations put in place work-life balance initiatives and employees are aware of it, majority of the employees would avail themselves of enjoying the benefits.

4.4 Adjustments that can be made in order to improve the Work-Life Balance As well as the Organizational Performances of Nigerian Female Employees

There are some work-life coping strategies, available to employees. Child minder, housekeeper, extended maternity, relational help, work-family policies, neighbor's care, sick leave and study/training leave. Under the above listed strategies, the relational help (either one of the spouse's parent or relative) is a situation where they help the employee out with domestic work, just to ease the stress of work for their loved ones. The relational help stands at 24.17%. Sick leave is next at 22.13%, study /training leave accounts for 18.18%, which is above 15%, neighbor's care is greater than 15%, but just slightly by 0.15% to stand at 15.15%. Work- family policies stood at 12.12% above extended maternity sitting at 6.06%. Housekeeper and child minder are the two lowest with 0.96% and 1.23% respectively.

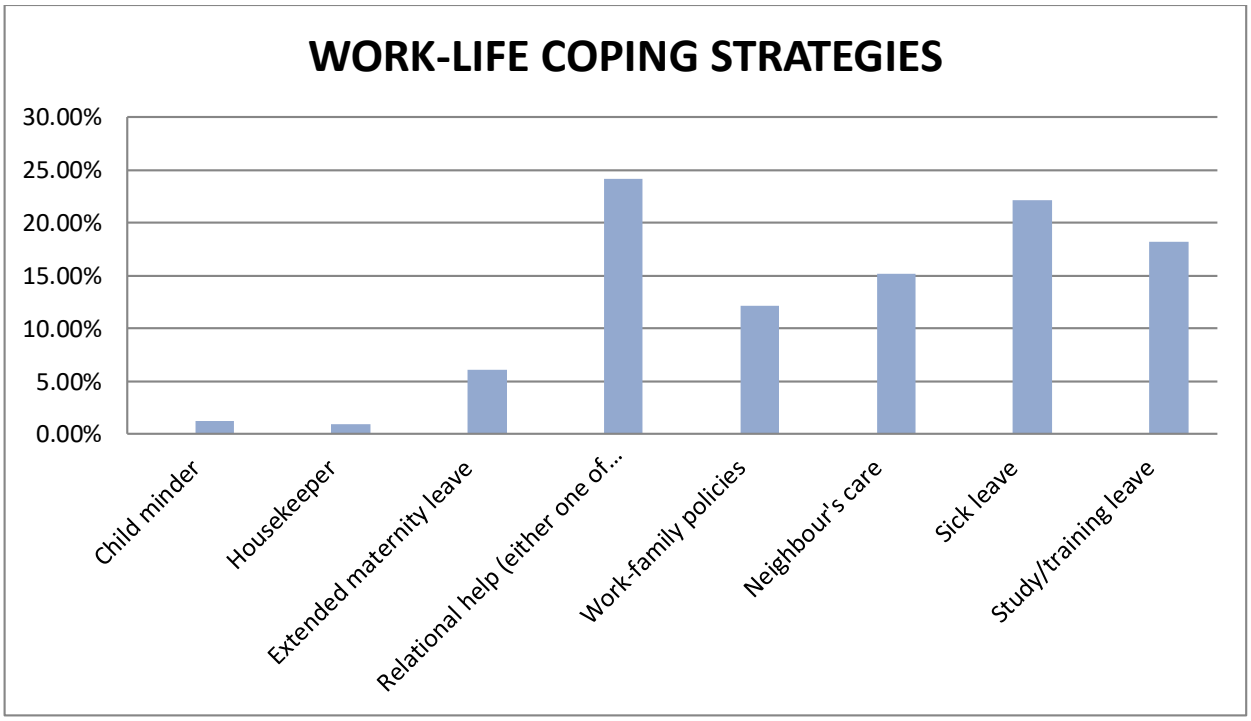

Figure 12 - work-life coping strategies.

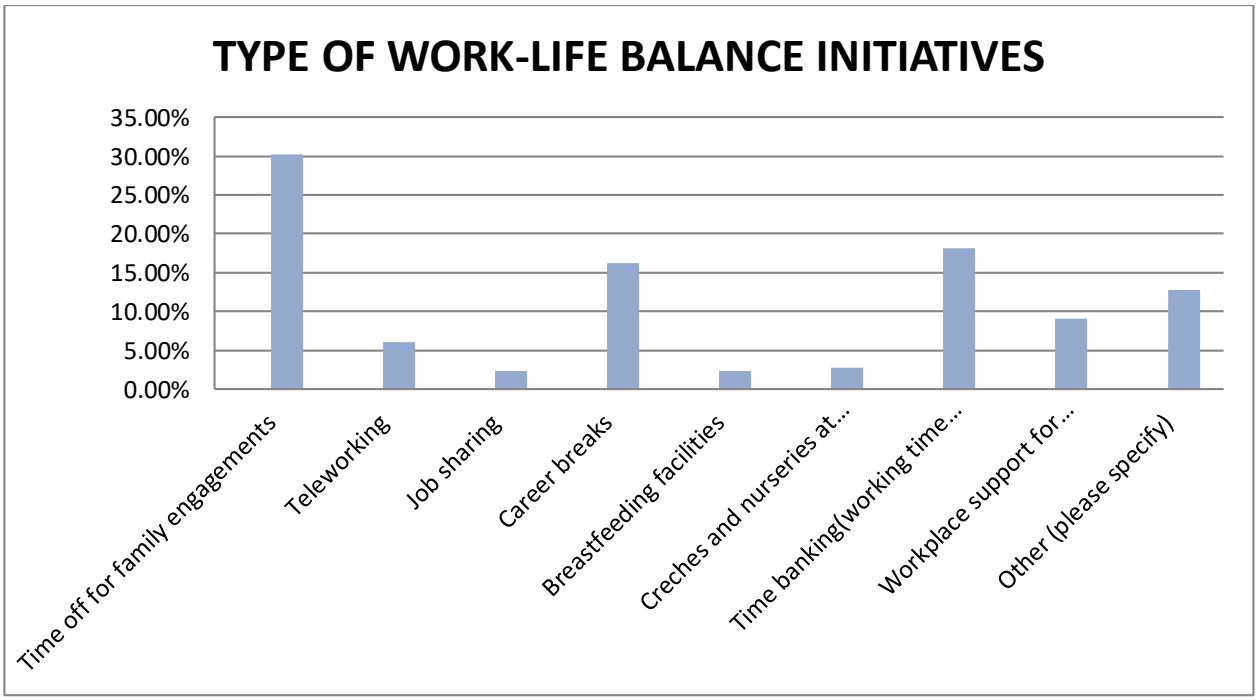

Figure 13 - types of work – life balance initiatives chosen by participants.

The following are the different types of work- life balance initiatives available for female employees. Time off for family engagements, teleworking, job sharing, career breaks, breastfeeding

facilities, crèches and nurseries at subsidized rate, time banking, workplace support for employees taking care of family members and other(please specify).

Time off for family engagements represented 30.20% and were employees do not miss important family ceremonies such as wedding, burials and graduation. The next initiative was time banking with 18.18%, which enables working time hour to accumulate and be converted to leave time. Career breaks accounted for 16.18%. Employees are afforded the opportunity to have a break from their career when the need arises.

Other percentages are 12.78%, 9.09%,6.06%,2.74%,2.41%,2.36%, for other (please specify) for workplace support for employees taking care of family members, teleworking, crèches and nurseries at subsidized rate, breastfeeding facilities and job sharing respectively. The other (please specify) represent various choices such as offering of flexible scheduling, giving employees time to foster creativity and providing educational support for employees.

All these diverse work-life balance initiatives are good for the employees and will make them more happy and productive. Support for family members of employees is something that is commendable. Allowing employees to work on phone will result in faster problem solving and increase employee productivity. Additionally, money will be saved for employees through the subsidized nurseries and crèches rates provided by the organizations. Job sharing gives room for team work among workers and the breastfeeding facilities will make breastfeeding convenient for the women employees.

4.3 SUMMARY OF RESEARCH FINDINGS

Mendis and Weerakkody (2014) stated that poor work-life balance results in negative outcome including tiredness, negative work performance, reduced morale and low work rate in Sri-Lankan telecoms sector. From the findings made in this analysis, the relationship between work-life balance and employee performance, is negative because of the challenges employees face in combining work

and non-work aspect of life, according to figure 10. Similarly, the low satisfaction level seen in figure 9 demonstrates the lack of satisfaction in the work-life balance of women. Figure 2 show that most employed women in Nigeria are within the age bracket of 26-35 years

The economic challenges in the country such as high unemployment rate and low income has enabled active participation of women in the national labor market. Smith and Gardner (2007) highlighted the value of organizational culture that regularly utilizes initiatives to create an enabling work environment that encourages work-life balance. The figure 11 reveals that more women avail for work-life balance all the time and figure 13 show that organisations that recognize the need have included breastfeeding facilities into the type of work- life balance initiative that they offer. The number of organisations that have introduced these facilities are however relatively low. Adisa (2014) discovered in his study that there is a high level of unawareness of work-life balance policies among Nigerian medical practitioners. This findings is further confirmed by Figure 6 of this research.

On the social side, this study revealed that women are rising up to the task and are competing favorably in the organisations they find themselves in even rising to senior management positions. It should only be expected that these Nigerian firms that have senior female managers should invest more in flexible working patterns and childcare, in agreement with was found in the US, by Galinksy and Bond (1998) in organisations with women at top positions, likely having invested in policies of work- life balance. However, figure 8 reveal that some organization never promote the work-life balance while figure 7 confirm women employees are working in some organisations with no work-life initiative. Similarly, the figure 6 revealed very low awareness of work-life balance among managers and employees. With low awareness when work-life balance is implemented, many employees may remain unaware of their work-life benefits. This assumption is confirmed by Kodz et

al.'s (1998) study that employees remain unaware of their entitlements even after the implementation of work-life balance policies.

Spouse, family and work play a very important role in order to achieve a work-life balance. The Figure 5 revealed that there is a need for improved work flexibility pattern for female employees in Nigeria in agreement with Konrad and Mangel's (2000) statement that firms attract the best workers, by offering flexible policies. There is a significant relationship between demographic variables and perception of work-life balance of female employees (Kumari & Devi, 2014). In this study, there is a positive relationship between years in secular employment in figure 4, marital status in figure 2 and age in figure 1 and work-life balance in women employees.

Akanji (2012) discovered that due to the challenges faced in Nigeria, employees have to come up with coping strategies to fight the conflicting situations. Possible solutions that can mitigate female employee work-life conflicts can be found in figure 12. Work-family policies will go a long way to solve the problem. Extension of maternity leave will bring down work-life conflict, giving the women more time to be at home with take care of her child. Other possible solutions such as child minder will also help. Study and training leave is a good way to reduce the conflict. Where this is adopted, a better organizational and management performance can expected since according to Greenhaus (2003), there is an association between 'high-performance' management and the existence of work-life balance policies in formal employment in the United Kingdom.

4.4 CONCLUSION

The primary research question which this thesis aims to answer is the challenges and effects of work-life balance on organisational performance of Nigerian women employees. As has been discussed in the empirical findings section above, the relationship between work-life balance and employee performance, is negative because of the challenges employees face in combining work and

non-work aspect of life according to figure 10. The next chapter is dedicated to analyzing the findings of this thesis in relation to the literature reviewed in chapter 2 of this work.

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.0 INTRODUCTION

As stated in the preceding chapter, the aim of this chapter is to further discuss and analyze the findings of this thesis. In light of this, the chapter is divided into five sections. The first section discusses and analyses the findings of this research. The second section explores the limitations of this research while the third section examines the practical implications of the study. The fourth sections takes a look at the ethical considerations while the fifth and final section explores the avenue for further research flowing from findings of this thesis.

5.1 FINDINGS

As stated in the first chapter of this work, the main aim of this research is to critically examine the challenges and effects of work-life balance on the organisational performance of Nigerian women employees. In order to accomplish this goal, the research concentrates on the following objectives:

- Understanding the factors responsible for work-life conflict among the Nigerian female working population
- Examining the extent to which the Nigerian social and economic construct affects the work-life balance of Nigerian female employees
- Evaluating the constraints associated with maintaining work-life balance among Nigerian female employees
- Analyzing the adjustments that can be made in order improve work-life balance as well as the organizational performances of Nigerian female employees.

With regards to the factors responsible for work-life conflict among the Nigerian female working population, the research revealed that majority of the participants work full time and regular shifts. Despite this, over 50% of the participants are not even aware of what work-life balance entails and how to achieve it. However, the research revealed that the lack of awareness of the employees may be attributed to the fact that most Nigerian organizations do not have work-life balance policies or initiatives which their employees can benefit from. Furthermore, majority of the organizations do not also promote work-life balance in their workplace. It is therefore the conclusion of this researcher that these are the factors responsible for work-life conflict among the Nigerian female working population. This is because asides making the females work full time or regular shifts, Nigerian organizations do not have any work-life balance initiatives or policies which may aid their employees in striking a balance between their work and personal lives. Furthermore, the organizations do not also have programs which promote work-life balance amongst their employees.

With regards to the extent to which the Nigerian social and economic construct affects the work-life balance of Nigerian female employees, findings from the research showed that over 50% of the respondents to the questionnaires work full-time or regular shifts. The findings also showed that more than 50% of all the respondents are either married or married with children. Interestingly, less than 10% of the respondents reported that unsupportive spouse/family is the most challenging aspect of combining their work and non-work aspects of life. Rather, what majority of the participants reported as the most challenging aspect of combining work and non-work aspects of their life is the stress of inflexible working style and work-load pressure. Also, quite a number of the respondents reported that unsupportive work environment is also a challenge in combining the work and non-work aspects of their life. It is therefore safe to conclude that the extent to which Nigerian social and economic construct affects the work-life balance of Nigerian female employees is primarily due to

the failure of Nigerian organisations to provide the enabling environment for women to seamlessly combine their work and personal lives.

Regarding the constraints associated with maintaining work-life balance among Nigerian female employees, the research revealed that the most stated challenging aspect of combining work and non-work aspects of life for Nigerian women are stress of inflexible working style and workload/pressure. This is primarily due to the fact that more than 60% of Nigerian organisations do not have any work-life balance initiatives or policies. In fact, amongst the 26.98% of the organisations that have work-life balance initiatives, the combined percentage of the employees who avail themselves of enjoying the work-life balance initiatives all the time or frequently is 58.66 while employees who sometimes avail themselves of the work- life balance initiatives stands at 23.77%. Conversely, only 6.06% of the employees say they never avail themselves of the work-life balance initiatives. The implication of this is that where organisations put in place work-life balance initiatives and employees are aware of it, majority of the employees would avail themselves of enjoying the benefits. However, the findings of the research revealed that over 50% of the participants are not even aware of what work-life balance entails and how to achieve it. These factors are the primary constraints associated with maintaining work-life balance among Nigerian female employees.

Lastly, regarding the adjustments that can be made in order to improve the work-life balance as well as the organizational performances of Nigerian female employees, the research revealed that there are a number of work-life coping strategies available to Nigerian female employees. The most popular coping strategy from the findings of this research is however relational help. Other work-life coping strategies that proved to be popular amongst the respondents are sick leave, study/training leave as well as neighbor’s care. Interestingly, housekeeper and child minder are the least popular coping strategies. Flowing from this findings, it is safe to conclude that female employees prefer

relational help to other types of help. This may therefore explain why time off for family engagements was selected as the most preferred work-life balance initiative that organisations should put in place. In fact, time off for family engagements is even more popular than time banking which enables working time hour to accumulate and be converted to leave time. In conclusion, the research found that diverse work-life balance initiatives are good for employees and will make them more happy and productive. Consequently, these are the adjustments that can be made in order to improve the work-life balance as well as the organizational performances of Nigerian female employees

Interestingly, the analysis of quantitative findings stated above is in agreement with the qualitative literature reviewed in the second chapter particularly as regards the challenges faced by Nigerian female employees in striving to achieve balance and synergy between their personal and professional lives. The quantitative findings revealed that beyond the socio-economic challenges faced by the employees due to the economic realities of Nigeria, the employees also have to deal with the stress of inflexible working style as well as work load/pressure which both account for 35.98% and 33.33% respectively of the challenges the employees face in combining work and non-work aspects of life (see figure 10 in chapter four). The findings also revealed that more than 60% of the organizations in Nigeria do not have work-life balance initiatives (see figure 7 in chapter four). In fact, even amongst the organizations that have work-life balance initiatives/policies (which is a meager 26.98%), more than 25% of these organizations never promote the work-life balance initiatives to their employees (see figure 8 in chapter four). The implication of this therefore is that the burden of attaining work-life balance falls squarely on the shoulders of the employees most of the time. As previously stated, these findings are in agreement with the qualitative research in chapter two of this work.

Having established in chapter two that the attainment of balance in professional and personal lives is likely to impact organizational performance, perhaps the most important finding of this research is

the fact that more than over 60% of the respondents are unsatisfied by the level of work-life balance in their respective organizations. The literature reviewed in chapter two revealed that there is a correlation between work-life balance and organizational performance so much so that where an employee feels fulfilled in their personal lives, it impacts in such employee's professional output and vice versa. It is therefore safe to conclude based on these findings that the lack of satisfaction of Nigerian female employees would definitely have a negative impact on the organizational performance of Nigerian organizations.

5.2 LIMITATIONS

In conducting a quantitative research, it is important for the researcher to highlight the limitations faced by the researcher in conducting such research. With regards to the limitation of this particular research, the first limitation is the restriction of the sampled employees to just female employees in Lagos state although across various sectors and industries. Nigeria is a country with 36 states with Lagos state being the most technological and economically advanced state. Furthermore, due to the peculiar nature of Lagos State in Nigeria (being one of the few industrialized mega city in the Country), residents of Lagos state face peculiar challenges which are not reflective of the challenges faced by the rest of the country. This includes challenges such as constant traffic, noise and environmental pollution due to the constant sounds and fumes of generators, etc. This therefore poses to be a limitation as it represents a geographical restriction.

Another limitation of this research is the response rate of the questionnaires. Although more than 50% of the persons to whom questionnaires were sent to responded without delay, once the researcher had received more than 50% of the questionnaires sent out, It became difficult waiting for the other recipients of the questionnaires to respond before proceeding to analyze the data received. The response rate of the questionnaire is therefore restricted.

5.3 PRACTICAL IMPLICATIONS OF THE STUDY

This research should be of interest to both academics and organisations in Nigeria. From an organisational point of view, by failing to provide their female employees with work-life balance initiatives, the organisations do not realize that they are depriving themselves of increased productivity and performance. Consequently, decreasing the work-life conflict should be a topic of interest to the organisations.

5.4 ETHICAL CONSIDERATIONS

Certain ethical principal ethics were observed in completing the research phase of this study. To protect the right of privacy and confidentiality of participants, no participant was required to provide personal information. Based on the understanding that participants may become uninterested and disenfranchised in participating in this study, the researcher decided to put more focus on their perceptions which was gained through their responses. Additionally, participants were well informed of the purpose of this study and how it will inform policy changes that will positively affect their work-life pattern; they were also well informed of the importance of their roles and their responsibilities towards the study. Every participant was informed that their participation is voluntary and they are not obliged to answer every question. The participants were also aware of their rights to withdraw from the study at any point.

5.5 FURTHER RESEARCH

This research has further established and confirmed that the challenges faced by female employees in achieving a work-life balance cuts across various sectors and industries. It is however interesting that despite the numerous researches which findings show that balance work-life relationship of

employees lead to improved organisational performance, majority of Nigerian organisations still do not have any policy or initiatives in place to aid their employees in achieving such balance. It is therefore proposed that a further research be conducted to determine the factors that prevent Nigerian organisations from putting such policies in place for their employees despite the immense benefit the organisations stand to gain. Conducting such research might be the first step to determining and correcting the factors inhibiting Nigerian organisations from putting work-life balance policies in place.

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The Challenges and effects of work-life balance on organizational performance of Nigerian women employees: A case study of Lagos State

The Challenges and effects of work-life balance on organizational performance of Nigeria women employees

Thank you for your time and support. This survey is on the topic "The challenges and effects of work-life balance on organizational performance of Nigerian women employees: A case study of Lagos State.

This will take approximately 10-15 minutes and participation is purely voluntary. The data gathered from this survey is purely for academic purposes and every participant has the right to withdraw from the research at any point of time, if they feel uncomfortable.

Your responses will be maintained highly confidential. If you have any question at any time about the purpose of the survey or procedure, please feel free to contact me through mail: onyinye.anyaku@gmail.com

Please answer the following questions by ticking the appropriate box

1) Please indicate your marital status
   - Single
   - Married
   - Divorced
   - Married(with Children)
   - Other
2) Please indicate your age group
   - 18-25
   - 26-35
   - 36-45
   - 46-59
   - 60 and above
3) Please indicate your level of education
   - WASSCE
   - High Diploma
   - BSc
   - MSc
   - PhD
   - Others
4) How long have you been secularly employed
   - Less than a year
   - 1-5 years
   - 6-10 years
   - More than 10 years

5) Please specify your current role/position

_____

6) Please **tick** your current working patterns where appropriate

- Part-time
- Full time
- Morning shift
- Evening shift
- Regular shift
- Flexible
- Other (please specify)

7) What do you consider most challenging in combining work and non-work aspects of life?
- Unsupportive spouse/family
- Stress of inflexible working style
- Work load/Pressure
- Unsupportive work environment
- Other

8) Does your organization have work-life balance initiatives?
- Yes
- No
- Maybe

9) If yes in 8, what type of work-life balance initiatives?
- Time off for family engagements
- Teleworking
- Job sharing
- Career breaks
- Breastfeeding facilities
- Crèches & nurseries at subsidized rate
- Time banking (working time hours which enables workers to accumulate leave time
- Workplace support for employees taking care of family members
- Other

10) Are work-life balance initiatives promoted within your organization?
- All the time
- Frequently
- Sometimes
- Rarely
- Never

11) Does your organization operate a formal or informal work-life balance practice for its employees?

    - Formal
    - Informal

12) What level of awareness do managers and employees have of work-life balance initiatives?
    - Very high
    - High
    - Satisfactory
    - Low
    - Very low

13) What work-life coping strategies are available to you?
    - Child minder
    - House keeper
    - Extended maternity leave
    - Relational help (either one of the spouse's parents or other relatives)
    - Work family policies
    - Neighbor's care
    - Sick leave
    - Study/training leave

14) How often do employees avail of the work-life balance initiatives?
    - All the time
    - Frequently
    - Sometimes
    - Rarely
    - Never

15) Are you satisfied with the level of work-life balance in your organization?
    - Yes
    - No
    - Not sure