

Work-Life Balance and Job Performance among Top Female Bureaucrats in Kwara State Public Service

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Abstract

Globalization and bureaucracy has advanced the course of professional work, thereby changing the phase of selection of gender in work. The male and female dichotomy in the Civil service, Education, Engineering and other Professional sector has been reduced. Despite the breakdown in the segregation of the gender bias, a new issue has sprung out, which is the work life balance amongst the top female bureaucrats. The females are embodied with some traditional family responsibility and natural responsibility, still the females have to work and advance their career pursuit. This has overtime constituted a problem for the female genders in the family and in performance at the organization. The objective of the research is to assess the impact of work life balance on female's employee of Kwara state civil service. The research uses the Spillover theory to explain the impact of work life balance on female's employee of Kwara state civil service. The research makes use of mixed research method in assessing the impact of the work life balance in Kwara state civil service. The research found out that the male and the female are not been separated in assessing performance that both the males and the females are expected to deliver results, therefore the females are also expected to work hard and also balance the family work relations. The research recommends that adequate family-work relations have to be established in the civil services.

Keywords: Work life Balance, Civil Service, Female Bureaucrats, Performance, and Family.

Introduction

Africa and Nigeria in its world have a unique sentiment and notions towards the female gender. Africa traditions sees Men as strong agile, and head which therefore makes most African society patriarchal, and men ruler ship in society and administration is considered tradition. However the globalization that joined Africa in the global south to the European countries in the global north has influenced a shift in culture. Postmodern ideologies accommodate and promote gender equality and female gender empowerment in management, politics, and administration. Moving forward, a shift in this globalization theory has therefore expounded the role of women in the society, has women are now seen as a cognizance part of the society not just for only family and subordinating wifely roles. Globalization has shifted the wind and women are allowed to pursue education to the highest level, professional roles, leadership and political role.

Present day administration now allows for women in both high and low level of the organizations pyramids. Still the roles of

women in family is not yet abolished or destroyed, thereby leading to a work life balance. As the work environment becomes more dynamic day by day, it is important that employers both in private and public sector ensure there are better work life balances to enhance employee performance. Globalization and advancement in technology have led to increased competition among organizations (Evans, 2019), prompting organizations to focus on work life balance initiatives to enhance employee performance. Employees are important resource in any organization; hence, it is prudent for human resource managers to optimize their contribution to the company's goals and objectives as a way of sustaining effective employee performance by minimizing work life conflicts.

There are little or no more distinction between the female and male gender in organization has all are now regarded as employee without discrimination to the gender. Therefore, both private and public organization must treat their employee well by ensuring their welfares are considered to enhance their

performance. The Nigeria government has been at the forefront in campaigning for better work life balance to enhance the employees' performance. A Research commissioned by the Nigeria government revealed that inflexible and working long hours leads to poor health, poor family life, and lower employee's productivity (Arrowsmith, 2001).

Work and family are two important aspects of an individual's life (Komal 2019). Every employed person has two important domains to play several roles in his or her life these domains can be categorized as work and family. Work and family require certain role demands to be fulfilled in order to maintain the balance in life. Work environment has become more stressful because of diverse role expectations, cut throat competition, globalization and technological innovations. Managing work with family is an important issue as it has decisive challenges for organizations and employees. According to Martins (2019); such changes have created several complications on both the domestic and professional fronts of the employees. The pressure of work has been intensifying and there is growing feeling among employees that the demands of work begin to dominate life and sense of work-life balance is felt. The challenge of integrating work and family life is a part of everyday reality for the majority of employees now-a-days (Olarenwaju, 2018).

The importance of work is a very crucial activity in human lives since it defines the identity of individuals and what they stand for in any society (Budd, 2017). As noted by State Service Commission (2015), work-life balance initiatives in organizations is concerned with employees' interaction between paid and unpaid work activities, leisure and personal development. This will make organizations to create a productive work culture where traces of work-life conflict are minimized and effectively controlled. Similarly, work-life balance is attained where there are shared benefits for employees and the organization (Mesimo-Ogunsanya, 2017). It is about helping employees to maintain healthy, rewarding lifestyles that will in turn lead to improvements in performance. Driving the work-life balance practice has become a joint responsibility between employer and employee. It is no longer a role that resides within the human resource

department as all line managers are responsible for seeing to the balance of their staff.

Statement of the problem

The rate of change in the roles of the women gender has opened up concerns to academia, religious bodies, government, private organizations and Non-governmental organization. Despite the switch in the role of women in present day organization, both private and public, the role of women in the family institutions are still there for the female gender, organizations and government to balance. The role of the women in the family organization though can be delegated or reduced still the presence of women in the family are essential to the family institution. Women have biological body compliments such as Pregnancy, Menstrual cycles, hormonal imbalance which sometimes place them on a disadvantaged sides in the area of professional employment, governmental administration and private employment. Menstrual cycles, menopause, breastfeeding, cooking are amongst others basic women issues which one way or the other seems to represent or constitute a diminishing factor in women professional employment.

The pressure of work, for those in the workplace has been escalating over the latest decades. Factors such as the advances in information technology, information load, the need for speedy response, the importance attached to the quality of customer service and its implication for constant availability and the pace of change, all demand our time, and can be sources of pressure. In Nigeria today, the decline of the traditional family, and increase in dual-career couples, and a rise in the number of single parents mean that employees are juggling more responsibilities outside work. Work-life balance has started giving organizations and homes concern due to its importance; it has effects on various sectors and on the employees which eventually affect the organizations. The wind of civilization is still at the early stage in Kwara state. Kwara state a developing state with a high population of religious and cultural value. Therefore bureaucrat who are female are at a disadvantage because notions of the role of the Women in the family and in the society are considered cognizance. Today, work-life balance has become a more and more prevalent

concern to both employers and employees of most organizations. Most recently, there has been an increase in the thought about the significance that work has on family as well as life of employees.

The issue of pursuing ones career path for the female gender are been affected by the natural social order of gender parity. This issues goes beyond prioritizing the work role and one's personal life. It also affects the social, psychological, economical and mental wellbeing of the individual. All these are reflected in the output of the individual, which affects his or her performance in the work place on the long run. Work-life balance has implication on employee attitudes, behaviors, wellbeing as well as organizational effectiveness

Objectives of the Study

The role the female gender plays in the family institution and in bureaucracy are of high importance and the balance of the work life is therefore an issue of concern, therefore the main objectives of this paper is to assess the impact of work life balance and performance amongst top female bureaucrats in Kwara state public service.

Research methodology

The research makes use of the quantitative research method in which a research questionnaire was employed to carry out a survey on the work life balance of female bureaucrats in Kwara state public service.

Literature Review

Work-Life Balance

Work and life are two separate concept but for this research the focus is on the interrelationship between the work and life balancing. Work-life balance, in its broadest sense, is defined as a satisfactory level of participation or fit between the numerous roles in a person's life (Hudson, 2015). It is about the interaction between paid work and other activities, including unpaid work in families and community, leisure and personal development. Greenhaus, Collins and Shaw (2013) referring Work-life balance to work-family balance opines that work-family balance is the extent to which an individual is

equally–self engaged and equally satisfied with his or her work role and family role.

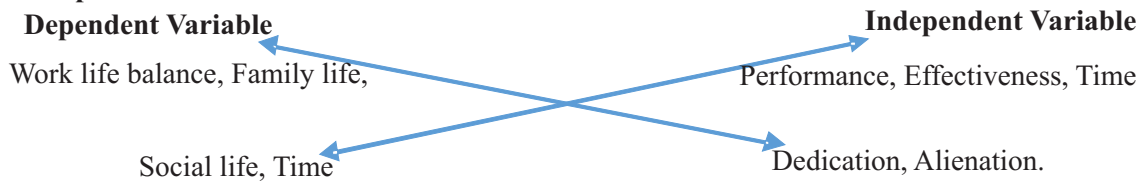
People like to have their own life balanced with their work. According to Martins and Coetzee, (2018) people want to find time for life outside of work to have more time to spend with their family and on other social life activities”. Shaw, (2018) assert that work-life balance is the degree to which an individual is equally engaged in and satisfied with his or her role and family role, comprising the following three components of work-family balance: Time balance (equal time devoted to work and family); involvement balance (equal involvement in work and family); and satisfaction balance (equal satisfaction with work and family). Work-life balance has relevance for all individuals.

Employee Performance

Employee performance in an organization is very important as it a key determinant in achieving organizational goals and objectives. For this reason, organizations explore various ways of motivating their workforce. Every policy in an organization should be geared towards improving employee's performance. This is because for an organization to remain at the top of competitors, it should improve the performance of the workforce and monitor it; failure to which, an organization become liable to face several challenges which hinder organizational performance (Obiageli, Uzochukwu and Ngozi, 2015).

The relationship that exists between work life balance and employee's performance has been studied by different authors. A survey of 732 companies conducted in Germany, France, USA, and the UK revealed that the principles of work life balance were associated with the employee's performance. However, the study also showed a conflict between work life practices and high performance within the companies (White, Hill, McGovern, Mills, and Smeaton, 2015). Lee and Bruvold (2015) argued that the perceived care and value attached to employees create a casual chain of processes from the intended Human Resource Practices to actual practice which triggers employee's performance.

Conceptual framework



Theoretical Framework

Spill Over Theory

This theory is exemplified by Guest (2012), from the sociology field of study. It postulates the conditions under which spillover between the work micro system and the family micro system occurs. It can either be positive or negative. If work-family interactions are rigidly structured in time and space, then spill over in terms of time, energy and behavior is negative. When flexibility occurs which enables individuals to integrate and overlap work and family responsibilities in time and space lead to positive spill over which is instrumental in achieving healthy work life balance. According to Guest (2012), the determinants of work life balance are located in the work and home contexts. Contextual determinants include demands of work, culture of work, demands of home and culture of home. Individual determinants include work orientation (i.e. the extent to which work (or home) is a central life interest), personality, energy, personal control and coping, gender and age, life and career stage.

Empirical Literature review

Exemplifying on the need for balance between work and life and creating a forum for workers to still have a life in work, Obiageli, Uzochukwu and Ngozi (2015) defined Leave as a number of days or hours staff of an entity are allowed to be away from their duties within a period without consequences. Some of the leave policies in most organizations include study leave, Paid Family, Career's leave, Medical leave, sick leave, Parental Leave, and annual leave.

According to Mmakwe and Ojiabo (2018) multi-faced demand between work and home responsibilities have assumed increased relevance for employees in the Nigerian work environment in recent years and this is due to demographic and workplace changes, such as;

transformation in family structures, growing reluctance for long number of hours acceptance culture, greater number of women in the workforce and technological advancement. All these have resulted in the employees having difficulty in prioritizing between their work roles and their personal lives. Consequently, scholars have carried out studies of the concept of work life balance in Nigeria, even though it is still at an elementary stage in its development in the country (Adisa, Mordi, & Osabutey, 2017) and some of these recent studies will be examined as follows.

In his work titled 'Realities of Work Life Balance in Nigeria: Perceptions of Role Conflict and Coping Beliefs' Akanji (2012) explored the perceptions of WLB practices in Nigeria. The author adopted a qualitative approach in which 61 in-depth interviews of Nigerian employees comprising 41 female and 20 male employees from service based organisations (banking, telecommunications and motor insurance companies) in Lagos State were conducted. The study adopted the Grounded theory approach for data analysis processes which aims to discover theory from the data systematically obtained from this research.

The participants in this study attributed the primary sources of their work-life conflict situations to the political, economic and social challenges facing Nigeria, suggesting that "conditions outside an organisation and an individual's sphere of life has a sizeable impact at influencing the fundamental realities derived from an individual's capacity of co-ordinating obligations at work and family levels with minimal conflict." (2012: 255). The author posits that Nigeria's culture of corruption, high unemployment ratios, poverty, inflation, and patriarchy are sources of work-life conflict for her workers. Results also showed that role overload was another major source of work-life conflict for Nigerian women given that Nigeria's status as a patriarchal society thrusts

women into a position where family commitments come into serious conflict with other roles. The author identified personal hardiness, assistance seeking solutions, and avoidance/resignation as coping strategies adopted by Nigerian workers. He posits that employers of labour easily circumvent the ideals of WLB practices and policies because of a lack of institutionalised social support systems, disregard for a culture that encourages WLB solutions and effectual enforcement of employment standards by the national government.

Mushfiqur, Oruh, Nwagbara, Mordiand Turner (2018) conducted a study titled 'The Impacts of Work Life Balance Challenges on Social Sustainability: The Experience of Nigerian Female Medical Doctors' in which they examined the implications of WLB challenges for Nigerian female doctors.

Qualitative interpretivist approach was adopted in this study which explored how Nigeria's institutional environment and workplace realities give rise to WLB challenges. The authors carried out 43 semi-structured interviews and focus group discussion sessions involving 8 participants. This study viewed the concept from a nonwestern context and results revealed that work pressure, cultural expectations, unsupportive relationships, challenging work environment, gender role challenges, lack of participation and high stress level moderate the ability of female medical doctors to achieve WLB.

Analysis of Questionnaire

For clarity and avoidance of possible ambiguities, tables are used to present the results drawn from each of the questions administered.

Table 4.1: Distribution and return of questionnaire

Questionnaire	Frequency	Percentage
Returned	92	92%
Not Returned	8	8%
Total	100	100%

Source: Field Survey, August 2023 (Using SPSS)

Table 4.2 Distribution of respondents by employee status

What is your status in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Junior Staff	67	72.8	72.8	72.8
Valid Senior Staff	25	27.2	27.2	100.0
Total	92	100.0	100.0	

Source: Field Survey, . 2023 (Using SPSS)

To establish the effect of Regular leave on the performance of female employees of Kwara State inland Revenue

Table 4.3: My Employer gives me Leave to care and Support my Dependents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	4	4.3	4.3	4.3
Valid Neutral	4	4.3	4.3	8.7
Valid Agree	23	25.0	25.0	33.7
Valid Strongly Agree	61	66.3	66.3	100.0
Total	92	100.0	100.0	

Source: Field Survey, August 2023 (Using SPSS)

From the distribution, 4 of the respondents representing 4.3% said they disagree that One of the organization's goal is to meet the needs of present customers while taking into account the needs of the workers, 4 of the respondents representing 4.3% said they are neutral that One of the organization's goal is to meet the needs of present customers while taking into

account the needs of workers , 23 of the respondents representing 25.0% said they Agree that One of the organization's goal is to meet the needs of present customers while taking into account the needs of workers and 61 of the respondents representing 66.3% said they Strongly agree.

Table 4.4: Organizations prefer male workers because of work life balance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	16	17.4	17.4	17.4
Agree	38	41.3	41.3	58.7
Valid Strongly Agree	38	41.3	41.3	100.0
Total	92	100.0	100.0	

Source: Field Survey, August 2023 (Using SPSS)

From the distribution, 16 of the respondents representing 17.4% said they are neutral to the statement that Organizations prefer male workers because of work life balance., 38 of the

respondents representing 41.3% said they Agree to the statement and 38 of the respondents representing 41.3% said they Strongly agree to the statement.

Table 4.2.5 : Productivity and Efficiency is Related to Work Life Balance

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	2	2.2	2.2	2.2
Agree	28	30.4	30.4	32.6
Valid Strongly Agree	62	67.4	67.4	100.0
Total	92	100.0	100.0	

Source: Field Survey, August 2023 (Using SPSS)

From the distribution, 2 of the respondents representing 2.2% said they are neutral to the statement that work life balance relates with organizational productivity, 28 of the respondents representing 30.4% said they agree to the statement and 62 of the respondents representing 67.4% said they strongly agree to the statement.

ensued in civil service philosophy. The profit in which public organizations seeks to achieve is the advancement of its citizens' welfare and the development of the state, therefore the performance of both the female and male employees are cognisance. The Kwara state public service if efficiency, and service delivery oriented but from the findings we have been able to ascertain that female employees in Kwara state civil service are treated equal in service delivery that despite the fact that females are naturally constrained with some physical female attributes which might sometimes impede on the work performance. It the equality movement that drives for equal

Findings

The research was able to discover that indeed the civil service is profit, effectiveness and efficiency oriented therefore staff being committed and apt towards achieving organizational goals irrespective of gender is

acceptance and allowance of both genders in the public and private organization. More so, the research was able to find out that most Kwara state public service organization don't have essential services such as day care, internet website, technology etc. that will allow for flexible work life relations. The females are the core holders of traditional family and have lots of home responsibility therefore, the research found out that even while at work, female employees still have to look out for the family which might impede or reduce their performances.

Traditional values of family are still intense and absorbed in the minds of families in Kwara state. The values and responsibilities assigned to the female gender are still ensued in marriages therefore work life balance amongst top female bureaucrats in Kwara state. More so, Females who are dedicated, effective and efficient in the organizations innovates methods and mechanisms for balancing their family and life.

Conclusions

Employees' performance is very crucial in the public and private organization as it determines to a great extent its performance. In fact, any organization is as good as its employees. Based on the findings, the following were the conclusions. The study concludes that Kwara state female civil servants have been able to adjust themselves to the new work life reality and even family structure and lifestyles has been readjusted to fit in the new reality of work life relation of the females. Mothers now make use of nanny, daycare, schools and other activities to keep watch of children while they work, technology has also made it easy for activities to be reduced. The leave after birth and flexible work arrangement has also been seen as a favorable as it positively correlated to employees' performance. This is despite the disparity of the level of flexibility between different levels of employments. Therefore, the study concludes that flexible work arrangements provide motivation to employees; hence the positive correlation.

Finally, the study has established that there is a positive correlation between employee performance and family responsibilities. Family responsibilities had the highest

statistical significance among the four independent factors. Therefore, the study concludes that employees with less family responsibilities tend to perform better at work, which can be as a result of family lifestyles.

Recommendations

The Kwara State Civil Service Commission and the government at large can benefit from the findings of this study in various ways. The recommendations are presented in relation to the findings of the study and may be generalized to the National government and private sectors.

Family-work relations has to be advanced in both private and public institutions in order for social family problems not to impede the female workforce of the organization. Alienation from family has an adverse effect on female and present day work lifestyles may prevent the full attention and dedication of the female workers to her work, therefore adequate family-work relations has to be established in the civil services.

The leave policies were found to be negatively correlated to employees' performance. While leave policies do not improve performance, their absence affects the performance negatively. Therefore, it would be prudent for any employer to enhance the leave policies to ensure that all employees are covered; that is, regardless of the position of the employees. The flexible work arrangements are positively correlated with performance, but there was a wide gap between the employees in the senior level of management and the subordinates. Therefore, it is recommended more flexible work arrangements be made available to all employees provided it won't compromise on the performance.

Welfare policies were found to be negatively correlated to performance. Therefore, this study concluded that good welfare policies are crucial in any organization, and lack of it may lead to a decrease in employees' performance. As such, it is recommended that more welfare services that such as a professional counselor, recreational facilities, and childcare services be made available for all employees. This would help significantly in reducing the work related stress which may prevent reduction of employees' performance. Technology has made things easy for humans, therefore the employment of

technological appliances for the protection of famil, life and work.

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