

WORK-LIFE BALANCE AND EMPLOYEE PERFORMANCE IN FAST-MOVING CONSUMER GOODS COMPANIES IN RIVERS STATE, NIGERIA

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ABSTRACT

This study investigated the relationship between work-life balance and employee performance in Fast-Moving Consumer Goods companies in Rivers State, Nigeria. The study utilized a cross-sectional research survey design. Primary data was sourced through self-administered questionnaire. The population of the study was made up of 264 employees from the respective Fast Moving Consumer Goods companies. The sample size of 159 employees was determined using the table from Krejcie and Morgan (1970). A well-structured questionnaire was used as instrument of data collection for the study. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed using statistical technique. Spearman's rank order correlation coefficient was utilized in testing the stated hypotheses with the aid of Statistical Package for Social Sciences at a 95% percent confidence interval and a 0.05 level of significance. Empirical findings from data analyzed shows that work-life balance significantly relates to the measures of employee performance. The study thus concluded that work-life balance substantially enhances employee performance in fast-moving consumer goods companies in Rivers State. The study recommends that management of fast-moving consumer goods companies in Rivers State should engaged in daily work hour, flexible work arrangement such as flexi-time, shift work schedules and job sharing as a core practice in the workplace to their employees to be efficient and effective in their task; because any organization that does not invest much in work-life balance, its long run existence is threatens.

Keywords: Work-Life Balance, Employee Performance,

INTRODUCTION

Employees are the most valuable asset of every organization because work without human capital is inconceivable. This assertion further reinforces the view of Tamunomiebi and Wobodo (2018) wherein they argued that the employees among every other business resource still remain the life-blood of the organization. In recognition of this reality, organizations have continued to invest a great deal of money in training and development of the employees. Leaning on this view, it is clear that the effectiveness of an organization is immensely tied to its employees' job performance. This is as Jamshidi (2011) also share similar view when he stated that the employees' effectiveness has direct bearing on the extent to which the organization achieves its set objectives or otherwise. Therefore, employees' job performance is viewed to be associated with the individual behaviours that contribute towards achieving organizational set goals. When employees are handled effectively, the result can be greater productivity and increased employee morale.

Owing to the significance attached to employee's performance, several empirical studies have been using different predictor variables other than work-life balance to provide solution associated to the problem of employee performance. For instance, Muchai and Mwangi (2012) studied the effect of employee rewards and recognition on job performance in Kenya public sector. They found that recognition is one of the leading employee engagement drivers. On the other hand, Sajuyigbe, Olaoye and Adeyemi (2013) investigated the impact of reward on employees' performance with special reference to selected manufacturing companies in Ibadan, Oyo State, Nigeria. The findings of the reward dimensions revealed in in order of preference, ranked pay, and recognition to be jointly predictors of employees' performance, which accounted for 71% variance of performance. Similarly, Shahhosseini, Silong, Ismaill, and Uli (2012) examined the role of EI on job performance in Malaysia. Selected manufacturing companies were picked for the study. The findings showed that EI plays a significant role on the relationship at work and so determines the frequency of personal and industrial conflicts in the organization.

In spite of all these studies carried out, organizations are still challenged with the problems of downsizing, restructuring and transforming and thus creating a less secure organizational climate. A growing number of employees therefore feel that they are victims of broken promises, a feeling that affects their level of performance. This is because employees face more ambiguity in their daily activities and decreased job security in today's workplace. Obviously, this has direct or indirect negative impacts on those organisations. As a result, there is decreased employee job performance and productivity, employee turnover, deviant work behavior such as lateness to work, finding excuses to leave the work premises before official closing hour etc all of which have adverse effects on organizational performance.

It is however obvious that employee performance is not only reliant on employee rewards and recognition, emotional intelligence. However, one of the approaches to aid the achievement of this perceived imbalance and professional goals for workers therefore is the entrenchment of work-life initiatives and policies by employers of labour in the workplace (Dissanaya & Hussain, 2013). Work life balance is a very important phenomenon that is of great concern to various employees in both private and public sector. It goes beyond prioritizing the work role and one's personal life. It also affects the social, psychological, economical and mental wellbeing of the individual. Work life balance has implication on employee attitudes, behaviours, wellbeing as well as organizational effectiveness (Chemirmir, Musebe, & Nassiuma, 2017). However, plethora of studies have been conducted by researchers regarding employee performance, Sadly, to the best of our knowledge, we have not spotted any theoretical concern that specifically examined the relationship between work life balance and employee performance. Therefore, the purpose of this study was to empirically examine the relationship between work-life balance and employee performance in Fast-Moving Consumer Goods companies in Rivers State, Nigeria.

The following research questions will be used as a guide in the research work.

- i. What is the relationship between work-life balance and employee task performance in Fast-Moving Consumer Goods companies in Rivers State, Nigeria?

- ii. What is the relationship between work-life balance and employee contextual performance in Fast-Moving Consumer Goods companies in Rivers State, Nigeria?

Conceptual Framework



Figure 1: Work-Life Balance and Employee Performance

Source: Author's Research, 2023.

LITERATUREREVIEW

Theoretical Foundation

The baseline theory on which this study's variables are built on is the social exchange theory (SET).

Social Exchange Theory

Social exchange theory according to Homans (1958) cited in Gabriel (2015) is a general theory concerned with understanding the exchange of material or non-material resources between individuals or groups in an interaction. The relationship in which a person or group acts in a certain way toward others in order to receive a reward (benefit or return) is called an exchange relationship (Homan, 1958; Blau, 1964). Social exchange theory was developed to understand the social behavior of humans in economic undertakings. Social exchange theory poses that all human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. Apparently, when a person perceives the costs of a relationship

as outweighing the perceived benefits, then the theory predicts that the person will choose to leave the relationship.

The theory was used to understand the quality of the relationship between workers and employers and in promoting performance through pro social behaviour, organisational citizenship behaviour and extra role performance (Lambert & Waxman, 2005). SET explains how successful relationships can be modelled using attraction, communication, expectation formation and norm development, to induce and maintain commitment (Gundlach, Achrol & Mentzer, 1995). Further, positive relationships between the employee and the organization can help generate favourable outcomes such as organisational commitment, faster career progression, job satisfaction and organisational citizenship behaviours. Drawing from the foregoing, the choice of the social exchange theory as theoretical foundation for this study appears justifiable because it has become apparent that social exchange refers to voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do and in fact bring to others (Gabriel, 2015).

Conceptual Review

Concept of Work-Life Balance.

The concept of Work Life Conflict recognizes that most individuals have multiple roles. Work-life balance practices help minimize the amount of Work Life Conflict and also target the antecedents (Muthoni & David, 2018). However, some of the antecedents of work-life conflicts include heavy job demands and job overloads. Other indicators of work-life balance life include the employees having an opportunity to; exercise influence and control over their work situation- autonomy, experience security and meaning- task content, develop social relations at and through work, maintain good health, avoidance of negative stress and work in a safe physical surrounding.

According to Nayak and Pandey (2014), work life balance is a meaningful achievement and enjoyment of work, family, friends and one's self. Many of these activities are negotiable commitments and can be scheduled around work demands, but the demands of family are often non-negotiable and can be random

(sick child, afternoon music recital, soccer match, mom's oncologist's appointment). When work takes an inflexible and non-negotiable character, it then begins to conflict with the non-negotiable aspects of family life. This is the condition likely to characterize female professors' work-life situations: as conflicts between their work and their family, rather than as imbalances between their work and their life (Winslow, 2005).

Work-life balance refers to the flexible working arrangements that allow both parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Redmond, Valiulis & Drew, 2006). Also, Grzywacz & Carlson, (2007) define work life balance as accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role partners in the work and family domains. Work life balance according to Duxbury & Higgins (2002) is simply a means of balancing an individual's work and personal life. Clark (2000) defined work life balance as the satisfaction as well as good functioning of employees both at work and at home, with a minimal role conflict.

Employee Performance

Employee performance is defined as the attained outcome of actions with the skills of employees who perform in a given situation (Prasetya & Kato, 2011). According to Putterill and Rohrer (2013), employee performance is defined as it focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in an organization, within a specific time period. Hence the researcher has developed the working definition for study purpose is that, achievement of targets of the tasks assigned to employees within particular period of time. The success of business depends on employees' performance. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management. Performance improvement is not only a result of well-functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).

According to Ahmad and Jamaluddin (2009), apparent employee performance embodies the whole belief of the employee about their conduct and contributions to the accomplishment of the organization and further stated that compensation practices, performance evaluation and promotional practices as a determinant of employee performance. Similarly, Anitha, (2013) define employee performance as an indicator of financial or other outcome of the employee that has a direct connection with the performance of the organization as well as its achievement, further revealed that working atmosphere, leadership, team and co-worker relationship, training and career development, reward programme, guidelines and procedures and workstation wellbeing as well as employee engagement are major factors that determine employee performance.

Measures of Employee Performance

Task Performance

Task Performance is a measure of an employee's job effectiveness which involves their contribution to overall organizational productivity and actions that are part of the formal reward system and addresses the prescription as indicated in the descriptions of the role (Williams and Karau, 1991). It shows the level or the extent an employee achieves a given target. In general, task accomplishment comprises of activities that translates the organizations policies, missions and resources into tangible and intangible goods produced by the organization and to enable efficient operation of the organization (Motowidlo, 1997).

Thus, task Performance covers the fulfillment of the requirements that are part of the agreement between the employee and the organization. Borman and Motowidlo (1993) pointed out that task accomplishment is the effectiveness and efficiency with which job incumbents perform activities that contribute to the organization's technical core and assist in moulding the psychological state of the organization (Borman & Motowidlo, 1993). They further suggested that in accomplishing a given task there are two aspects to it, which are interpersonal facilitation and job dedication. Interpersonal facilitation includes cooperative and

helpful acts that help the effectiveness of co-employee. While job dedication includes self-disciplined and motivation to support organizational objectives and goals (Van, Scotter & Motowidlo, 1996).

Contextual Performance

According to Latifi (2012), Contextual overall performance is while an worker allows his or her colleagues voluntarily and spends more effort and time to perform his or her work better. It is honestly a shape of voluntary movement that is going beyond the content of task descriptions. This aim is supposed, not written down, one may be happy through displaying it. Other brochures feature other personnel who have joined the company. Performance turned into measured the use of the Van Scatter & Motowidlo model. Based in this model, Contextual overall performance has two wonderful behaviors along with: socially beneficial conduct, and behavior related to task determination. Social talents mirror a collaborative and supportive mind-set that supports the work of co-workers at the same time as Job determination demonstrates attempt, innovation, perseverance, and subject any.

Researchers have also discovered that it no longer most effective empowers personnel to growth their productivity, but additionally will increase its surrounding overall performance. The results in their study showed that overall performance-associated behavioral behaviors were related to what team of workers supplied for the organization. If employees are satisfied with their work, they could turn out to be volunteers to assist others and whole other tasks.

Empirical Review

Work-life balance and Employee Performance

Vishwa *et al* (2015) investigated Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance. The aim of the research was to analyze the relationship between work life balance policies and employee job satisfaction. Questionnaire was filled by 240 respondents who were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data using correlation. The findings of this study emphasized that each of the work

life balance policies on its own is a predictor of job satisfaction. Azeem and Akhtar (2014) investigated the influence of work life balance and job satisfaction on organization commitment of health care employee. This was aimed at exploring the influence of work life balance and job satisfaction has on organization commitment among healthcare employee. Questionnaire was distributed to 275 respondents in the healthcare sector. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including correlation and reliabilities. The finding of the empirical test shows that employee in the health care sector have a moderate level of perceived work life balance, job satisfaction and commitment. There is a positive relationship between work life balance, job satisfaction and organization commitment. Ojo, Salau and Falola (2014) investigated the concept of work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector. The types of Work Life Balance initiatives available in the three sectors were explored and the barriers to implementation of the Work Life Balance initiatives were identified. Quantitative method was used to investigate the work-life balance practices in three sectors of the Nigerian Economy. This was achieved using an in-depth case study analysis of these sectors. The data set comprised of responses from both managers and employees in the Banking sector with five hundred and eighty-six copies of the questionnaire retrieved. The Educational sector comprised of both managers and employees with five hundred and thirty-one copies of the questionnaire retrieved; while five hundred and seven copies retrieved from the Power Sector. The findings reveal that there is diversity in terms of how respondents perceive the concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including Anova. There is a wide gap between corporate Work Life Balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies in the studied sectors.

Fapohunda (2014) investigated on the exploration of the effect of work life balance on productivity. The aim of the study was to explore the connection between work life balance and organization productivity

and whether work life balance practice possibly decreases employee turnover and absenteeism. 200 respondents in the banking industry were used for the survey. A structured questionnaire was used to collect data. Chi square was used to analyze the data. The finding of the result was that there is a positive relationship between work life balance practice and employee turnover. It also found out that management support was not satisfactory. Kamau, Muleke, Makaya and Wagoki, (2013) investigated work life balance practices on employee job performance at eco bank Kenya. The main objective was to determine the effect of organization work life balance on employee performance. Fifty-Five (55) Eco Bank employees were drawn through quota sampling method who also responded to survey questionnaires. Spearman's Correlation Analysis was used to test the candidates' work life balance, their performance to the organization. The finding of the empirical study shows that there was correlation between work life balance and employee performance. Based on the empirical findings, we hypothesized as follows:

H₀₁: There is no significant relationship between work life balance and task performance of fast-moving consumer goods companies in Rivers State, Nigeria

H₀₂: There is no significant relationship between work life balance and contextual performance of fast-moving consumer goods companies in Rivers State, Nigeria.

METHODOLOGY

The study utilized a cross-sectional research survey design. Primary data was sourced through self-administered questionnaire. The population of the study was made up of 264 employees from the respective Fast Moving Consumer Goods companies. The sample size of 159 employees was determined using the table from Krejcie and Morgan (1970). A well-structured questionnaire was used as instrument of data collection for the study. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70 (See able 1). Data generated were analyzed using inferential statistical technique. Spearman's rank order correlation coefficient was utilized in testing the

stated hypotheses with the aid of Statistical Package for Social Sciences at a 95% percent confidence interval and a 0.05 level of significance.

Table 1: Cronbach's Alphas of Study Variable

S/N	Variables	No. of items	Alpha (α)
1	Work Life Balance	3	0.877
2	Task Performance	3	0.741
3	Contextual Performance	3	0.898

Source: SPSS Output, 2023.

DATA ANALYSIS AD RESULTS

Bivariate Level of Analysis (Test of Research Hypotheses)

Decision rule: The decision rule which applies for all bivariate test outcomes is stated as follows: where $P < 0.05$, reject hypothesis on the basis or evidence significant relationship; and where $P > 0.05$, accept hypothesis on the basis of insignificant relationship between the variables.

Scatter Plot of the Relationship between Study Variables

According to Neuman (2000) cited in Asawo (2009), Scatter graph is one of the techniques used in deciding whether a bivariate relationship does exist between interval scaled variables. In our bid to determine the existence and trend of this relationship, we plotted a scatter diagram as presented in Figure 2. work-life balance as a predictor variable is plotted on the X axis whereas employee performance as the criterion variable is on the Y axis.

Scatter Plot Diagram

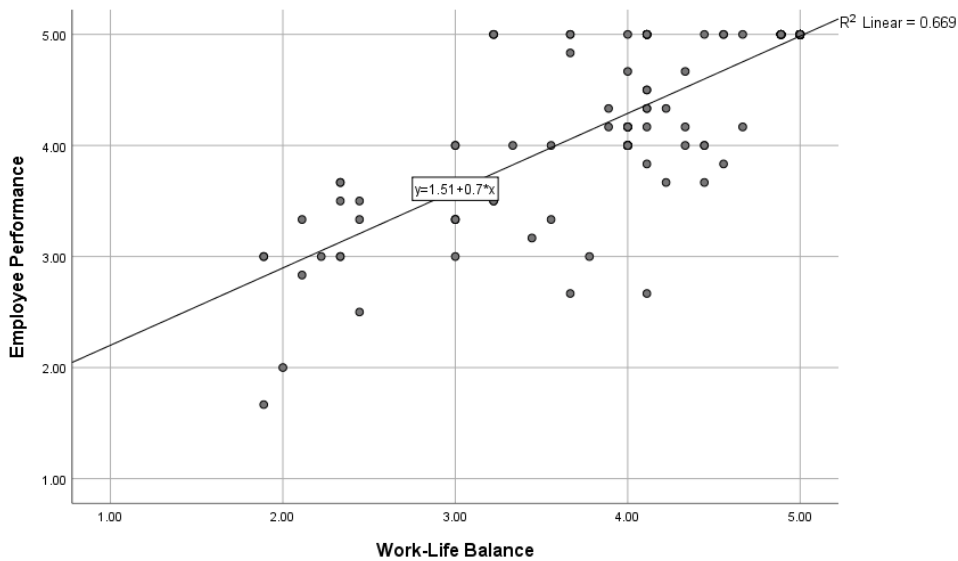


Figure 2: Scatter Diagram for the relationship between Work-life balance and Employee Performance.

The scatter diagram in figure 1 explains the summary of correlation work-life balance and employee performance. The evidence on the analysis shows that approximately 66.9% of the changes and manifestations of employee performance can be linked to actions that reflects work-life balance in in Fast-Moving Consumer Goods companies in Rivers State, Nigeria.

Relationship between work-life balance and the Measures of Employee Performance**Table 2: Correlations of work-life balance and Measures of Employee Performance**

			Work-Life Balance	Task Performance	Contextual Performance
Spearman's rho	Work-Life Balance	Correlation	1.000	.700**	.672**
		Coefficient			
		Sig. (2-tailed)	.	.000	.000
	Task Performance	N	144	144	144
		Correlation	.700**	1.000	.880**
		Coefficient			
		Sig. (2-tailed)	.000	.	.000
	Contextual Performance	N	144	144	144
		Correlation	.672**	.880**	1.000
		Coefficient			
		Sig. (2-tailed)	.000	.000	.
		N	144	144	144

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2023

Table 2 illustrates the result for the test on the relationship between work-life balance and Measures of Employee Performance.

H₀₁: There is no significant relationship between work-life balance and daily work hour's and task performance in Fast-Moving Consumer Goods companies in Rivers State, Nigeria.

Table 2 showed the relationship between work-life balance and task performance using Spearman's Rank-order Correlation Coefficients techniques. From the analysis the result showed the correlation coefficient of $\rho = 0.700$ which show the direction and strength of this relationship. The coefficient represents a strong positive correlation between work-life balance and task performance in Fast-Moving Consumer Goods companies in Rivers State, Nigeria. The tests of significance show that this relationship is significant at $p = 0.000 < 0.05$ which makes possible to the generalization of our findings to the study population. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld.

Thus, there is a significant relationship between work-life balance and task performance in fast-moving consumer goods companies in Rivers State, Nigeria.

H₀₂: There is no significant relationship between work-life balance and contextual performance in Fast-Moving Consumer Goods companies in Rivers State, Nigeria.

Table 2 showed the relationship between work-life balance and contextual performance using Spearman's Rank-order Correlation techniques. From the analysis the result showed the correlation coefficient of $\rho = 0.672$ which show the direction and strength of this relationship. The coefficient represents a strong positive correlation between work-life balance and contextual performance in the in Fast-Moving Consumer Goods companies in Rivers State, Nigeria. The test of significance shows that this relationship is significant at $p = 0.000 < 0.05$ which makes possible to the generalization of our findings to the study population. Therefore, based on observed findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work-life balance and contextual performance in Fast-Moving Consumer Goods companies in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

In view of the results generated from the study, it was established that work-life balance significantly correlates with employee performance. The association between the variables as shown in the scatter plot in figure 4.6, shows that 66.9% of the changes and manifestations of employee performance can be linked to actions that reflects work-life balance in in Fast-Moving Consumer Goods companies in Rivers State, Nigeria. Our findings validate the study of Azeem and Akhtar (2014) on the influence of work life balance and job satisfaction on organization commitment of health care employee. The finding of the empirical test shows that employee in the health care sector have a moderate level of perceived work life balance, job satisfaction and commitment. There is a positive relationship between work life balance, job satisfaction and organization commitment.

Similarly, this finding corroborate with the study of Ojo, Salau and Falola (2014) on work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector. The types of Work Life Balance initiatives available in the three sectors were explored and the barriers to implementation of the Work Life Balance initiatives were identified. The findings reveal that there is diversity in terms of how respondents perceive the concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including Anova. There is a wide gap between corporate Work Life Balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies in the studied sectors.

Also, Anttila, Oinas, and Tammelin, (2015) stated that the different interests and needs of employers and employees must be negotiated to ensure the necessary flexibility of firms and to protect employees against excessive workloads which deter their productivity. Workplaces that enables work-life-balance and reduces psychological stress increases the working hour satisfaction and productivity of employees, and this also have positive effects on the firms' performance in terms of lower absenteeism, less staff turnover and the firm's productivity.

CONCLUSION AND RECOMMENDATIONS

In light of the aforementioned, the purpose of this research was to examine the relationship between work-life balance and employee performance in Fast-Moving Consumer Goods companies in Rivers State, Nigeria. One of the most important advantages of accelerating work-life balance is the increased likelihood of increasing employee performance in terms of task and contextual performance in a way that is distinctive from the methods used by other firms. Based on the findings, it was affirmed that work-life balance is a critical and essential process and feature for employee performance. Its functions are core and imperative to organization's performance, growth and survival. This is as it is noted to drive the organizations goals

and builds its interactions with its employees. Therefore, work-life balance substantially enhances employee performance. Based on the findings of the study, the subsequent pointers were made:

- i. The managers in the Fast-Moving Consumer Goods companies in Rivers State, Nigeria under study should recognize and encourage work-life balance as their core parameters to increase employee commitment, because empirical result showed that there is a strong influence in the results from the test of hypotheses in the study.
- ii. The management in the Fast-Moving Consumer Goods companies in Rivers State, Nigeria under studied should make sure they develop policies and strategies on different work life practices such as job sharing, emotional and coworker support policies that will encourage the employees to be more productive on their job in the workplace.

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