

**EXAMINING THE EFFECTS OF WORK-LIFE BALANCE AND TASK
PERFORMANCE AMONG FEMALE HEALTH WORKERS IN SOKOTO STATE
NIGERIA**

**Bilyaminu Bello Sokoto, Abubakar Isah Baba, Yahaya Umar Namahe and Saidu Ibrahim
DanDange**

Umaru Ali Shinkafi Polytechnic, Sokoto
bbsokoto15@gmail.com

ABSTRACT

The paper examines the effects of Work-life Balance and Task Performance among Female Health Workers in Sokoto State, Nigeria. Using a simple random sample, 155 female workers were selected from Four Hospitals in Sokoto State. A Questionnaire was used to obtain data, and PLS-SEM v.3.0 was employed to analyze the data. Hypotheses were framed and tested statistically; the findings show a positive relationship between work-life balance and Task Performance. Similarly, This result has implications for administrators and policymakers to ensure that a favorable work condition is provided as well as provide their workers, particularly females, with the opportunity to be able to balance emotional, temporal and work demands and family responsibilities concurrently as this not only lead to worker's commitment it also minimizes work-related sickness and accidents as well as enhance their performance. This finding has also contributed to expanding Herzberg's two-factor theory, which primarily emphasizes the elements or factors that satisfy or dissatisfy workers.

Keywords: Task performance, Work-life Balance, Working Condition

INTRODUCTION

Work-life balance (WLB) is a significant concern to employees and employers in private and public sector organizations. It goes beyond putting the professional role and the personal life of the individual worker first. WLB impacts an individual's social, economic, psychological, and mental well-being. All of this is mirrored in the individual's production, which impacts their long-term performance at work. Work-life balance affects employee attitudes, habits, well-being, and corporate productivity. To meet their aims, health organization authorities may give excessive workloads to their personnel due to recent developments in the health sector. Workers strive their hardest to stay with the company by putting in longer hours at work, even if it means sacrificing their personal lives. These factors may impact children's upbringing, resulting in broken and unhappy homes and a terrible social life (Obiageli, Uzochukwu & Ngozi, 2015).

The multi-faceted demand between work and home obligations has become more relevant for women working in the health sector in recent years. This was due to demographic and workplace changes, including family patterns, an increasing aversion to the "large amount of hours" accepting culture, an increased number of women in the workforce, and technological innovation. As a result, employees may find it difficult to prioritize their professional and personal



lives. In addition, Healthcare organizations, such as hospitals, have a poor organizational culture, such as employees buying work leave, inconvenient periods of leave for workers, and employers' incapacity to adhere to leave policies in their employment agreements. All of this can lead to overburdening workloads, which can cause a variety of problems for employees. These issues may affect a worker's psychological and emotional well-being. In addition, these behaviors may lead to a decrease in task performance, such as poor service delivery and health-related issues. (Obiageli, Uzochukwu & Ngozi, 2015).

Another critical issue that may impede employee performance is when healthcare management does not adhere to work-life balance incentives, such as leave entitlement, flexi-time, and family and welfare policies. These factors may cause some employees to work around the clock, paying little attention to themselves or their families, resulting in a shattered family and bad parental upbringing. In addition, female health workers may be demoralized by personal concerns outside of work, which may prevent them from being zealous in their service delivery to patients. Finally, customers may threaten to stop patronizing hospitals due to all of this.

Based on the above background, this study is designed to investigate the effects of work-life balance on the task performance of female workers and how the workers will cope with the adverse working conditions and harmonize their work and family with particular reference to Sokoto State, Nigeria.

STATEMENT PROBLEM/ JUSTIFICATION

Work-life balance research in Nigeria is not new, and it has long been a severe difficulty for public and private sector businesses to assist their employees in achieving it. Several studies worldwide have focused on women's multiple roles as primary caregivers and nurturers rather than considering other demands. As a result, even though we've adopted the new term "work-life balance," we're still more concerned with "work-family balance." With this goal in mind, most businesses give their employees a restricted set of benefits. While this set of arrangements may be available to all employees in some situations, it is typically reserved for individuals who have cared duties, such as childcare or eldercare. There is scant evidence that Nigerian companies are delivering comprehensive WLB programs or initiatives that may be regarded as aimed at a new group of employees.

In addition to the preceding, there is little concern about the policies' application on WLB. However, many employees fail to use the policies because of a lack of awareness, perceived supportive culture, or managerial support. Organizations will be able to take better actions if they understand the impact of these components on perception formation and how to improve usage. There have also been several studies that have attempted to establish a link between work-life balance policies and job performance, job dedication, and employee engagement. As a result, it's important to stress that all of these parameters take 'on-the-job performance' into account. Some studies even claim that the most dedicated employees aren't always the top performers, so how do the WLB program help organizations perform better? This is where organizational citizenship behavior, which considers extra-role performance, comes into play.

WLB research in Nigeria, in particular, remains in its infancy (Ituma et al. (, 2011). Ituma and Simpson (2007) say a research gap regarding WLB and career studies. As a result, the current study's primary goal is to respond to broader suggestions in the WLB literature (Chandra, 2012) to comprehend better and expand knowledge about WLB to gain a more nuanced understanding of the country-specific feature of the phenomena. This study adds to the body of knowledge by using a resource-based approach to investigate institutional determinants influencing WLB in Nigeria.

Therefore, the present study intends to fill this gap in the literature by examining the effect level of Work-life Balance on the Task Performance of Female Health workers in Nigeria. The study also aimed to add strength to the limited empirical research conducted in Work-life Balance and Performance. Nigeria is selected as it has witnessed tremendous crises due to inadequate Number of Female Health workers, logistical support, health facilities, health and treatment management, administrative initiatives and social dilemmas.

The main objective of this research is to investigate the effects of Work-Life Balance on the Task Performance of Female Health Workers in Nigeria. Others include. To examine how the workers will cope with the adverse working conditions and harmonize their work and family with particular reference to Sokoto State, Nigeria.

LITERATURE REVIEW

Various definitions have been provided for the concept of WLB. Some of which are analyzed as follows; Clark (2000) defines work-family balance as “satisfaction and good functioning at work and home, with a minimum of role conflict.” Osterman (1995) has expanded the scope further by defining work-life balance programs as “institutionalized structural and procedural arrangements, as well as formal and informal practices that make it easier for individuals to manage work and family lives, in the conflicting worlds.”

According to Clarke, Koch, and Hill (2004), work-life balance is defined as a balance between the amount of time and effort someone gives to work and personal activities to retain a sense of overall harmony in life. To comprehend work-life balance, we must be aware of the various demands placed on us and our resources, our time and energy that we might use to solve them. According to research, people who influence their working environment are less likely to suffer from stress-related illness, which has substantial implications for the concept of work-life balance. Organizations can implement various work-life balance initiatives to help employees manage work and family obligations, increase employee well-being, and provide organizational advantages. There are many family-friendly policies available, including but not limited to the following: Flexible Working hours, job sharing, part-time work, compressed workweeks, parental leave, telecommuting, and on-site child care are all options (Hartel, 2007).

Work-life balance methods have a long history, dating back to workers' work-life conflicts. Work-Life Conflict is an inter-role conflict that occurs when one's job as a worker is incompatible with other aspects of one's life, such as being a parent, spouse, or participating in other religious

or recreational activities. Work-Life Conflict is a notion that recognizes that most people have several jobs. Work-life balance methods help reduce Work-Life Conflict while also addressing the antecedents (Lero & Bardoel, 2007). Heavy job demands and job overloads are antecedents of work-life problems.

Flexible working arrangements (home working, compressed hours); leave arrangements (annual leave, Parental leave); dependent care assistance (Child care arrangements and Crèche); and general services (Employment assistant programs), according to a review of the work-life literature (De Cieri, Holmes, Abbott & Pettit, 2005; De Cieri and Bardoel, 2009). Work-family policies, family-friendly, or family-responsive policies are terms used in the literature to describe practices that help people better manage their work and non-working time. Other life activities that must be matched with a job include study, travel, sport, volunteer work, personal development, leisure, and eldercare (Hudson Resourcing, 2005). In its broadest meaning, work-life balance is described as a suitable level of involvement or 'fit' between a person's various roles.

Task Performance

This refers to the capability with which an individual performs the basic essential or practical tasks necessary to their job (Koopmans, Bernards, Hildebrandt, Schaufeli., De Vet & Van der Beek, 2014). It is also defined as how well a worker performs the duties assigned to him by the organization (Borman & Motowidlo, 1997). More so, task performance is the competence with which officeholders perform activities that can lead to the technical core of an organization (Borman & Motowidlo, 1997). Motowidlo and Van Scotter (1994) classified task performance into two (1) converting raw materials into ready-made goods (2) and the actions that maintain and service the supply of raw materials by way of providing essential functions that can aid the organization to function successfully and excellently through planning, supervising, directing, coordinating and staffing. Task performance is also seen as the general performance of individual workers that is directly linked to the technical core of the organization through the implementation of the organization's technical procedure or service and maintenance of its desires.

Empirical studies on Work-Life Balance and Performance

Several studies have been carried out related to work-life balance and performance. Some of these will be analyzed as follows; Study by Sturges (2008) found that career attitudes and behaviors may be critical to achieving work-life balance. It also confirms that work-life balance matters to younger workforce members, regardless of their family responsibilities. The study recommends that Work-Life Balance is a much broader concept and should not be seen to mean a balance between work and family but between work and the rest of life. Ortiz, Rosario, Marquez and Gruñeiro (2015) suggest that organizational commitment gets established when the employee and the organization develop a greater interest in maintaining their work relationship. While a satisfied workforce is essential for the success of organizations and their businesses, dissatisfied employees make organizations dysfunctional, damaging their financial performance (Saifee & Suchak, 2015). Work-life balance and job satisfaction are more likely to drive employees to remain with their

current employers than benefits and salary, according to a recent poll by the Washington-based American Psychological Association (Mukururi & Ngari, 2014).

Meanwhile, Vishwa et al. (2015) investigated the Empirical analysis of work-life balance policies and their impact on employees' job satisfaction and performance. The research aimed to analyze the relationship between work-life balance policies and employee job satisfaction. The questionnaire was filled by 240 respondents who were used for the survey. The Statistical Package for Social Sciences (SPSS) analyzed the quantitative data using correlation. The findings emphasized that each of the work-life balance policies on its own is a predictor of job satisfaction.

In a related development, Azeem and Akhtar (2014) surveyed the effects of work-life balance and job satisfaction on the organization's commitment to health care employees. This was aimed at exploring the influence of work-life balance and job satisfaction has on organization commitment among healthcare employees. The questionnaire was distributed to 275 respondents in the healthcare sector. The Statistical Package for Social Sciences (SPSS) analyzed the quantitative data, including correlation and reliabilities. The empirical test finding shows that employees in the health care sector have a moderate level of perceived work-life balance, job satisfaction, and commitment. Furthermore, there is a positive relationship between work-life balance, job satisfaction and organizational commitment.

Ojo, Salau and Falola (2014) contribute to the discourse by investigating the concept of work-life balance policies and practices in the Nigerian economy sectors: the Banking, Educational, and Power sectors. The types of Work-Life Balance initiatives available in the three sectors were explored, and the barriers to implementing the Work-Life Balance initiatives were identified. A quantitative method was used to investigate the work-life balance practices in three Nigerian economy sectors. This was achieved using an in-depth case study analysis of these sectors. The data set comprised 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 both managers and employees with five hundred and thirty-one copies of the questionnaire retrieved.

In comparison, five hundred and seven copies were retrieved from the Power Sector. The findings reveal diversity in terms of how respondents perceive the concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) analyzed 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) focuses his investigation on the effect of work-life balance on productivity. The study aimed to explore the connection between work-life balance and organization productivity and whether work-life balance practice possibly decreases employee turnover and absenteeism. Using 200 respondents from the banking industry and a structured questionnaire collected data. Chi-square was employed to analyze the data. The finding of the result was that there is a significant positive relationship between work-life balance practice and employee turnover. However, it also found out that management support was not satisfactory.

Based on the above discussion, the present study hypothesises

H1 There is a positive relationship between work-life balance and task performance of female health workers in Nigeria.

RESEARCH FRAMEWORK

The research framework will be framed to examine the effects of Work-Life Balance and Task Performance.

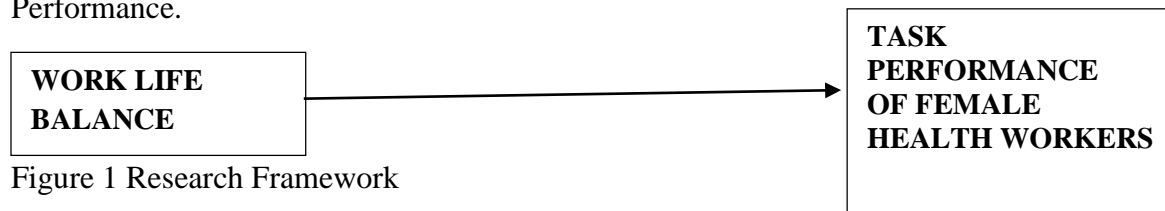


Figure 1 Research Framework

METHODOLOGY

The paper tries to test the influence of work conditions on the relationship between affective commitment and normative commitment on employee performance in the Public sector. The study used a cross-sectional design in which the data was collected simultaneously through a self-administered questionnaire. The questionnaire was made up of the demographic background of respondents, questions relating to Affective commitment and employee performance, Normative commitment and employee performance, and working conditions and employee performance. Based on Krejcie and Morgan's (1970) and simple random sample, 155 employees were selected from Four Hospitals (UDUTH, Specialist Hospital, Maryam Abacha Female Hospital and WCWC) in Sokoto. Therefore a total of one hundred and fifty-five copies of questionnaires were distributed out. One hundred and eleven were returned, and Nine (9) questionnaires were rejected during the data screening exercise. The remaining one hundred and one, representing sixty-five percent, were used for further analysis. Structural equation modeling (SEM) version 3.3.5 was applied to analyze the data collected. However, before the main study, the pilot test was conducted with a small sample that shared similar characteristics with those in the main study. This is intending to see the possible outcomes of the main study. It is also aimed at establishing the validity and reliability of the measurement scale that will be adopted. Similarly, a pre-test will aid the researcher in addressing any likely problem that may arise and take preventive measures before the actual study.

Measurement scale

Measurement refers to an instrument with a prearranged number of closed-ended answers that can be employed to obtain a response to a question (Hair, Tomas, Christian & Ringle, 2014). Scholars used various measurement scales to measure Work-life balance and Task Performance. This paper, therefore, used different measurement scales to measure each of the three constructs. Precisely, Work-life balance was measured by a scale developed by Samson & Waiganjo, 2015 and Task Performance was measured by a scale adapted from Tsui, Pearce and Tripoli (1997). Based on the

recommendations of Govindarajan (1988), all the scales were measured on a five-point Likert scale form. 1=strongly disagree, 2=disagree, 3 = undecided, 4=agree and 5 =strongly agreed.

RESULTS

As mentioned earlier, the paper employed the Structural Equation Modeling SEM 3.3.5 to analyze the data. This method is based on two types of measurements. The first is the measurement model, which comprises individual item reliability, internal consistency reliability, and convergent validity and discriminant validity assessments. The second is the structural model, which has to do with the testing of hypotheses, significance of the path coefficients and the R-squared values

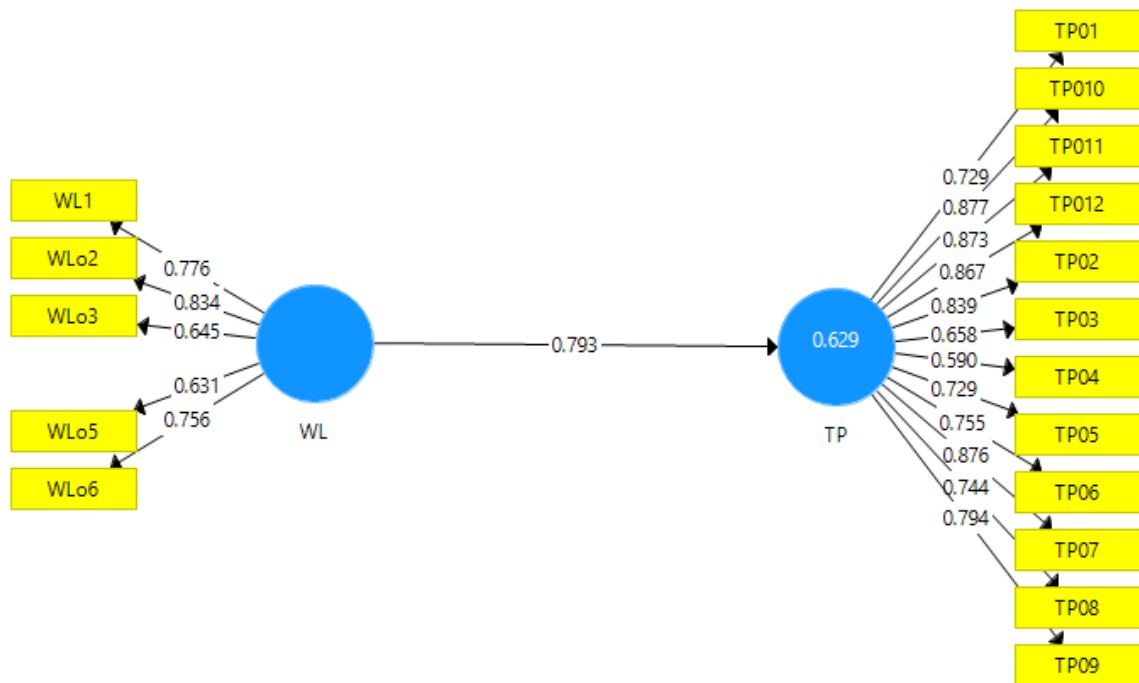


Figure 2 Measurement Model

Table 1

Showing the AVE, CR and R²

Construct	AVE	CR	R ²
Task Performance	0.54	0.85	0.79
Work life balance	0.61	0.78	

Table 2 presented the Average Variance Extracted (AVE), Composite reliability (CR) of all the variables in this study. It indicated that the whole constructs had satisfied the minimum requirement of AVE and CR. Specifically, the rule of thumb says AVE values should be between

0.50 and above (Chin, 1988). CR benchmark is from 0.70 and above as suggested by (Hair, Sarstedt, Hopkins & Kuppelwieser, 2014). Thus, from the result presented, all the constructs have AVE values of 0.54 and 0.61.

Similarly, the CR scores of the variables are 0.78 and 0.89, correspondingly. The significance of the path coefficient (R^2) was also presented in the Table. It shows that the variables explained 79 percent of variance for a direct relationship.

Discriminant Validity

There are many methods of detecting differences among the variables of the same model. One of such is discriminant validity. Usually, there are two ways of probing discriminant validity. The first one is through Fornell and Larcker criterion, which is achieved by comparing the squared correlations among the variables and the AVE for the separate constructs (Fornell & Larcker, 1981). The discriminant validity test results through Cross loading show that squared correlations of all the variables in this study were below the AVE by the indicators measuring the constructs. This means that this model achieves both discriminant and convergent validity. The second way to test discriminant validity is by cross-loading construct indicators (Hair et al., 2014). This can be achieved when the entire indicators loadings were more significant than their corresponding loadings (cross-loadings) on other variables, as argued by (Chin 1988). The result obtained from the discriminant validity test through cross-loadings shows that this model has reached discriminant validity through cross-loadings.

Structural Model

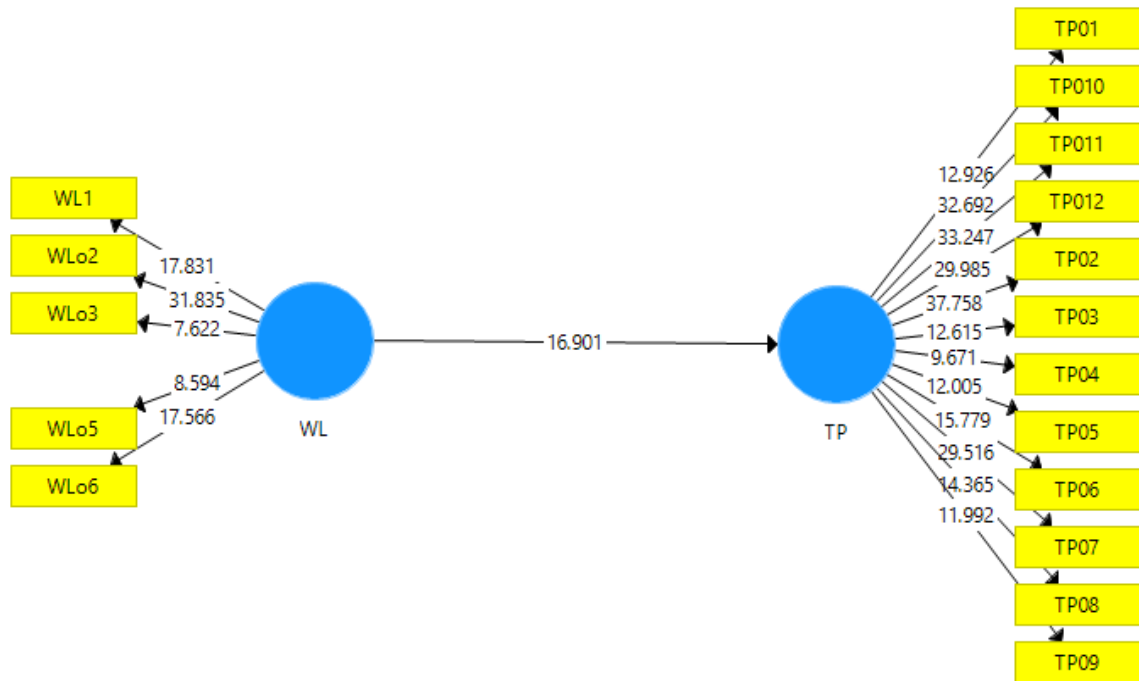


Figure 2 Structural Model

Table 2 Summary of Findings and Hypothesis Testing

Hypotheses	Construct	Beta	Standard Error	T Statistics	P-value	Decision
H1	WL-> TP	0.79	0.81	16.08	0.00	Supported

Note: ***Significant at 0.01 (1-tailed)

Table 2 presents the result of hypotheses testing. As proposed earlier in this paper, H1 stated a positive relationship between Work-life balance and Task Performance. As can be seen from the empirical result, H1 was supported ($\beta = 0.81$, $t = 16.08$, $p < 0.00$).

DISCUSSION

This study was designed to investigate the relationship between work-life balance and Task Performance among Female Health Workers in Sokoto State, Nigeria. As can be viewed from the statistical result presented in Table 2, The direct relationship hypotheses were supported. Specifically, Work-life Balance is positively related to Task Performance. This is in line with the past studies of (Samson & Waiganjo, 2015; Smith, 2010; Massoudi & Hamdi, 2017; Riyanto, Sitrisno & Ali, 2017; Abdul & Awan, 2015). This signifies that employees always want to balance

their jobs with other work-life pursuits regardless of having other responsibilities. Therefore, there should exist some balance between work time and personal life; there should be leisure time. Work-life balance is the idea that encourages the determinations of workers to divide their energy and time among work and the extra personal life events. In other words, work-life balance is a struggle to create time for personal engagement, personal development, family, friends, and religiousness.

CONCLUSION AND MANAGERIAL IMPLICATIONS

The paper examines the relationship between work-life balance and Task performance of Female Health workers in Sokoto State, Nigeria. Hypotheses were framed and tested statistically this is with the view to establishing the independent variables' influence. The study successfully explained the goodness of measures employed to assess and establish the reliability and validity of the data collected. Through the aid of the Partial most diminutive Square instrument (PLS) v.3.3.5, it was discovered that the direct relationship hypotheses framed by this paper were supported. This result has implications for administrators and policymakers to ensure that a favorable work condition is provided for workers and provide their workers, particularly females, with the opportunity to balance emotional, temporal and work demands and family responsibilities concurrently. This is because workers' inability to balance work and other life pursuits can negatively affect both individual workers and the organization.

LIMITATIONS AND SUGGESTIONS FOR FURTHER STUDIES

The paper examines the influence of work-life balance on task performance of female Health workers in Nigeria. However, the paper's findings are limited to female health workers only. Thus, future studies can be conducted on other categories of workers. In addition, comparative studies can also be carried out between male and female workers. Likewise, the mediating role of potential organizational variables such as job satisfaction, organizational politics and organizational socialization can also be tested to see how they can impact task performance. Finally, future research can also employ mixed methods to examine this model.

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