

**WORK LIFE BALANCE AND ITS EFFECT ON
EMPLOYEES PERFORMANCE**

A STUDY OF MTN NIG. LTD, IKOYI LAGOS STATE

BY

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Certification

This is to certify that this research project titled; **WORK LIFE BALANCE AND ITS EFFECT ON EMPLOYEES PERFORMANCE IN MTN NIG. LTD IKOYI LAGOS STATE** was carried out by **CHUKWUAZOR EMMANUEL CHUKWUEBUKA** with matriculation number 15020202009 in partial fulfilment of the requirements for the award of **BACHELOR OF SCIENCE DEGREE IN INDUSTRIAL RELATION AND PERSONNEL MANAGEMENT** in the department of Business Administration, College of Humanities, Management and Social Sciences, Mountain Top University, Ogun State, Nigeria.

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Dedication

The maker of heaven and earth, the Almighty Father, is devoted to this mission.

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Abstract

The research examined work life equilibrium and employee productivity in MTN Nig. The Lagos State Ltd Ikoyi. The problem found in this study is the bad working organizational culture at the MTN Nig, which does not encourage various types of work life balance operations. The fundamental aim of this research is to establish the degree to which long working hours are affected by service delivery, which is also in line with the research question and hypothesis. The research adopts a descriptive survey research format, the population of the study is 125, and the sample size is 95 using the Taro Yamane formula. 95 copies of a formal questionnaire were distributed, completed and completely returned. Correlation and regression analysis of Pearson product moment is used to evaluate the The presumption. The reliability of the instrument has been tested using Cronbach alpha. It was found that there is a major positive relationship between leave policy and service. Shipment. The results showed that employees' ability to provide services efficiently and effectively is motivated A big factor in rising employee productivity is the leave policy and the practice of work-life balance. The researcher recommends the managers of MTN Nig. Ltd, ltd. The creation of distinct incentives for work life balance to increase employee productivity should be prioritized by Ikoyi Lagos State

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Human Resource Management is regarded as one of the most significant management functional elements and one of the main sources of sustainable competitive advantage over the rivals of the company (Oke&Leke, 2016). Therefore, every firm, organization, and the company is really keen on utilizing the human resources in an incredibly effective as well as efficient manner of accomplishing intended objectives and goals (Deery, Margaret, & Leo, 2015). However, while human resources are of immense and extensive importance, it is really significant that they should be well managed, motivated, and encouraged to generate fruitful results and to obtain meaningful results (Odusami, Iyagba, &Omirin, 2012).

Today, it is crucial to realize that managing human resources is really difficult as well as challenging. Companies, firms, and organizations are considered to operate quickly after profits and achieve competitive advantage (Cullen, Fan & Liu, 2014).This does mean increase work pressures and burdens on the employees which does results in them being demotivated, stressed and unable to effectively manage the Work-to-life harmony. The sense of the balance between work and life, in any case, should not be overlooked as it threatens to affect the reputation, efficiency of the mission and happiness of the employee (Leunissen&Joost, 2016). The new approach to HRM strategies and policies that are intended to facilitate the development of a substantial balance between the private life and work of the employees is the main principle of the between job and life balance. As a result, work-life balance is established as the requirement This actually encompasses all employee groups, irrespective of age, job status, and gender (Rife, Alison, Rosalie, & Hall, 2015).

Nowadays among academics and practitioners, the topic of concern was the line between work and life. Several reasons that have sparked this interest have been identified, including shifts in the demographic composition of the labor market and the amount and speed of work, and increases in working hours (Helmle, 2014), a person may live happy, healthy and productive when Work-life balance has now become a key concern for those who want to have a decent quality of life. Work-life balance (Breitenecker& Shah, 2018). Work-life balance is a relatively new Human Resource Management practice that seeks to strike a balance between work, life, and family spheres of an employee. More often employees are

faced with two aspects associated with work-life balance –the first is lack of or limited time and scheduling conflicts and the other is feeling overwhelmed, overloaded, or overwhelmed by multiple-role stresses. More often than not demanding workloads and a need to develop and improve skills and at the same time Proponents of Work-Life Balance argue that when executed well it can enhance both organizational and employee productivity, work-life management strategies such as flexible work structures, employee health and wellness, career growth and leave structures have been heavily invested in these implementation organizations (Mcmahon&Pocock, 2011). The definition of work-life balance has been established by others and for the majority, work requires the scene of official duties to be performed by individuals while doing a particular job. Therefore, life requires a number of non-work-related activities, such as domestic duties and child care. In this sense, peace is achieved when work and life are in harmony (Semlali&Hassi,2016). Since the last decades, the idea of Work-life Balance has been seen as important for both organizations and individuals, and indeed it has It has been shown to positively contribute to improving employee efficiency, which has a beneficial effect on organizational performance in turn (Guthrie, 2012). A effective approach to work-life balance embraced by the business encourages employees to socialize with the community while ensuring that expense and turnover are handled and efficiency is increased (Helmle, 2014).

When it comes to the connection between the satisfaction of workers and productivity in the workplace, it has yet to be proven. Currently, the general consensus is that a happy worker should be a productive worker (Joo& Lee, 2017; Abualoush, 2017). A major challenge to human resource management is retaining safe staff and being able to work efficiently for long hours.

Employee well-being, both physical and emotional, is very critical and as emphasized in research, employee well-being affects the organization's performance. For example, it has been documented that workers who feel good and cope with less stress at work and at home are more likely to experience satisfaction with their job, and this can also have a big effect on their well-being and organization. (2013 Koubova and Buchko), Although variables such as job commitment, work satisfaction and subjective well-being indicate judicious relationships with each other while also demonstrating a tendency for scholars and practitioners to display continuity over time, employee engagement is their key concern. It is due to the fact that workers appear to be more inspired and demonstrate a greater degree of participation in their jobs and organizations (Shafferet. 2016). Such jobs are also more active and are more willing

to give more than they are required to contribute to their organization's survival and success (Shafferet, 2016, Obeidat, 2018).

The mechanisms by which the provision of work-life activities influences both the conduct of employees and the efficiency of employees, however, remain uncertain and under-researched (Ahmed, 2015). It is on this assumption that the research will be performed to find out how MTN Nig Ltd. workers are being affected when it comes to the issue or concept of work-life balance.

1.2 Statement of Problem

In order to preserve the competitive advantage of the company, the ultimate goal of human resource activities in companies is to improve employee efficiency and performance (Ning, 2012). If any workers are not satisfied with their employment, management, working conditions, or work culture, they would not provide their customers with quality services, according to Jamal and Muhammad (2012), and the ultimate effect will be on the company's profitability.

Work-life balance has become an important problem for both workers and organizations (Madipelli, Veluri-Sarma, &Chinnappaiah, 2013). The market environment can be demanding, with set deadlines and tight schedules (Kumar & Chakraborty, 2013).

For both workers and organisations, An significant topic has been the balance between work and life (Madipelli, Veluri-Sarma, &Chinnappaiah, 2013). The business climate, with deadlines and tight schedules, can be demanding (Kumar & Chakraborty, 2013). Demographic shifts, rivalry, globalization and technological change are influencing the creation of work-life structures (Caillier, 2012; Haar& Roche, 2010). In addition, because of high turnover rates, low morale and low profitability, the productivity of many businesses has declined (AbuKhalifeh&Som, 2013). Many workers are irritated by a lack of work flexibility, high work pressure and longer working hours, reducing their job performance and effectiveness, as well as causing broken homes. The population is increasingly concerned that the quality of life at home and in the community is deteriorating. These have also led to low employee input and productivity in his or her workplace, as an employee who finds it difficult to handle his or her personal life properly also tends to have trouble managing tasks at his or her workplace, contributing to low employee performance and employee morale.

There is little space for quality family time in job demands and expectations reflected in both longer hours, increased fatigue, and increased night and weekend jobs. Increased youth violence, increased substance addiction, reduced drug abuse, decreased family time are the consequences. Health support and involvement in the group and less ability to take responsibility for the treatment of older relatives and the associated unhealthy work-life tension. On this basis, the relationship between work-life balance and its effect on employee efficiency or future outcomes will be discussed in this report. There is also a significant data gap that this study needs to fill in. The research aims to find out the impact of work-life equilibrium from the above context. MTN Nig Ltd. on employee efficiency.

1.3 Objectives of The Study

The aim of this study is to assess the work-life balance and productivity of employees and to identify which work-life balance variables in MTN Nig have a greater impact on employee productivity. LTD State of Lagos. Specifically, the following specific tasks have to be accomplished.

- i. Examine the effect of job stress on employees' health in MTN Nig. Ltd Ikoyi Lagos state.
- ii. Evaluate the effect of role overload on employees' job satisfaction in MTN Nig. Ltd IkoyiLagos state
- iii. Evaluate the influence of long working hours on employees' morale in MTN Nig. Ltd Ikoyi Lagos state
- iv. Evaluate the effect of work-family conflict on Job commitment in MTN Nig. Ltd Ikoyi Lagos state

1.4 Research Questions

- i. What is the influence of stress on the workforce? health in MTN Nig. Ltd IkoyiLagos state?
- ii. How does role overload affect employees' job satisfaction in MTN Nig. Ltd Ikoyi Lagos state?
- iii. How does long working hours influence employees' morale in MTN Nig. Ltd IkoyiLagos state?

iv. How does work-family conflict affect job commitment in MTN Nig. Ltd IkoyiLagos state?

1.5 Hypothesis of The Study

Accordingly, the following are the hypothesis to be tested for this study:

- i. H01: Job stress has no effect on employees' health in MTN Nig. Ltd IkoyiLagos state.
- ii. H02: Role overload does not affect employees' job satisfaction in MTN Nig. Ltd Ikoyi Lagos state.
- iii. H03: Long working hours do not influence employees' morale in MTN Nig. Ltd IkoyiLagos state.
- iv. H04: Work-family conflict does not affect job commitment in MTN Nig. LtdIkoyi Lagos state.

1.6 Operationalization of Variables

Essentially, there are factors that will be used to validate the correlation balance between work and life and employee productivity.X = Work Life Balance.

Y = Productivity employee.

X = x1, x2, x3, x4,

Y = y1, y2, y3, y4,

X1 = Job Stress

X2 = Role overload

X3 = Long Hours of Work

X4 = Work family Conflict

y1 = employee health

y2 = Job satisfaction

y3 = employee morale

y4 = Job commitment

Functionally Operational, $Y = a + bx + \mu$

From the above operationalization it means the (X) variables on the (Y) variable will be used as determinants.

1.7 Scope of The Analysis

The focus of the analysis will be limited to efficiency within MTN Ltd Nig. The maximum population of workers is 120. The research will rely on the company as the sampling system for vital information, including data via the full enumeration method for the study. This will be done in Lagos State. Determining the The effects of work-life balance and the productivity of employees on employees is the scope of the research expertise needed.

1.8 Significance of The Study

This study aims to demonstrate the numerous work-life harmony practices in MTN Nig. Ltd in Lagos State. For Nigeria's telecommunication industry, the study will be of great significance. This research will also help educate the management of different organisations regarding the different effects of work-life balance activities on the performance of an organization's employees. The research would also specifically demonstrate the work-life balance activities that the telecommunications company was willing to make accessible to its employees. It will also illustrate certain behaviors that do not adhere to them. Among other items, it also aims to highlight the degree of support and encouragement that MTN has given its employees to function efficiently. Therefore, the purpose of this research is to understand the different work-life balance behaviors of employees and how it affects an organization's effectiveness. This study will go a long way to illustrate how businesses can treat their staff in order to maximize profitability.

1.9 Limitation to the Study

This research is limited to a report by MTN Nig on the effects of work-life balance and employee productivity. Ikoyi Lagos Ltd notes that the results of this study can not be generalized, so it can not be extended to other industries, such as SMEs.

1.10 Operational Definition of Terms

Employee

An individual who works under an employment contract on a part-time or full-time basis, whether oral or written, whether express or implied, and has recognized rights and duties. Worker, sometimes named.

Work-life

Work-life is the corporate practice of developing a versatile, welcoming atmosphere in which workers work and optimize organizational efficiency.

Productivity

A measure of the effectiveness of turning inputs into useful outputs for an individual, computer, plant, program, etc. Productivity is calculated by dividing the total cost (capital, energy, materials, personnel) incurred or the resources consumed during that time by the average output per cycle. A critical determinant of cost efficiency is productivity.

Work pressure

It is seen as the demands and intricacies that are apparent or that occur in the job of involving an person in the organization.

Role Overload

This occurs when there is a competing demand between the job and family roles of a person, which makes it difficult to engage in both roles.

Work-family conflict

This occurs when an individual's job and family roles are incompatible with demand, which makes it difficult to participate in both roles.

Employee Morale

Description of the emotions, mood, happiness and general outlook of the employee across the span of time in a working environment.

Job Commitment

This is an individual attachment in psychology to an entity to fulfill the task as though it were due.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter provides a summary of previous research work that examined the effect of the WLB on employee efficiency. A review of empirical studies, the theoretical context, and a description of the research gap and literature review are the main areas discussed in this part.

2.1 Conceptual Review

2.1.1 Work-Life Balance

Only in the mid-60s did the topic of work-life harmony become the subject of scholarly interest. Kahn et al. (1964), for example, concluded that work-family conflicts are an essential source of stress for staff. Relevantly, when referring to the successful growth of both realms, the notion of a compromise between family and professional life (work-family balance) has recently been used. In order to fine-tune the organizational structures to the needs of the employees or to respond to government regulations on gender equality, inclusion, and family security, many businesses are currently dedicating their resources to work-life initiatives. (Susana and Ramón 2013). As a number of scholars have emphasized, it is likely to have employees at present who need the organization's work-life balance initiatives. The growing commonality of dual-career couples, families or dependents has been closely linked to this demand. Accountability or the ability to spend more time with friends or enjoy entertainment (Lavoie, 2004).

In work-life research the focus was on the power of organizational tools and policies to assist workers in the contradictions between their work and their lives. The current literature therefore attempted to understand the role organizations play in helping to minimize the tension faced by employees. Based on job requirements and the role they are required to play at home (Emslie & Hunt, 2009; Hon and Chan, 2013). As the findings show, employees with access to benefits such as flexible hours, Childcare, parental leave and administrative support tend to be more likely to have less overlapping working lives, greater job satisfaction, less stress and less desire to resign. (Helmleet, 2014). Gender has also been explored in work-life research, especially in terms of gender roles and expectations. Here, as evidenced by the results, in a certain situation, gender expectations in a situation affect the degree to which people experience incompatibility between roles in work and life, and this can lead to increased levels of stress perceived and conflicting perceptions between positions in work and life (Helmleet, 2014; Lawson., 2013). Work-life

equilibrium and/or conflict-interest management of the work-family has been reported to be one of the main concerns to be tackled by the organization as a way to retain human resources (Au and Ahmed, 2014). Work-life balance involves a balance between two entirely distinct roles performed by a person, namely work roles and family roles, and both bring fulfillment to the holder of the roles (Shaffer, 2016).

Work-life benefits can increase the quality of life of both workers and organizational productivity. Therefore there appear to be several work-life delineations, Balance, but all seem to agree that work involves a set of structured activities performed by the individual while occupying a given job. Life consists of a group of activities related to non-work, such as household chores, elderly care, and child care (Anwar, 2013), which stated that when the domain of work and life is in harmony, balance is achieved. Work-life balance is about the capacity of an individual to handle work and household accountability effectively irrespective of age or gender. In this context, employment is a term that can be called a paid job and an employer can also carry out free work.

"The idea of "life", on the other hand, is not work-related and can be separated into free time and family time (Lawson et al., 2013). The work-life balance concept therefore determines the amount of time an employee has at his disposal to handle family and job requirements. The work-life balance follows the work-family time-sharing ratio for an employee. If there is a difference between work and family, there will be tension and negative attitudes to work, whether too much in relation to work or too much in relation to family matters, and this can lead to burnout (Lawson, 2013). Work-life balance is defined in the work of Grzywacz and Carlson (2007) as the accomplishment of role-related expectations exchanged and shared in the work and family arena. Work-life balance, meanwhile, has been discussed by Greenhaus and Allen (2010) As the degree to which an individual's productivity and fulfillment in terms of his or her job and family roles are at some point in time associated with his or her life goals. Two related primary principles, namely day-to-day achievement and satisfaction, underpin Effective Work-Life Balance. Success is the effective completion of something, particularly after a series of careful attempts or what is desired has been given. It does not denote joy as far as the definition of pleasure is concerned. Instead it means satisfaction, appreciation, enjoyment, pleasures in life and a sense of well-being. In life, attainment and enjoyment in terms of worth are closely related. In other words, a person has to have both. This is why those considered good don't feel happy or not as happy as they should be (Hon and Chan, 2013).

2.1.2 Happiness at Work

Human Resource Management (HRM) and productivity are related in a one-sided way, and the human side of HR is not taken into account in the relationship between these two. The human factor is supplied by the primary HRM instrument. Somehow, the impact of HR programs on the quality of working lives as well as employee well-being has not been explored in many studies in this field. Being mindful of how different working conditions impact human resources has become a real challenge.

In general happiness is about how people view their lives and thoroughly assess them. Given that most people spend a large amount of time on work, it is highly important to have an awareness of the role played by workers and the workplace. That's because awareness like this can help create happiness for people and cultures around the world. As recent research has shown, job and jobs drive satisfaction, which can in effect help shape the outcomes, productivity, and success of the labor market in the country. In academic studies, the value of quality of life within the workplace has been dubbed as a major component. Happiness is a fundamental condition in this study that almost everybody can achieve. Among The prominent studies of the past are those that investigate how satisfaction is accomplished by better control of the working environment in day-to-day work (Salas-Vallina, 2017).

Happiness at work is more than a sense of happiness, a fun affective experience, good feelings and satisfaction because it also requires a productive working life. In addition, whether he or she constantly experiences positive emotions, an individual is known as a happy person. A individual with positive emotions implies that he or she has a stable life with no easily observable risks (Saenghiran, 2014).

A variety of values, including the ideals of participation and well-being, are now considered to be forms of happiness. As seen in current literature, there has been a growing interest among scholars in the subject of happiness at work (Salas-Vallina et al., 2017). For instance, Happiness at Work (HAW) has been described as an all-encompassing framework bearing the features of "work satisfaction and organizational engagement." In the meantime, as a positive or hopeful emotional state arising from an appraisal of a person's job or work experiences, the idea of job satisfaction has been developed (Huang, 2016). The two main components of workplace happiness were found to be employee engagement and job satisfaction during Joo and Lee's (2017) research. In the analysis by Salas-Vallina et al. (2017), dedication, work satisfaction, and affective organizational contribution were the key

constituents of HAW. The focus points in the current previous works were three main components, and they are employee engagement, job satisfaction and affective organizational commitment. As discussed below, these components are:

2.1.2.1 Employee Engagement

Engagement is the attachment of members of the company to the tasks of work assigned to them, and people use and express themselves mentally, During function performances in involvement, cognitively and emotionally (Abdallah, 2017). Studies of employee engagement have shown that employees who are engaged are likely to show positive organizational impacts, such as lower attrition intentions, greater customer satisfaction, and a higher degree of productivity and profit (Joo and Lee, 2017).

2.1.2.2 Job Satisfaction

In setting their policies, job satisfaction is the primary priority for all organisations (Yücel, 2012), and it is worth scrutinizing as a term linked to humanitarian and utilitarian perspectives. The humanitarian point of view posits that the level of employee satisfaction is related to the degree to which the company provides equal and equitable care for employees. (Abdallah, 2017), while the utilitarian point of view indicates that employee satisfaction contributes to behaviors that affect behaviors. A role of the company (Yücel, 2012). Job satisfaction is also seen as a quantifiable expression of a particular task's emotional response; in other words, the person doing the job feels pleased with it (Al-dalahmehet, 2018; Anitha, 2014). Similarly, job satisfaction refers to how individuals feel about their jobs and the different aspects of their jobs. In the meantime, a study described job satisfaction as the degree to which staff enjoy their job (Parvin and Kabir, 2011).

2.1.2.3 Affective Organizational Commitment

Affective organizational engagement requires employees' emotional attachment, as well as their affiliation with and interest in their company and its objectives (López-Cabarcos, 2015). It includes a bond formed within the company by workers and there has been a clear correlation between affective organizational engagement and positive behaviors related to

work (e.g. devotion and loyalty) (Obeidat et al 2014; Schoemmel and Jønsson 2014). Affective organizational engagement can also be defined as the contribution of a person to an organization, his/her belief in the goals of the organization and his/her participation in achieving those goals. (Ammari et, Abdallah, 2017).

Importantly, affective organizational engagement has been seen as a force uniting an individual to action linked to one or more goals (Enache et al., 2013). This concept has been used to describe organizational engagement involving the following three characteristics: deep conviction and recognition of the goals and values of the organization; willingness to make a substantial effort to achieve them (Gyensare, 2017).

2.1.3 Job Stress

According to Robbins and Sanghi (2006), job stress is a complex situation in which a person faces an incentive, constraints or demand associated with what he or she wants and for which the consequence is considered to be both uncertain and significant. In industries, stress is a growing issue, which also causes adverse effects on performance. Workplace tension is considered a detrimental factor in the work environment. As contributed by David (1998) It also has negative effects on a person's well-being, it can also be characterized as the negative physical and emotional responses that occur when the demands of the job do not correlate to the capacities, resources or needs of the workers. Job stress can contribute to ill health and even injury. According to ILO (1986), it is recognized worldwide as a major challenge to human mental and physical health, as well as organizational health. According to Jamshed (2011), the workplace is actually a big source of stress for bankers due to their time in their respective banks... The profession of individuals can therefore be a major source of stress in the circumstances given. When individuals encounter stress due to various working conditions and fail to cope with stress, this results in burnout. The absence of administrative assistance from the boss (manager), work overload & time pressure, job risk, bad customer & co-worker relationships and work-family balance in the banking sector causes stress, which in turn reduces employee productivity.

Job-related stress may build a gap between the demands of families and their capacity to provide them with material protection. And the inability to maintain a healthy balance between family life and work-life leads to family conflict at work which in turn causes stress and eventually decreases the productivity of employees. Margot Shields (2006) indicated that

in isolation, various causes of stress at work do not occur, but instead communicate with each other. Stress caused by the degree of involvement in decision-making is a major source of decreasing individual performance as Meneze (2005) defined misfit with the organization, no part in decision-making, key causes of stress as well as no control of the work environment, personality were identified.

2.1.4 Work-Family Conflict

Kahn et al. (1964) suggested that work-family disputes arise when labor and family demands are to some degree mutually incompatible. Greenhaus & Beutell (1985) later argued that when demands from one position compromise one's capacity to fulfill the requirements associated with another function in another domain, there is a work-family conflict. (1985), Greenhaus and Beutell Work-family friction arises when involvement in some manner clashes with the role of the job and the role of the family. Consequently, participation in one role is made more difficult by participation in the other role. Conflicts in the work-family may arise from:

- The time demands of one role that interferes with participation in the other role.
- The stress originating in one role that spills over into the other role detracting from the quality of life in that role.
- Behaviour that is effective and appropriate in one role but is ineffective and inappropriate when transferred to the other role.

Although work-life balance is a multifaceted concept, it can be inferred that work and family are interdependent domains and therefore work-related problems may affect the domain of the family and vice versa. Similarly, development in one area can also enrich the other.

2.1.5 Employee Performance

Employee performance can be defined as responses in the form of behaviors that indicate what the employee has learned or the type of training the employee has received; the effect of mental and psychological abilities is included (Faiza and Nazir, 2015). Employee performance is an increasingly common topic among management science researchers, as the performance of workers is important to both individuals and the company. Employee performance contributes to the overall improvement of the company's processes, especially in terms of effectiveness and productivity (Abualoush, 2018). Employee performance is related

to the activities and tasks performed in an effective and efficient manner by employees, and it also Defines how much workers contribute to the company and how much efficiency, work participation and welcoming attitude are among the employee contributions. (Abualoushet, 2018b). Furthermore, the financial or non-financial outcomes of the employee that are directly correlated with the efficiency and progress of the company are often reflected in the performance of the employee (Anitha, 2014).

It using can be calculated different metrics with respect to the notion of efficiency (Faiza and Nazir, 2015), and efficiency typically requires what employees do or do not do. It requires the complete outcome or results of an individual during specific periods of service, as opposed to the predetermined and predetermined Established quality of work and priorities or specifications. (Pawirosumarto, 2017; Abualoush., 2018). Production, multiplied by assistance and effort, is the product of the employee's ability. A decrease or non-existence of one factor would also result in a decrease in results (Pawirosumaro, 2017).

2.1.6 Work-Life Balance, Happiness at Work and Employee Performance

2.1.6.1 Work-Life Balance and Employee Performance

In the information age, workers require new skill sets and skills, as opposed to those needed during the industrial period. Workplace health is therefore considered a resource within organizations and as researchers have emphasized, it is necessary to foster employee health as a vital part of the management enterprise. (Guthrie,2012). Given the resource constraints, however the issue is how an individual can continue to have a satisfactory personal life while still achieving outstanding results at work. The emerging question is whether the two purposes are incompatible or mutually complementary (Koubova and Buchko, 2013). The absence of the right balance between dedication and reward is strongly linked to the absence of workload management and the absence of energy to meet personal needs and responsibilities. When there is a disparity in commitment and compensation, it can result in fatigue, bad outcomes and a declining quality of life. (Johari, 2018). With regard to work-life imbalances, there are typically three primary concerns among scholars, given that they are affected by technological influence. The first concerns job changes that could pose a danger

to the balance between work and life, while the second concerns the evolving nature of work tasks, Technology-related tasks that involve up-to-date field knowledge, in particular, and the third concerns evolving work requirements (Helmleet, 2014)

There have been a lot of work-life balance theories and the definition will have various implications for different people with generational gaps that contribute significantly to these different viewpoints. Younger employees are likely to prioritize work-life balance, as seen by a number of jobs, since they do not want job demands to influence their lifestyle. Yet in terms of timetables and schedules, both younger and older staff want flexibility. It is only frustrating that some administrators are unable to use versatile strategies because of unpredictability and potential abuse of these methods. (Hon and Chan, 2013; Susana and Ramón, 2013).

Work-life balance means employee attitudes, habits and well-being as well as organizational performance (Au & Ahmed, 2014). Companies are therefore obliged to implement new management practices and provide social and supervisory assistance. Superior interpretations of their work-life conflict also significantly influence employee career development (Au and Ahmed, 2014). The problem of work-life balance has been extensively discussed in recent years, in particular with regard to rising the flexibility of paid jobs and changes in working conditions. Within the industry of hospitality, physical and emotional stresses have been reported to cause a lack of work-life balance.

The testing of the impacts of these variables (physical and emotional stresses) on what is embedded in the job and job performance includes the examination of work overload and work-life balance. In this regard, it has been reported that employees with heavy workloads have low work-life balance, were less likely to be embedded within their jobs while also showing poor work performance. Relevantly, stress is also a related dimension to emotional exhaustion for personal employees and stress has been reported to affect their quality of life among hotel employees (Lawson, 2013). In fact, the spillover of stress was shown to intensify the burden on work-life balance for hotel employees (Hon and Chan 2013).

Employees can leave their work if their inability to integrate job and network roles becomes unbearable. The withdrawal may be in a form of absenteeism, below optimum performance standard, or they may well quit the organization. Such a phenomenon accentuates the prominence of sustainable HRM practices because such practices will maximize profits while also minimizing the detriment to employees and their families, as well as communities. (Lawson, 2013; Gupta, 2012)

Work-life balance has demonstrated its importance in the past decades in the sense of companies and individuals. Since then, work-life balance has been shown to be the main factor in the growth of employee productivity and this has a positive impact on the overall success of organizations (Semlali and Hassi, 2016). A company needs to enforce an effective policy of work-life balance, that is, a policy that enables workers to remain socially linked to society while controlling cost and turnover and improving productivity (Helmle, 2014).

2.1.6.2 Happiness at Work and Employee Performance

Recent research has shown that satisfied employees appear to be more interested in work tasks while enjoying a higher degree of job satisfaction. As reported by the American Psychological Association (2014), employers support the importance of making workers happy and in fact, these employers are stepping up their efforts for the benefit of their employees' welfare. Consequently, the latest annual survey in Taiwan by Popular Wealth and Cheers magazines It also listed keeping workers happy as the primary factor that led to the best employer's recognition (Gupta, 2012). Among practitioners and researchers, their key concern is the engagement of employees due to the fact that committed employees seem to have a higher degree of motivation while showing more interest in their employment and organizations, In order to promote the sustainability and development of their organisations, and to demonstrate a greater degree of competitiveness and willingness to go beyond expectations (Joo and Lee, 2017; Vincent-Höper, 2012).

Happy workers are inclined, as stated by many studies, to demonstrate a higher degree of efficiency, develop new ideas and strive to do similar work using various innovative approaches to improve productivity and reduce the amount of time spent. (2014, Saenghiran). Moreover, the beneficial outcomes of receiving affectively committed employees include: improved professional involvement and efficiency, optimistic outcomes and attitudes of employees, and innovative actions of employees (López-Cabarcos, 2015). In addition, a study of the current literature indicates that having a strong affective commitment to the company helps workers work harder at their jobs and show higher results compared to those with a less affective commitment. (Ammari, 2017; Abdallah, 2017).

2.1.6 About MTN Nigeria

MTN Nigeria is part of the MTN Group, the largest company in Africa for cellular telecommunications. MTN was the first GSM network to call on 16 May 2001 following the

internationally celebrated GSM auction by the Nigerian Communications Commission earlier in the year. Beginning with Lagos, Abuja and Port Harcourt, the company then launched full trade operations.

In January 2001, for one of four GSM licenses in Nigeria, MTN charged \$285m. To date, more than US\$ 1.8 billion has been invested by Nigeria in developing a mobile telecommunications infrastructure. After its launch in August 2001, MTN has steadily spread its services across Nigeria. It now offers services in 223 cities and towns, over 10,000 villages and neighborhoods, and a growing number of highways across the country, spanning Nigeria's 36 states and Abuja, the Federal Capital Territory. For the first time ever, many of those villages and communities are linked to the telecommunications world.

In January 2003, President Olusegun Obasanjo commissioned the company's digital microwave transmission backbone, the 3,400 Kilometer Y'elloBahn, and is reputed to be the largest digital microwave transmission infrastructure in Africa. The Y'elloBahn has significantly contributed to improving call efficiency on the MTN network.

The business subsists on leadership, partnership, honesty, creativity and can-do core brand values. It prides itself on making the impossible possible, linking people to friends, families and opportunities.

MTN Nigeria has recently extended its network bandwidth to include a new prefix 0806 numbering scheme, making MTN Nigeria the first GSM network to introduce an external numbering system, having exhausted its original numbering collection of subscribers-0803; MTN Nigeria has also introduced a toll-free self-help 181 customer-care line from which in its commitment to boost the quality of customer service the MTN's ultimate objective is to act as a catalyst for the economic growth and development of Nigeria, supporting not only through world-class communications, but also through innovative and sustainable corporate social responsibility programs to unlock Nigeria's powerful development potential. The following departments are part of MTN's organizational structure:

- i. Public relations department
- ii. Media relations department
- iii. Communication department
- iv. Financial department
- v. Regulatory department
- vi. Information department

2.2 Empirical Review

A series of studies have been carried out in which work-life balance is linked. In general, Vishwa(2015) reviewed the empirical study of work-life balance policies and their effect on employee satisfaction and productivity at work. The research goal was to examine the relationship between work-life balance policies and employee satisfaction. The questionnaire was filled out by 240 respondents who were used for the survey. To use inference to interpret quantitative data, the Statistical Package of Social Sciences (SPSS) was used. The findings of this study stressed that each of the work-life balance policies alone is a predictor of job satisfaction.

Azeem and Akhtar (2014) analyzed the effect of work-life balance and job satisfaction on the organizational participation of health care workers. This was aimed at investigating the influence of work-life balance and job satisfaction on organizational engagement between organizations Staff on healthcare. The questionnaire was distributed to the healthcare industry to 275 respondents. In order to evaluate quantitative data, including correlation and reliability, the Social Sciences Statistical Package (SPSS) was used. The outcome of an observational analysis shows that the perceived work-life balance, job satisfaction and participation of health care sector workers is moderate. Between work-life balance, job satisfaction and organizational engagement, there is a positive relationship.

In three sectors of the Nigerian economy, Ojo, Salau, and Falola (2014) researched the concept of work-life balance policies and operations in the banking, education, and energy sectors. In the three fields, the types of work-life balance initiatives available were addressed and obstacles for implementing work-life balance initiatives were established. The quantitative method was used in three sectors of the Nigerian economy to analyze the dynamics of work-life harmony. A comprehensive case study analysis of several sectors was used. The data collection consisted of responses from both managers and workers in the banking sector, with five hundred and eighty-six copies of the questionnaire. With five hundred and thirty-one copies of the questionnaire being gathered, the education sector included both managers and employees, While from the power field, five hundred and seven copies were collected. In terms of how respondents interpret the idea of Work-Life Balance, the findings suggest uncertainty. To evaluate the quantitative data that included ANOVA, the Social Sciences Statistical Package (SPSS) was used. There is a wide gap between the practices of corporate work-life balance and employee understanding of the term; the paper

suggests some policy implications that will help incorporate work-life balance policies in the sectors being examined.

The influence of work-life balance on productivity was explored by Fapohunda (2014). The goal of the research was to explore the relationship between the company's work-life balance and effectiveness and whether work-life balance practices could potentially reduce employee turnover and absenteeism. 200 respondents in the banking sector were used for the survey. To gather data, a standardized questionnaire was used. To analyze the results, Chi-square was used. The outcome was that the practice of work-life balance and employee turnover are positively linked. It also found that management support was not adequate. In the current scenario, the work-life balance for female workers is highly desirable, according to Rajesh and Nishant (2014), and if there is no job satisfaction and continuity in life, it can create a problem for working women. In order to minimize tension between official and domestic lives, work-life balance requires finding a balance between professional work and personal work. The ultimate success of any company relies on the performance of its workers, which in turn depends on various factors.

These considerations may be connected to work or family happiness, or both. A comparative study is being conducted among some government working women. Bhopal Colleges and National Institutes in the education and banking sectors. The goal of this study is to investigate the working environment and the perception of work-life balance and job satisfaction among women working in the banking and education sectors. In addition to this, another important goal is to examine the influence of work-life balance on employee satisfaction and the strategies of organizations for a successful work-life balance and their relationship to job satisfaction. Standard Deviation is applied in this paper to test the validity of data provided by the respondents from both sectors. The result indicates that WLB can be achieved through factors of work satisfaction, such as positive colleagues, Supporting working circumstances, psychiatric disorders, equal pay and employee-oriented policies, etc.

When individuals spend so many hours at work and spend less with their families, their health and job performance begin to deteriorate, resulting in poor occupational health due to work stress. This is connected to income, the rise of single-parent households, the privatization of family life, and the lack of local resources and services. A lack of work security, high labour pressure and long working hours are overwhelming many Nigerian workers, reducing their job performance and productivity and causing broken homes. Within the community, there is rising concern that the quality of home and community life is deteriorating. This has led to low employee feedback and performance at his or her

workplace, since an employee who finds it difficult to adequately balance his or her family life often appears to have trouble managing tasks At his or her workplace, resulting in low results and morale for workers. Results from Subhasree& K. C, (2013) suggest that a work-life balance of culture promotion mediates the effect of the provision of work-life balance operations on organizational performance. There is an important mediating influence on the relationship between work-life balance and employee retention. Stresses and demands related to jobsMore exhaustion, incorporated in both longer hours, and the growth of night and weekend work leave less space for quality family time. The implications include increased youth crime, increased substance abuse, diminished participation of the police and community and less ability to take responsibility for the treatment of older relatives and the disadvantaged tension between work and life that results.

The changing nature of the psychological contract at work is one reason given for this; business uncertainty has made it less viable to offer stable progressive employment and thus understand why employees should be involved. On this basis, the relationship between work-life balance and its effects on employee productivity, or possible consequences, will be explored by this study. The aim of the paper in Ujvala (2012) is to provide an in-depth national perspective on work-life balance issues in India. A qualitative methodology involving work-life case studies supplied by a number of Indian organizations is used. Primary and secondary information was gathered through interviews with HR supervisors and from company websites. Businesses in India Work-life services that discuss gender equality, flexibility, stress management, health awareness, and child care issues are usually provided. The list of organizations in the study is purposeful in nature and there is no representation in the informal field of smaller companies' HR policies. Yadav and Dabhade, (2014) findings show that Banking Sector has consistent work-life balance policies to increase job satisfaction than the Education Sector and working women from both sectors agree that having a good work-life balance is key to job satisfaction.

Kar1 &Misra, (2013) The results show that the influence of work-life balance operations on organizational success is mediated by a positive work-life balance culture. There is an important mediating influence on the relationship between work-life balance and employee retention. In this research, results from Eija, Satu and Kaarina (2012) show that mothers who worked in shifts were very satisfied with the time they spent with their children. Now, many of them want to have more time just to spend with their children. Results from this research concluded that there was an improved Work-Life Balance case among pharmaceutical marketers, Arun, (2013). Ueda, (2012)showed that when supervisors had a favorable view of

WLB policy, their consideration of the demands of their subordinates was positively affected while negative views had a negative effect on consideration. In addition, whatever was demanded, high-performance subordinates received better care from their superiors than low-performance peers did.

Esther Dizaho, Othman, (2013) Findings show that most authors agree that work-life balance can not be accomplished without top management assistance and dedication, although a number of authors believe that flexible working hours and schedules are an effective way to achieve a work-life balance and a number of authors also believe that flexible working hours and schedules are an effective way to achieve a work-life balance Flexible working hours and schedules are an efficient way of maintaining a work-life balance, acknowledging that in order to preserve work-life balance, personal life and obligations should be respected and appreciated for employees, and leaves and holidays should ultimately be acknowledged as an important way of handling work life. In the Balkan, (2014) findings of this study show that Work-Life balance has a significant effect on job stress and individual performance. Nwagbara and Results from Akanji, (2012) indicate a connection between work and life; it also shows that encouragement and dedication also have a direct relationship.

2.3 Theoretical Review

The following hypotheses serve as the theoretical basis for this research and are the spillover theory of Guest and the theory of Lambert's compensation.

2.3.1 The spillover theory

Guest (2002) claims that the spillover model details situations under which spillover amid the micro family network and microwork network takes place: either negative or positive. Spillover concerning energy, behavior and time is unfavorable if In both space and time, the relationship between work and family is firmly structured. Conversely, where there is versatility that enables individuals to combine and overlap family and work obligations, beneficial spill over-instrumental in achieving balanced WLB occurs. Factors affecting work-life balance are present in both home and work environments (Guest, 2002). Background factors include but not limited to the work culture and demands of both home and work. Personal factors are personality, age, life, career stage, gender, individual coping and control, energy, and work orientation. The study parameters are within background factors and

include service delivery and leave policy. Service delivery is work's demand whereas leave policy is the work culture (Dixon, & Sagas, 2007).

Balance between work and life can be subjective and objective in nature. Subjective indicators are basically the state of imbalance and balance while objective indicators may include hours of free time or uncommitted outside work and hours of commitment or work. According to Guest (2002), when work or home dominates by preference or when equal weight is provided to both the home and work, a balance is achieved. When one area of life interferes with other areas, a spillover is reported. It is also common when there are many consequences of WLB including the performance at home and work, influence on family, friends and at work, the general life at home and at work, and personal health and satisfaction (Hyman, & Summers, 2004).

This theory is relevant to this study project since companies are required to embrace positive policies of work-life balance that enables the staff to gain a positive WLB that will make them fully committed to reaching operational goals (Dixon & Sagas, 2007).

2.3.2 Compensation Theory

Compensation theory is the attempts to avoid unfavorable experiences in one region by increased attempts at good experiences in another field. Edwards and Rothbard (2005) offer an example of the compensation principle about an unsatisfied employee who spends more on family than on work-life and thereby diverts human resources. According to Guest (2002), the satisfactions or demands that can be fulfilled in another job may be such inadequacies. For instance, a person is highly involved in the work-life due to a number of unfavorable experiences in social life. Increased workplace engagement and time to relax offset the worst social life experiences and encourage one to gain positive energy and do something worthwhile (Dixon, & Sagas, 2007). Guest (2002) suggests that compensation should be doubled: reactive and supplementary. Although reactive compensation occurs when unfavorable work experiences are compensated for in supportive home experiences, additional compensation occurs when favorable events are inadequate at work and are instead replicated at home.

The theory of compensation posits that there exists an unintentional correlation between life and work. An implication for this is that staff seek to fill the voids with satisfaction from another domain in one field. A research by Clark (2000) also found a compensatory relationship for those in the job market, in the midst of life and work obligations. Clark (2004) found that women who have had an unfavorable family impact are more dedicated to their work

2.3.3 Theoretical Framework

The theoretical framework for this study is spillover theory. This theory is relevant to this study project since companies are required to embrace positive policies of work-life balance that enables the staff to gain a positive WLB that will make them fully committed to reaching operational goals (Dixon & Sagas, 2007).

2.4 Summary of Literature Review

This chapter reviews the relevant contributions made by notable theorists, scholars, and researchers towards the understanding of the concept and the work-life on employee productivity. This review is relevant for us to successfully carry out the objectives of this research which is to evaluate work-life balance and employee productivity and to identify which factors of work-life balance have more influence on employee productivity in MTN Nig. Ltd Lagos state. The next chapter is on the research methods.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The aim of the study is to evaluate the work-life balance and productivity of employees and to identify which work-life balance factors in MTN Nig have a greater influence on employee productivity. Ikoyi Lagos State Ltd. This chapter highlights the various methods and procedures the researcher will adopt in conducting the study in order to address and answer the research objectives raised in the first chapter. This chapter was organized in the following structure: the research design study area, study population, sample frame, sample size determination, sampling procedures, Testing instruments, validity of the test instruments, reliability of the research tools, data analysis methodology, ethical concern, field experience and, ultimately, restricted methodology.

3.1 Research Design

This study has adopted a descriptive research style. Descriptive research design is a scientific technique that includes observing and explaining a subject's actions without in any way manipulating it. (Malhotra, 2007). Furthermore, a descriptive analysis aims to explain a topic, often by constructing a profile of a group of problems, people or events, by collecting data and by tabulating frequencies on research variables, and the research shows who, what, why, where or how much (Cooper & Schindler, 2003).

Descriptive study is considered appropriate, because subjects are usually studied in their natural set-up and can result in accurate and reliable information (Britt, 2006). This design lends itself to various approaches. The survey method was followed by this report. In the form of standardized questions in a questionnaire, a survey was used to collect data. Malhotra (2007) describes a survey as a means of gathering data from individuals on who they are, how they think (motivations and beliefs), and what they do (behavior). This study was guided by four independent objectives as mentioned in chapter one.

3.2 Population of Study

A population is defined by Cooper and Schindler (2003) as the complete set of elements necessary to make comparisons. The target population in this study consisted of 125 workers at MTN Nig. IkoyiLagos State Ltd was randomly chosen from the following departments:

- i. Public relations department
- ii. Media relations department
- iii. Communication department
- iv. Financial department
- v. Regulatory department
- vi. Information department

3.3 Sample Size

Sample size determination is a very important problem for collecting reliable results within a quantitative survey design. The sample size is a smaller set of larger populations (Cooper & Schindler, 2003). To be reflective of the population and the need for the researcher to ensure reliable catering (random sampling), Cooper and Schindler argue A sample must be carefully chosen for the subdivisions involved in the survey. The study will therefore be based on a survey of 125 workers who are acceptable and reflective of the population as a whole.

Yamane's measurement formula for sample size:

Another simplified approach for calculating a population sample size was suggested by Yamane (1967), which would be an alternative to the Cochran formula. According to him, the sample size should be 95 per cent confidence level and $p = 0.5$

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

Where, N is the population size and e is the level of precision.

Let this formula be used for our population, in which $N = 125$ with $\pm 5\%$ precision.

Assuming 95% rate and level of trust $p = 0.5$, we get the sample size as

$$n = \frac{165}{1 + 125(0.05^2)}$$

$$n = \frac{125}{1.3125}$$

$$n = 95.234$$

$$n \approx 95$$

Sample size of a case study of the employees of MTN Nig. Ltd IkoyiLagos state (76% of the population)

3.4 Sampling Technique

The methodology of multi-stage sampling will be implemented. In the determination of employees to be included in the analysis, the sampling techniques include the stratified sampling process. Stratified sampling can be used when certain conditions of interest are met by the different sampling units. In this analysis, workers with MTN Nig must be the preferred party. Ikoyi Lagos State Ltd. The random sampling technique (Lottery Method) will also be used to ensure that individual participants of the groups chosen for the analysis are equally represented. A sub-set of a sample chosen from a larger population) A random sample is a package. Each community will be chosen randomly and completely by chance, so that the likelihood of each person being selected for the sample is the same (Yates, Daniel, Moore & Starnes, 2008). That reduced bias and simplified the interpretation of the findings.

3.5 Instrumentation (Data Collection Instrument)

The process is the general term used by investigators for a measurement instrument (survey, evaluation, questionnaire, etc.). Note that the device is the instrument, and instrumentation is the course of action to better differentiate between the instrument and the instrumentation (the device design, assessment and use process).

Instruments fall into two large, research-performed and subject-completed classes, segregated from those performed by the participants by the instruments administered by researchers. Based on the study issue, researchers chose which tool or instrument to use. The study used primary data collection. The data collection method is survey and questionnaires were used in the study. Maholtra (2007) explains that questionnaires are an effective instrument for collecting data. Furthermore, the use of questionnaires was justified because they provided an efficient and effective way to gather information within a very short time. Furthermore, the questionnaires facilitated easier coding and data collection analysis. The questionnaires had closed-ended questions divided into three sections: the first section contained the respondent's demographics with eight questions. The second section addresses work-life balance in the MTN Nig. LtdIkoyiLagos state. The third section is about the employees' productivity.

The Likert scale was used for a 5-point that consisted of a series of statements that clearly articulated their profound disagreement.

3.6 Reliability

The reliability of the tools is Described as the degree to which an instrument reliably calculates what it is supposed to do. As a measuring instrument, a child's thermometer would be very accurate, while a personality test would have less reliability (Stephen & William, 1995).

Four forms of reliability exist.

- i. Test-Retest Reliability is the correlation, with the same test, between two successive tests. For instance, In the morning, and then again in the afternoon, you can give your pilot a test sample. The two data sets should be closely correlated if the control is correct. The pilot sample would hopefully respond the same way if nothing has changed.
- ii. Reliability for Equivalent Types is that two parallel versions of the same test are performed concurrently. The SAT is a good example. There are two variants that assess verbal and math skills. Two methods of math measurement, documenting reliability, should be closely correlated.
- iii. Split Half Reliability is when, for example, you have the SAT Math test and divide the items on it into two parts. If you compared the first half of the items with the second half of the items, whether they are accurate they would be strongly correlated.
- iv. Internal Consistency Reliability is when there is only one aspect of the test, or you should make sure that the things are homogeneous or all calculate the same model.

You use statistical procedures such as KR-20 or Cronbach's Alpha for that.

- a. There are three factors that affect the reliability of an instrument:
 - a. Length -the more questions, the more reliability
 - b. Level of difficulty
 - c. The spread of scores.

3.7 Validity

Validity is the extent to which a method evaluates what it is supposed to test and function as planned. It is uncommon, if not impossible, and unless an instrument is 100 percent accurate,

validity is normally calculated in degrees. As a method, validation involves data collection and analysis to assess the accuracy of an instrument. Various statistical assessments and interventions are required to determine the validity of quantitative tools, which usually require pilot testing. External validity and material validity are the subject of the next paragraph of this discussion. External validity is the degree to which research findings can be generalized, from one study to a population. This then continues directly from sampling to ensuring the everlasting validity of an instrument. Notice that because it might not be open to the population as a whole a sample should be on the exact representation of a population. An objectively reliable method helps to achieve population generalizability or the degree to which a sample represents the population.

Material validity refers to the appropriateness of an instrument's content. Do the assessments (questions, reports of outcomes, etc.) decide only What you want, what you want, to know, in other words? For achievement assessments, this is especially relevant. Consider that a researcher wants to recognize the impact of television media digitalization on the distribution of knowledge. This will involve taking representative issues from each of the sections of the unit and testing them against the output of the goal. This is what the questionnaire is intended to accomplish.

The use of questionnaires was justified because they provided a simple and reliable way of gathering information within a very short time. In addition, the questionnaires allowed the simplified coding and interpretation of collected data.

3.8 Data Collection Procedure

In this analysis, the sampling frame was made up of the MTN Nig list. State employees of LtdIkoyi Lagos which were received from the Departments of Human Resources. The main sources of knowledge or data collection are primary and secondary sources. Primary sources of Data: The primary source of data is the questionnaires and oral interview and the purpose of which to elicit information from the respondents from the staff of the various departments in the company. In the development of the questionnaire, A 5-point Likert scale was used and consisted of a series of statements suggesting strong agreement with the questionnaire to be strongly disagreed with. Main Sources of Data: Secondary sources of data shall involve contacting various contributions and write-ups by notable authors and scholars in work-life and employees' performance. Textbooks, newspapers and newspapers are contacted to request appropriate study information.

3.9 Method of Data Analysis

The questionnaires have been coded according to each study variable to ensure a clear analysis. Descriptive statistics were used in this analysis. According to Mugenda & Mugenda (2009), descriptive analysis involves a method of converting a mass of raw data into tables, maps, frequency distribution, and percentages, which are a vital part of the data's meaning. To evaluate the interaction between autonomous and dependent individuals variables, inferential statistics such as correlation and regression were used, data were analyzed using the Statistical Kit for Social Sciences (SPSS) software and presented to provide a succinct description of the study results using tables and figures.

3.10 Model Specification

X = Work Life Balance.

Y = Productivity employee.

X = x1, x2, x3, x4,

Y = y1, y2, y3, y4

X1 = Long Labor Hours (LLH)

X2= Versatile Conditions of Employment (VCE)

X3 = Burden of work (WP)

X4 = Work Shift (COB)

Y1 = engagement

Y2 = Citizenship Conduct

Y3 = interpersonal contact

Y4 = family relationships

Functionally speaking, $Y = a + bX + \mu$

Therefore, $EP = a + \beta_1LWH + \beta_2FWC + \beta_3WP + \beta_4COB + \beta_5WLBP + \mu$

From the operationalization above, it means that the (x) variables will be used as determinants on the (Y) variable.

$Y=a +bx1+ \mu$Equation 1

$Y=a +bx2+ \mu$Equation 2

$Y=a +bx3+ \mu$Equation 3

$Y=a +bx4+ \mu$Equation 4

Bringing equation 1-4 together shows that:

$$y_1, y_2, y_3, y_4 = f(x_1, x_2, x_3, x_4) \dots \text{Equation 5}$$

Equation 5: The research model's working equation.

3.11 Limitation of the Methodology

The approach adopted for this work may be flawed but to a small degree. This is so because statistical analysis and processes were subject to certain percentages of error that affect the outcome of their results.

3.12 Ethical Consideration

This deals with the study's ethical aspects. Researchers are obligated to establish an effective ethical structure to guide research's 'practice' since Mason (2002) cannot be easily expected several ethical issues and dilemmas that occur. A dedication to research quality requires that the researcher adhere to the highest ethical standards and values. Such values should inform the design of the study, the selection of methodology, data collection, analysis, and reporting.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter explores the analysis of data collected from the field. On the basis of descriptive and inferential techniques, data analysis will be carried out. For the inferential study, the descriptive was conducted by under, frequencies, percentages, while hypothesis, correlation, and regression testing were conducted.

4.1 Dataanalysis Variable setone

- To examine the effect of job stress on employees' health.
- What is the effect of work stress on the wellbeing of employees?
- Ho1: Job stress has no significant effect on employeehealth.

Table 4. 1: Job stress

s/n	Items	Options	Frequencies	Percentage
1	The level of fatigue I experience at work is enormous	SA A Total	16 79 95	17.1 82.9 100.0
2	I am given the opportunity to decide the kind of job I will take.	A	95	100.0
3	My supervisor assists in relieving me of the stress involved in my job.	SA A FA Total	16 35 44 95	17.1 37.1 45.8 100.0
4	Other team members contribute to make the work easy	SA A FA Total	41 16 38 95	42.9 17.1 40.0 100.0

Source: SPSS Analysis 2020 Researcher's Table

Theresponsetothefirstiteminthetableaboveshowsthat17.1%stronglyagreedthatthelevel of fatigue I experience atwork is enormous, while 82.9% agree. The response to the second item in the table above shows that 100% of the respondents agreed to the view that says "I am given the opportunity to decide the kind of job I will take". In response to the third item in the table above, 17.1% strongly agreed to the view that

says “my supervisor assists in relieving me of the stress involved in my job”. In response to the last item in the table, 42.9% strongly agreed that other team members contribute to make the work easy.

Table 4. 2: Employee health

s/n	Items	Options	Frequencies	Percentages
1	I experience a High Level of anxiety at work.	SA A FA Total	41 30 24 95	42.9 31.4 25.7 100.0
2	My wellbeing is as a result of my balance between work and family demands.	SA A FA Total	46 24 25 95	48.6 25.5 25.9 100.0
3	I seldom breakdown due to work and family demands.	A FA Total	81 14 95	85.7 14.3 100.0
4	I feel lazy to carry out home chores due to a stressful day at work.	SA A Total	16 79 95	17.1 82.9 100.0

Source: SPSS Analysis 2020 Researcher’s Table

Results

In response to the first item in the table above, 42.9% strongly agreed that they experience a high level of anxiety at work, 31.4% agreed, while 25.7% fairly agreed. In response to the second item in the table above, 48.6% strongly agreed that my wellbeing is as a result of my balance between work and family demand, 25.5% agreed, while 25.9% fairly agreed. In response to the third item in the table above, 85.7% agreed that they seldom breakdown due to work and family demands, while 14.3% fairly agree. In response to the last item in the table above, 17.1% strongly agreed that they feel lazy to carry out home chores due to stressful day at work, while 82.9% agreed.

4.2 Discussion on Findings

Job Stress on Employee Health

Subhasree and Misra (2013) found in the findings of this study that individuals spend too many hours at work, which could lead to a decrease in employee wellbeing, thereby affecting the delivery of work by the employee, which has a connection with the performance of the organization. Stress also contributes to physical illness and The arrangement of the inner body moves to try to cope with stress. There are certain short-range physical problems, such as an upset stomach. Including a stomach ulcer, some are longer-range. Over an extended period of time, stress also leads to degenerative diseases of the heart, kidneys, blood vessels, and other body parts. This can lead to angina (severe chest pain) and tension headaches." As stress becomes overwhelming, employees experience various symptoms of stress that can affect their performance and health at work and even threaten their ability to do so."Tackle the environment.

The human body can not immediately rebuildabilitytocopewithstressonceitisdepleted according to the theory developed by HansSelye, (1976). Many early stress issues were aimed at physiological heart and breathing rates, increasing blood pressure, heart attacks, and causing heart attacks. The findings of this research, Balkan (2014), indicate that work-life balance has a big effect on work and individual stress. 10 big health problems and illnesses in the U.S., according to the National Center for Occupational Safety and Health. The most common forms of psychological distress are depression, burnout, and psychosomatic disorders. Signs related to behavior include improvements in efficiency, absence, and turnover, as well as changes in eating patterns, increased intake of alcohol or smoking, quick-talking sleep disorders, fidgeting, Ujvala and

(2012). By reinforcing coping mechanisms, individuals and organizations will buffer the ill effects of stress. Regular exercise, maintaining a balanced diet, and finding time to relax are some of the ways that people can alleviate stress. Organizations can also help by providing a welcoming environment, receiving well-designed jobs and reducing contradictory roles and role uncertainty. From this perspective, it can be concluded that job stress has an impact on the employee's health.

Table 4. 3: Correlation

Model	N	R	R2	Significance value	Remark	Action
Y = f(x1)	95	0.255	0.065	0.00	Statistically significant	Reject Null hypothesis

The table above shows the relationship between job stress and employee health. The correlation value is given as 0.255, which indicates a poor correlation, while 0.065 is given as the regression value of R2. This suggests there is a 25.5% Correlation between the two factors and a 6.5% impact of stress on employee health. The significance value which is 0.000 and lower than 0.05 indicates that the estimates that we have is statistically significant. We should therefore, reject the null hypothesis and conclude that work stress has a major impact on the health of employees.

Variable set Two

- Evaluating the effect of position overload on employee job satisfaction
- How does overloading of tasks affect employee work satisfaction?
- H02: Doesn't role overload have a big impact on workers' job satisfaction?

Table 4. 4: Role overload

s/n	Items	Options	Frequencies	Percentages
1	I am given too much task to handle at work.	SA A FA Total	41 27 27 95	42.9 28.6 28.6 100.0
2	Time allocated affects the conduct of the job as expected of me.	SA A FA Total	16 52 27 95	17.1 54.3 28.6 100.0
3	The different jobs I handle in the organization are incompatible with each other	A FA Total	35 60 95	37.1 62.9 100.0
4	Job incompatibility interferes on overall performance.	SA A Total	27 68 95	28.6 71.4 100.0

Source: SPSS

Analysis 2020

Results

In response to the first item in the table above, 42.9% strongly agreed that they are given too much task to handle at work, 28.6% agreed, while 28.6% fairly agreed. In response to the second item in the table above, 17.1% strongly agreed that the allocated time affects the efficiency of the job as expected by me, 54.3% agreed, while 28.6% agreed reasonably. In response to the third item in the table, 37.1% strongly that the different jobs they handle in the organization are incompatible with each other, while 62.9% fairly agree. In response to the last item in the table above, 28.6% strongly agreed that job incompatibility interferes with overall performance, while 71.4% agreed.

Table 4. 5: Job satisfaction

s/n	Items	Options	Frequencies	Percentages
1	I am pleased with my current level of success or productivity at work.	SA A Total	23 72 95	24.3 75.7 100.0
2	My productivity contributes to my organization's overall success.	A	95	100.0
3	I am provided with the necessities to enhance the level of my job efforts.	SA A FA Total	23 24 48 95	24.3 25.4 50.3 100.0
4	My organization encourages my performance level through recognition and rewards.	SA A FA Total	41 23 31 95	42.9 24.3 32.9 100.0

Source: SPSS Analysis 2020 Researcher's Table

Results

In response to the first item in the table above, 24.3% strongly agreed to the view that says I am happy with my conduct current level of output or performance at work”, while 75.7% agreed. In response to the second item in the table above, 100% agreed to the view that says “my output contributes to the overall performance of my organization”. In response to the third item in the table above, 24.3% strongly agreed that they are provided with the necessities to enhance the level of my job efforts, 25.4% agreed, while 50.3% fairly agreed. In response to the last item in the table above, 42.9% strongly agreed to the view that says “my organization encourages my performance level through recognition and rewards”, 24.3% agreed, while 32.9% fairly agreed.

Discussion of Findings

Through other study, Azeem and Akhtar (2014) observed that work load and work to family conflict often triggers job dissatisfaction. Satisfaction with jobs has been adversely impacted by task overload in women and either sex of older individuals.

Through other studies, Azeem and Akhtar (2014) observed that workload and family conflict work often cause job dissatisfaction. Job satisfaction has been adversely impacted by task overload in women and either sex of older individuals.

Job satisfaction has a big part to play in adverse association with work-to-family interference (WIF) and family-to-work interference (FIW), according to Ojo, Salau, and Falola (2014). Yadav and Dabhade (2014) and Ujvala (2012) have shown their positive relationship with work performance in many previous research studies, as job satisfaction leads to higher efficiency, less absenteeism, and much more positive business returns. As a result of an excess of tasks. In their study, Yadav and Dabhade (2014) identified the impact of job satisfaction on performance, they summarized their findings on a factor that the company should consider work satisfaction as a significant plan that needs to be expanded in order to boost the performance of employees and where employees can put their best performance.

"Overall job satisfaction has generally Identified as a feature of the perceived relationship between Portuguese, Galletta, & Battistelli, (2011). What you want from your job and what you think it provides. Job satisfaction is an attitude that people have toward their jobs and the organisations they work in (Al Zubi, 2010). The difference between all those things that a person He feels he should get from his work and describes general job satisfaction with all those things he actually receives. The researchers found that workers report higher levels of work when they believe management is truly concerned about their well-being as well as the well-being of

customers. Satisfaction with their organization and greater commitment (Vishwa, 2015). In view of this study, job overload has an effect on employee satisfaction.

Table 4. 6: Correlation

Model	N	R	R2	Significance value	Remark	Action
Y = f(x2)	95	0.274	0.075	0.00	Statistically significant	Reject Null hypothesis

The table we have offers the outcome of the relationship between task overload and work satisfaction for employees. The correlation shows that there is a 27.4% Relationship between the two variables while the effect of position overload on job satisfaction of employees is 7.5% the significance value is 0.000 which is lower than 0.05. With this, we may assume that we have statistical significance and that the Null Assumption must be dismissed, so we conclude that task overload has a substantial effect on employee job satisfaction..

Variable set three

- To evaluate the influence of long working hours on employee morale
- How does long working hours influence employee morale?
- H₀₃: long working hours does not significantly influence employee morale.

Table 4. 7: long working hours

s/n	Items	Options	Frequencies	Percentages
1	I take more than required time to complete my tasks at work.	SA A Total	43 52 95	45.7 54.3 100.0
2	Time allotted for task completion in the organization is not always enough.	SA A FA Total	68 14 13 95	71.4 14.5 14.1 100.0

3	Limited time has to be shared among various related and unrelated tasks in the organization.	SA A FA Total	27 54 14 95	28.6 57.1 14.3 100.0
4	Working hours are rated according to the tasks at hand.	SA A FA Total	11 71 13 95	11.4 74.5 14.1 100.0

Source: SPSS Analysis 2020

Researcher's Table

Results

In response to the first item in the table above, 45.7% strongly agreed with the view that says "I take more than required time to complete my task at work, while 54.3% agreed.

In response to the second item in the table above, 71.4% strongly agreed with the view that says "time allotted for task completion in the organization is not always enough, 4.3% agreed, while 14.3% fairly agreed. In response to the third item in the table above, 28.6% strongly agreed to the view that says "limited time has to be shared among various related and unrelated task in the organization" 57.1% agreed, while 14.3% fairly agreed. In response to the last item in the table

above, 11.4% strongly agreed to the view that says "working hours are rated to the tasks at hand" 74.3% agreed, while 14.3% fairly agreed.

Table 4. 8: Employee morale

s/n	Items	Options	Frequencies	Percentages
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1	I enjoy good working condition and relationship in the organization.	SA A FA Total	41 24 30 95	42.9 25.7 31.4 100.0
2	The level of responsibility I am given is reasonable.	SA A FA Total	23 48 24 95	24.3 50.2 25.5 100.0
3	There is sufficient time to provide the type of care I would like.	A FA Total	24 71 95	25.7 74.3 100.0
4	I have a sense of belonging in the organization.	SA A Total	30 65 95	31.4 68.6 100.0

Source: SPSS Analysis 2020

Researcher's Table

Results

In response to the first item in the table above, 42.9% strongly agreed to the view that says “I enjoy good working conditions and relationship in the organization”, 25.7% agreed, while 31.4% fairly agreed. In response to the second item in the table above, 24.3% strongly agreed that the level of responsibility they are given is reasonable, 50.0% agreed, while 25.7% fairly agreed. In response to the third item in the table above, 25.7% strongly agreed that there is sufficient time to provide the type of care they would like, while 74.3% fairly agreed. 31.6 percent strongly agreed that they have a sense of belonging in the company, in reference to the last item in the table above, while 68.6 percent agreed.

Discussion of Findings

The findings of this study have shown that many Nigerian workers are frustrated by a lack of flexibility in the workplace, high work pressure and longer working hours,

reducing their success and productivity in the workplace, as well as causing broken homes. In the city, there is rising concern that the quality of home life and community life is deteriorating. These also led to low employee input and productivity in his or her workplace, as an employee who finds it difficult to properly handle his or her personal life tends to have difficulty managing tasks at his or her workplace, contributing to poor performance of the employee and morale of the employee.

Subhasree and Misra (2013) clarify that India's IT industries are characterized by long hours of work, intensive work, intense work stresses, and pressing deadlines and employee challenges. In addition to increases in recorded working hours, there is some evidence that technological developments have increasingly enabled employees to work from home. Although these changes can be beneficial, they can also lead to higher pressures on workers to keep in contact with their workplace and make it harder to disengage from work.

In comparison, using data from the International Social Sciences Survey Australia, Kelley (2011) concludes that long working hours do not adversely affect men's satisfaction with their marriage or with their children (net of the effects of age, education, and occupational status). Indeed, compared with men who worked 35–48 hours, those working 49–59 hours per week and those working 60 or more hours per week expressed higher satisfaction with their jobs and income.

Men's enjoyment of their jobs may be one reason they spend so much time at work, as Kelley (2011) points out. In comparison, individuals working 60 hours or more appear to be marginally more content with life than those working 35–48 hours. Security directly as well as indirectly. They can act as a direct stressor in that, despite any accumulating exhaustion, staff need to continue performing adequately.

In addition, long working hours can raise stress indirectly by prolonging employees' exposure to other sources of job stress. Examples would include excessive exposure to stressors such as job risks perceived unfair organizational practices, interpersonal problems, and work overload.

Table 4. 9: Correlation

Model	N	R	R2	Significance value	Remark	Action
Y = f(x3)	95	0.105	0.011	0.00	Statistically significant	Reject Null hypothesis

The above illustrates the result of the relationship test between long working hours and the morale of employees. The correlation value between the two variables is 0.105, while the regression value of the effect on employee morale of long working hours is given as 0.01. However, these values are low, which is the result we have, and for these indices to go higher, the company should strive to enhance what they do as much as possible.

Variable Set Four

- To evaluate the effect of work family conflict on Jobcommitment
- How does work family conflict affect jobcommitment?
- H₀₄: work family conflict does not significantly affect jobcommitment.

Table 4. 10: Work family conflict

s/n	Items	Options	Frequencies	Percentages
1	My work often clashes with my family demands at home.	SA	27	28.6
		A	16	17.1
		FA	52	54.3
		Total	95	100.0

2	I always share my limited time with work and family responsibilities.	SA A FA Total	16 41 38 95	17.1 42.9 40.0 100.0
3	My family understands the tight schedule I have in the office.	A FA Total	65 30 95	68.6 31.4 100.0
4	My organization understands the necessity of being in good terms with my family members.	SA A FA Total	57 11 27 95	60.0 11.4 28.6 100.0

Source: SPSS Analysis 2020

Researcher's Table

Results

In reaction to the first item in the above table, 28.6 percent strongly agree with the view that "my work often clashes with my family requirements at home," 17.1 percent agreed, while 54.3 percent agreed reasonably. In answer to the second item in the above table, 17.1% strongly agreed with the view that "I still share my limited time with work and family commitments," 42.9% agreed, while 40.0% agreed reasonably. 68.6 percent strongly agreed to the view that "my family recognizes the tight schedule in response to the third item in the table above." I have "in the workplace," while 31.4 percent agreed equally. In response to the last item in the table above, 60.0 percent strongly agreed with the view that "my company recognizes the need for my family members to be in good circumstances," 11.4 percent agreed, while 28.6 percent agreed reasonably.

Table 4. 11: Job commitment

s/n	Items	Options	Frequencies	Percentages
1	I enjoy talking to individuals outside of my work and company.	SA A Total	53 42 95	55.7 44.3 100.0

2	Leaving my work and company right now will be very difficult for me.	SA A FA Total	71 12 12 95	74.3 12.9 12.9 100.0
3	I was taught to believe in the value of remaining loyal to one organization.	1.00 2.00 Total	53 42 95	55.7 44.3 100.0
4	I give all my best to the job given to me in the organization.	SA A FA Total	71 12 12 95	74.3 12.9 12.9 100.0

Source: SPSS Analysis 2020

Researcher's Table

Results

In response to the first item in the table above, 55.7% strongly agreed to the view that says "I enjoy talking to people outside of my work and organization," though 44.3% agreed. In reaction to the second item in the table above, 74.4% strongly I decided that leaving my work and organization right now would be very difficult for me, 12.9% agreed, while 12.9% fairly agreed. In response to the third item in the table above, 55.7% strongly agreed to the view that says "I was taught to believe in the value of remaining loyal to one organization", while 44.3%. 74.3% strongly agreed that I give all my best to the job given to me in the company in response to the last item in the table above, 12.9% agreed, while another 12.9 percent agreed reasonably.

Table 4. 12: Correlation

Model	N	R	R2	Significance value	Remark	Action
Y = f(x4)	95	0.315	0.099	0.00	Statistically significant	Reject Null hypothesis

The relationship between work-family conflict and work commitment offers a correlation of 0.315 when tested, while the regression value is given as 0.099. The

result is that the two variables have a 31.5 percent relationship and a 9.9 percent effect of work-family conflict on job involvement. The significance value which reads at 0.000 shows that though these figures are low, yet they are statistically significant and as such, there is a need to reject the null hypothesis and conclude that work-family conflict significantly affects job commitment.

4.2 Discussion of findings

It was noted that both longer hours, more exhaustion, and the growth of night and weekend jobs leave less room for quality family time in the work pressures and demands reflected in this report. Increases in youth crime, more substance abuse, and a drop in community care and community engagement are the results, and less desire to take responsibility for the care of elderly relatives and for the vulnerable resulting in tension between work and life.

Sakthivel and Jayakrishnan (2010) revealed that the work-life balance in the nursing profession affects job participation. The findings also showed that work to family interference is at a higher level, but family to work interference is at a lower level in the lobbying commitment of the nursing profession is extremely significant for both an organization and employees since it is an important component in determining employee success as well as organizational efficiency (Azeem & Akhtar, 2014) and effectiveness (Nwagbara&Akanji, 2012).

Therefore a divide between "job and family" existence is created because of "work-family interference," so that work affects family life and family life hinders the touching success of every company and obstructs employees' devotion, satisfaction level. Azeem and Akhtar (2014) suggested that extreme work needs reasons to raise WFC and predicts negative family outcomes, Although family emphasizes reasons

to raise FWC and as results, numerous previous studies have addressed the important role Work-life balance in the enhancement of staff's psychological well-being and the effects of this psychological well-being on organizational performance improvement (Azeem & Akhtar, 2014).

Although these studies insist that work-life balance plays a major role in employees' psychological well-being and behavioral efficiency, less attention has been paid to the influence of work-life balance on employees' attitudes and behaviors at work. The current research has therefore shown that work-life Balance may have an effect on improving efficiency in the workplace in Nigeria, along with employee engagement, wellbeing and happiness.

The results show that while the indexes were minimal, the predictor variables still had an influence on the dependent variables. For instance, while they had low indexes, job overload, work-family conflict, and long working hours still prove capable of making significant changes in the dependent variables.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

Based on the introduction, literature review, and observations that were done in the previous chapters, this chapter focuses on bringing the work to a close. This is a brief summary of the approach that led to the abridged results.

5.1 Summary

Chapter one began by looking at different incidents or concerns that most particularly impact employee performance in MTN Nig. Ikoyi Lagos State Ltd. The study therefore proposed a declaration of the problem to look at and consider such anomalies that may arise as a result of a poor work-life balance.

In line with the issues found in the industry, the priorities, research questions, and hypotheses were posed. The study's reach was limited to MTN Nig. Ltd Ikoyi Lagos notes that the significance was provided in line with the advantages that the stakeholders involved in the study should expect.

Chapter two dealt with the ideas of other scholars on the topic of philosophical theoretical and analytical structures, as well as a description and void in the literature.

Chapter three reported that the methodology used for the research was implemented with multiple regression analysis as a survey design. Based on descriptive and inferential statistics, the information was analyzed.

Chapter four shows that the findings of the analysis revealed that the imminent sub variable and the dependent variables have a significant relationship.

Therefore, since the estimates were statistically important, the study dismissed the null hypothesis.

Finally, the review of all the chapters, findings and feedback that contributed to the recommendations is covered in Chapter five.

5.2 Conclusion

The study, therefore, concludes that:

Employee job performance has been significantly impacted by flexible working hours in a company by allowing a balance between personal commitments and responsibilities and the organizational roles and duties of an employee. The flexibility of working hours strengthened the motivation of employees and the engagement of the company. The employee assistance programs of the business have created a powerful way for a company to lend a helping hand to people in the organization. This has significantly contributed to the growth of a healthy, motivated workforce; cohesion and individual productivity were improved by the organization. Finally, it can be concluded that leaving work has created a change in the climate and a break from the daily working environment. This has a lot of impact on the employee's psychosocial well-being, reducing fatigue, and work-related stress that turned into better employee performance after the leave.

Recommendation

On the basis of the results and conclusions drawn, the report recommends:

- MTN Nig. Ltd Ikoji Lagos State could share with other commercial banks in the country that have been grappling with the same best practices on employee work-life balance.
- The Ministry of Labor should consider revising the current labor laws to have mandatory employee health services administered by the employer rather than the union to ensure the psychosocial well-being of employees.
- Organizations in the banking industry should utilize leaves as a means of

rejuvenating their workers by introducing more creative methods of administering them rather than conventional annual leave schemes because of the nature of the work and accuracy involved in undertaking the jobs.

5.3 Contribution to Knowledge

The implication of the study would be discussed in the following:

i) Management Practice

ii) The management research will be strengthened as different methods have been studied under Work-Life Balance and Employee performance. This means that if good work flexibility, low work pressure and good working hours are properly examined. This new approach would help many organisations and thereby improve performance in productivity.

iii) Industry

Manager, Economists will gain in-depth knowledge. This will allow their employees to adopt an acceptable work-life balance and help them create a stronger organization.

iv) Society

Such study will benefit the society at large. Being the customer of the organization, so they can gain in-depth knowledge of the organization and will be treated professionally by a settled employee who has no issue with the work-life balance of the organization

5.5 Suggestions for Further Research

Areas arising for further investigation include:

- First, this methodology and tools should be employed in conducting similar studies in other telecommunication companies to establish the reliability of the study findings.
- Secondly, a study could be carried out to determine the optimum duration of leave from work and frequency that would ensure maximum productivity in an employee.

5.6 Implication of the study

The implication of the study would be discussed in the following:

v) Management Practice

vi) The management research will be strengthened as different methods have been studied under Work-Life Balance and Employee performance. This means that if good work flexibility, low work pressure and good working hours are properly examined. This new approach would help many organisations and thereby improve performance in productivity.

vii) Industry

Manager, Economists will gain in-depth knowledge. This will allow their employees to adopt an acceptable work-life balance and help them create a stronger organization.

viii) Society

The society at large would benefit from this study. Being customer of the organization, as they would gain in-depth knowledge about the organization and would be treated properly by a settled staff who has no issue with the work-life balance of the organization

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APPENDIX I

LETTER OF TRANSMITTAL

WORK LIFE BALANCE AND ITS EFFECT ON EMPLOYEES PERFORMANCE IN MTN NIG. LTDIKOYI LAGOS STATE

DEPARTMENT: INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT

MOUNTAIN TOP UNIVERSITY

Dear Respondent,

I am a final year student of Mountain Top University. I am writing a project on the above named topic in partial fulfillment of the requirements for the Bachelor of Science degree. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity so as to achieve credible results. The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Please answer the following questions by ticking the one you consider most appropriate among the alternatives.

Thank you for your sincere cooperation.

Kindly answer the following questions by ticking (✓) the option that best describes your agreement or filling the spaces provided.

Yours faithfully,

Chukwuazor Emmanuel Chukwuebuka,

DEMOGRAPHY

Please tick as appropriate

- 1) Gender: Male () Female ()
- 2) Age: Below 25 () 26-30 () 30-39 () 40-49 () 50 and Above ()
- 3) Marital Status: Single () Married () Divorced ()
- 4) Educational Qualification: B.Sc./HND () M.Sc. /MBA Ph.D. ()
- 5) Years in the organization: Below 5 () 5-10 () 10-15 () 16 and above ()

S/N	ITEMS	Strongly Agree	Agree	Fairly Agree	Fairly Disagree	Disagree	Strongly Disagree
	WORK LIFE BALANCE						
A	JOB STRESS						
1	The level of fatigue I experience at work is enormous						
2	I am given the opportunity to decide the kind of job I will take.						
3	My supervisor assistS in relieving me of the stress involved in my job.						

4	Other team members contribute to make the work easy						
B	ROLE OVERLOAD						
1	I am given too much task to handle at work.						
2	Time allocated affects the conduct of the job as expected of me.						
3	The different jobs I handle in the organization are incompatible with each other						
4	Job in compatibility interferes on overall performance.						
C	LONG WORKING HOURS						
1	I take more than required time to complete my tasks at work.						
2	Time allotted for task completion in the organization is not always enough.						
3	Limited time has to be shared among various related and unrelated tasks in the organization.						
4	Working hours are rated according to the task at hand.						
D	WORK FAMILY CONFLICT						
1	My work often clashes with my family demands at home.						
2	I always share my limited time with work and family responsibilities.						
3	My family understands the tight schedule I have in the office.						
4	My organization understands the necessity of being in good terms with my family members.						
	EMPLOYEE PRODUCTIVITY						
A	EMPLOYEE HEALTH						
1	I experience a High Level of anxiety at work.						
2	My wellbeing is as a result of my balance between work and family demands.						
3	I seldom breakdown due to work and family demands.						
4	I feel lazy to carry out home chores due to a stressful day at work.						
B	JOB SATISFACTION						
1	I am contented with my current level of output or performance						

	at work.						
2	My output contributes to the overall performance of my organization.						
3	I am provided with the necessities to enhance the level of my job efforts.						
4	My organization encourages my performance level through recognition and rewards.						
C	EMPLOYEE MORALE						
1	I enjoy good working condition and relationship in the organization.						
2	The level of responsibility I am given is reasonable.						
3	There is sufficient time to provide the type of care I would like.						
4	I have a sense of belonging in the organization.						
D	JOB COMMITMENT						
1	I enjoy discussing about my job and organization with people outside it.						
2	It would be very hard for me to leave my job and organization right now.						
3	I was taught to believe in the value of remaining loyal to one organization.						
4	I give all my best to the job given to me in the organization						

