WORK-LIFE BALANCE AND JOB SATISFACTION ON EMPLOYEES' PERFORMANCE AMONG WORKERS IN TERTIARY INSTITUTIONS

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Abstract:

*Employees' performance has been used as a standard of measurement in both private and public organization**s**. Studies on what would make employees' to put in their best in their organizations have produced varying results. Therefore, this study was carried out to investigate work-life balance and job satisfaction as predictors of employees' performance among workers in tertiary institutions in Rivers State, Nigeria. Cross-sectional survey design was utilized   while purposive sampling technique was adopted to select the study populations. Data were collected from 280 participants using validated scales and analyzed using multiple regression to test one hypothesis which was accepted at p < .001   level of significance. The result demonstrated that work-life balance and job satisfaction jointly predicted employee performance among workers in tertiary institutions in Rivers State R^2= .461, F(2, 277) = 105.803, p <.001. Furthermore, work-life balance (β = .466, p <.001) and job satisfaction   (β = .370, p <.001) independently predicted employees' performance among study participants. The study concludes that work-life balance and job satisfaction are robust predictors among study participants. It is recommended that these institutions should put in place enabling policies that would enhance good work-life balance and job satisfaction to improve workers' performance.*

Keywords: *Work-life balance, Job satisfaction, Employees' performance, Tertiary institutions, Rivers State/Nigeria*

INTRODUCTION

Employees' performance is described as the record of outcomes produced on a specified job function or activity during a specified time period (Bernadrdin & Russel, 2018). It is the quality of work done by the employee. It helps organizations to increase and utilize the capacity of the human resources they have. Employees' performance translates into good service delivery and interaction which affects every area of the organization such as in the civil service. In order to achieve the organizational objectives, the organization made policies that would encourage employee performance whether in private or public organizations. An employee's job performance depends on a combination of ability, effort, and opportunity (Ogechi & Nwaeke, 2019).

Some factors have been identified as predictors of workers' performance. Two factors were investigated in this study. First is work-life balance which is defined as a satisfactory level of participation or fit between the several roles in a person's life (Hudson, 2015). It is about the interaction between paid work and other activities including unpaid work in families and community, leisure and personal development. Also, Greenhaus et al. (2013) describes it as the extent to

which an individual is equally–self engaged and equally satisfied with his or her work role and family role. Conclusively, work-life balance tends to be an elastic working arrangement that allow both parents and non-parents to avail themselves of working arrangements that provide a balance between work responsibilities and personal responsibilities (Redmond et al., 2016).

Some studies have linked work-life balance to employees' performance. For instance, Tamunomiebi and Oyibo (2020) found work-life balance to predict employees' performance in Nigeria and suggested organizations provide flexible work arrangements to their workers. In another study, Osibanjo et al. (2019) found quality of work-life balance to predict employees' performance among 300 Tech workers in Lagos State, Nigeria. Likewise, Ogar and Amanze (2019) found work-life balance as a strong predictor of employees' performance among 106 bank workers. Similar studies have found work-life balance to predict employee performance among bankers in Nigeria (Mmakwe & Ukoha, 2018; Oludayo et al., 2018) found work-life balance to predict employee performance among commercial bankers in Nigeria. Also, a study by Kipkemo et al. (2016) who investigated work-life balance initiative on employees' performance among 297 Mumias Sugar Company found that employee assistance programmes as a significant predictor of employee performance. Finally, Ajala (2018) found work-life balance initiatives such as counseling, stress management, supervisory and conflict management programs to have positive influence on the employees' performance among workers in Ondo and Edo States.

The second factor considered in this study is job satisfaction which is a multifaceted concept that identifies the roles played by individuals' workers to the attainment of organizational and objectives (Ehondor et al., 2025). In addition, Baxi and Atre (2024) described it as that which deals with the feeling and beliefs that people have about their current job and its different aspects such as the role they perform there and the rewards they get. Finally, Ayoola(2023) conceptualizes job satisfaction as the degree to which a worker's materials and psychological needs are met while performing tasks assigned to them by the organization. Job satisfaction is a reaction that workers hold about their jobs. High job satisfaction implies that the employees like the job, whereas low job satisfaction implies that the employees dislike the job. Job satisfaction, therefore, helps to improve employee job performance and can be determined by the difference between employee's expectation about job outcome and what the job actually offers .

Studies have found job satisfaction as a predictor of workers' performance in several organizations. For instance Ehondor et al.(2025 found job satisfaction as a predictor of organizational commitment and performance among non-academic staff. In addition, other studies have confirmed that workers who are satisfied with their work would contribute more to their organizational goals compared to workers who are dissatisfied with the jobs (Azeem & Akhtar, 2014; Jehanzeb et al., 2018; Soenanta et al., 2020; Vishwa et al., 2015).

Although some studies have been conducted on work-life balance and job satisfaction on employees' performance among employees in private business

organizations, there is a lack of study that examines work-life balance and job satisfaction among workers in tertiary institutions in Rivers State, Nigeria leaving gaps in knowledge to be filled. Therefore, the purpose of this study is to examine work-life balance and job satisfaction on workers' performance among workers in tertiary institutions in Rivers State, Nigeria. The study was guided by the research question: Would work-life balance and job satisfaction jointly and independently predict workers' performance among workers in tertiary institutions in Rivers State, Nigeria?

The findings in this study would contribute to knowledge in the area of work-life balance and job satisfaction on the performance of workers in tertiary institutions in Rivers State, Nigeria. Also, it would provide policy makers with data to evaluate work-life balance policies and workers' remuneration to improve performance.

RESEARCH METHOD
Research Design
The study was a cross-sectional survey design where data were collected from participants using validated questionnaires. The two independent variables investigated were work-life balance and job satisfaction while the dependent variable was employees' performance.
Population of Study
The population of the study comprises 1,675 workers in tertiary institutions in the five tertiary institutions in Rivers State, Nigeria.
Research Setting
The study was conducted in five tertiary institutions in Rivers State: The University of Port Harcourt, Ignatius Ajuru University of Education Rumuolumeni, Rivers State University, Captain Elechi Amadi Polytechnic, and Ken Saro Wiwa Polytechnic.
Sampling and Sampling Techniques
Purposively sampling technique was used to select five tertiary institutions in the study location while convenience sampling technique was used for the distribution of questionnaires to the study participants.
Instrument
Job Satisfaction Scale (Brayfield & Rothes, 2002) was used to assess job satisfaction. It is an 18-item presented on a 5-point Likert's format with responses ranging from strongly disagree to strongly agree. Sample items include: "My job is like a hobby to me" and "I enjoy my work more than my leisure time". The authors reported Cronbach's alpha of =.87 and in the current study, Cronbach's alpha of .83 was obtained.
Individual Work Performance Questionnaire (Koopmans, 2015) was used to assess participants' work performance. It is an 18-item questionnaire rated in 5-point Likert's format ranges from strongly disagree to strongly agree. Sample items include: "I took on extra responsibilities", "I managed my time well" and I was able to set priorities". Ramos-Villagrasa et al. (2019) obtained Cronbach's alpha for the three subscales: Task performance(α =.83) , contextual

performance(α =.87) and counterproductive behavior (α =.77). In the present study, Cronbach's alpha of .82 was obtained.

Work Life Balance Scale [Hooker et al., 2007) was used to evaluate work-life balance of the study participant. It is a 27-item presented on a 5-point Likert's scale with responses from strongly disagree to strongly agree. Sample items include: My organization provides me with a flexible and "I supportive environment from my colleagues". Authors' obtained Cronbach's alpha was 0.73 and in this study, Cronbach's alpha of 0.71 was obtained.

Procedure

A formal letter of authority was collected from the Department of Psychology, Rivers State University, Nkpolu-Oroworukwo, which was used to identify the researchers. Potential participants were met in their respective offices and under the canopies around their different ministries. A brief introduction was made and they were invited to participate in the study. They were assured of the confidentiality of their responses and the voluntary nature of the study. Only those who accepted to participate were given the questionnaire to complete which took less than 13 minutes. All the questionnaires were collected on the spot. A total of 286 questionnaires were administered, however, during screening and coding, six had inconsistent responses and were removed thus leaving 280 used for the analysis.

Data Analysis

IBM^R SPSS version 26 was used for data analysis. Descriptive and inferential statistics were computed. The hypothesis was tested using multiple regression analysis and accepted at p <.001 level of significance.

RESULT AND DISCUSSION

The participants' demographic characteristics are presented in Table 1.

Table 1

Participants' Demographic Information

Variable	Frequency	Percent
Age (yrs)		
18-30	60	21
31-40	91	33
41-50	84	30
Above 51	45	16
Gender		
Male	160	57
Female	120	43
Educational Qualification		
School Certificates	42	15
National Diplomas	59	21
Bachelor's Degrees	129	46
Post-Graduate Degrees	50	18
Marital Status		

Single	34	12
Married	112	40
Divorced	73	26
Separated	36	13
Widowed	25	9
Net Income		
Below N10,000	50	18
N10,001 -N100,000	81	29
N100,001-N300,000	100	36
N300,001-N500,000	39	14
Above N500,001	10	3
Total	**280**	**100.0**

Table 1 presents the demographic characteristics of the study participants. The descriptive statistics revealed that many of the participants were males(57%) and were between 31 and 40 age bracket (33%) with a significant percentage holding Bachelor's degrees (46%) with more participants earning between N10,000 and N300,000 per month.

Testing the hypothesis…

H1: Work life balance and job satisfaction would jointly and independently predict the employee performance among workers in tertiary institutions in Rivers State. The hypothesis was tested using multiple regression analysis and the result is presented in Table 2.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.679[a]	.461	.457	5.73940

a. Predictors: (Constant), Work life balance, Job satisfaction

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6970.458	2	3485.229	105.803	.000[b]
	Residual	8136.346	277	32.941		
	Total	15106.804	279			

a. Dependent Variable: Employee performance
b. Predictors: (Constant), Work life balance, Job satisfaction

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	β		

1	(Constant)	5.900	3.009		1.961	.051
	Job satisfaction	.338	.045	.370	7.518	.000
	Work life balance	.604	.064	.466	9.467	.000

a. Dependent Variable: Employee performance

According to Table 2, work-life balance and job satisfaction jointly predicted employees' performance among workers in tertiary institutions in Rivers State, Nigeria R^2= .461, $F(2, 277)$ = 105.803, $p < .001$ which accounted for 46.1 % of variance in employees' performance. In addition, work-life balance (β = .466, $p < .001$) and job satisfaction (β = .370, $p < .001$) independently predicted employees' performance among study participants. Therefore, the hypothesis was confirmed.

The hypothesis that work-life balance and job satisfaction would jointly predict employees' performance among workers in tertiary institutions in Rivers State was supported. This means that the quality of work-life balance and job satisfaction contributed significantly to the levels of performance demonstrated by the workers in tertiary institutions in Rivers State, Nigeria. This findings corroborated with several previous studies work-life balance and job satisfaction contributed significantly to employees performances in several organizations including government organizations (Ogar & Amanze, 2019; Osibanjo et al. 2019; Soenanta et al., 2020; Tamunomiebi & Oyibo, 2020).

Furthermore, both work-life balance and job satisfaction independently predicted employees' performance among study participants. This means that employees' performances are directly affected by the levels in which they have adequate work-life balance and their satisfaction with the salaries they receive from their government. These findings lent credence to previous studies where work-life balance and satisfaction with pay were found to be motivating factors in workers' performance (Ehondor et al. 2025; Mmakwe & Ukoha, 2018; Oludayo., 2018). When the work life of an employee and family life are well-balanced and have a sense of job satisfaction, these would contribute to increase the levels of performance.

The study investigated work-life balance and pay satisfaction as predictors of employees' performance among workers in tertiary institutions in Rivers State, Nigeria. The result supported the joint and independent predictors of work-life balance and job satisfaction on employees' performance among study participants. The results have demonstrated that work- life balance and job satisfaction are vehicles that could enhance employees' performance in civil service.

It needs to be mentioned that the study employed self-reported questionnaires for data collection which was not free of response bias. Subsequent study should employ focus group discussion and documentary

evidence from staff grievance units to triangulate data collected from questionnaires. Furthermore, only two ministries were sampled which hindered generalization of the study findings. Subsequent study would benefit by including more ministries with larger sample sizes. Conclusively, only two independent variables were investigated, further study should include social support system, turnover intention and intrinsic motivations.

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