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WORK-LIFE BALANCE AND PERFORMANCE IN PUBLIC HEALTH FACILITIES IN EDO STATE, NIGERIA

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Abstract

An increasing number of people nowadays stress over how to strike a healthy balance between their personal and professional lives. Many healthcare organisations recognise the value of a healthy work-life balance and have implemented programmes to encourage it. There is a lack of empirical studies that have examined the impact of work-life balance on the productivity of public-sector university health institutions in Nigeria. This research was conducted to close these gaps in our empirical understanding. The study set out to investigate whether or not a healthy work-life balance was associated with higher productivity in the workplace. The study's basic data came from a survey sent out to 2,750 workers at hospitals in Edo State's public health sector. A regression analysis and a correlation coefficient were used to examine the data. Employee performance was found to be positively correlated with participation in an employee assistance programme and with the availability of work schedule adjustments. To increase productivity, the study suggests that public health organisation administrations implement or strengthen employee assistance programmes aimed at mitigating or eliminating the negative effects of work-life balance conflicts.

Keywords: *Employee, performance, work-life balance, assistance programme, flexible work hours, health facilities.*

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Introduction

To stay ahead in today's cutthroat business climate, more and more companies are focusing on bolstering their long-term viability. The three sorts of performance characteristics that are fundamental to the well-being of both the environment and organisations are the financial (economic), environmental, and social (Elkington, 1997). When thinking about an organization's long-term success, most people will point to its people (Kim, Kim, Han & Holland, 2016; Jabbour, Teixena, Oliveira &Soubihia, 2010). Organizations must, therefore, devote more time and resources to human resource management techniques and tactics including performance appraisal, career development, remuneration, training and development, etc., in order to boost employee output.

Growing awareness of the impact of one's job on one's personal life and family obligations has contributed to this trend. This could necessitate a more in-depth investigation of the issue of work-life balance. In a context where occupational stress of individuals is significant and critical to understanding how organisations can gain competitive advantage on the performance of their employees, the competitive weightiness or high level of labour to bring goods and services is frequent. Work-life balance used to be considered as a Western concept, but this view has rapidly and dramatically shifted as more and more Nigerians take on waged jobs to help support their families. There has been a heavy price to pay for this as businesses, households, and communities have all been affected (Akinyele, Peters &Akinyele, 2016). Organizational efforts to facilitate employees' juggling of work and family responsibilities are more important than ever, as they contribute to a more desirable and sustainable work-life balance.

The concept of "work-life balance" refers to the importance of striking a healthy equilibrium between one's professional and personal responsibilities. In a dynamic business setting, it is essential to recruit and retain your organization's most precious asset: its people. To better adopt and manage initiatives for achieving a healthy work-life balance, it serves as a potent motivating device for organisations. According to Frane, Russell, and Cooper (1997), a lack of work-life balance in organisations is evidenced by lower productivity and increased absenteeism among workers. It improves morale and dedication to the company.

Ultimately, all of these factors may affect employee performance in the workplace via impacting productivity. Neglecting an employee's work-life balance will lead to lower productivity and make it difficult to improve the employee's job performance, according to research by Wheatly (2012). Work-life balance has implications on the behaviours, wellbeing, and attitudes of employees, as well as on the effectiveness of the organisation. Managers of health institutions in Nigeria may be more likely to provide their employees with adequate work time to enable them to fulfil their goals in light of the frequent occurrence of disease outbreaks in endemic and pandemic contexts and the rivalry for efficacy in the health sector. Employees put in long hours at the office, which can have an impact on their home lives, in an effort to boost their performance within the company. Every one of these things has the potential to disrupt the worker's home life, which he may try to keep in check while also maintaining productivity at work.

However, little to no attention has been paid to the effects of work-life balance on employee performance in the health sector, despite the fact that many studies on work-life balance in Nigeria have focused on its contribution to the social, economic, and mental development of employees by facilitating loyalty, commitment, and productivity. In light of the theoretical and anecdotal evidence linking work-life balance to performance , this study offers an empirical analysis of the nature and scope of the effect. It's a manual for business leaders on how to improve workers' productivity and satisfaction by balancing their personal and professional lives.

The purpose of this research is twofold: first, to identify the relationship between work-life balance and employee performance; second, to introduce appropriate employment practices to aid workers in achieving a better work-life balance for the provision of benefits to both the organisation and the workers.

Statement of the Problem

The performance of any organisation depends on the performance of its employee (Armstrong, 2006). There are several factors that influence the performance of employees in the organisation and these can either increase it or decline it. Workers' satisfaction is most likely to improve performance of an individual as individual will always extent himself or herself to a job which they feel they are able to do and in an enabling environment. On the other hand, pressure from works , high stress level and fatigue are factors that are most likely to impede performance in organisations (McNall, Masude & Nicklin, 2010). This is because the worker can find it difficult to perform his/her assigned job as required if they are fatigued or pressured. According to Armstrong (2006), a worker may be weigh down because of conflict flowing from the roles in work and family demands. In those kind of situations, creativity and innovation which is the hallmark of human resource cannot be exhibited. On account of this, many organisations have been compelled to recognize work-life balance that will oppose this. Flexible working hours and employee assistance programme are work-life balance initiatives being adopted in organisations (Oguegbunam, 2023).

The health sector is the most demanding locations individuals can work. In Nigeria these days, it's more important than ever for healthcare workers to balance their professional and personal lives. This is explained by shifts in society and the workplace, such as the increasing participation of women in the labour force, the decline of the "large number of hours" accepting culture, and the proliferation of modern information and communication technologies. Employees of healthcare facilities may experience a loss of enthusiasm and dedication to their work if they are also dealing with personal challenges outside of the workplace. Problems with providing employee support programmes, flexible working hours, alternative work arrangements, leave policy, and welfare policy in the Nigerian public sector plague the country's workforce. Like the rest of the public sector, Nigeria's health care industry has been hit.

To counter this, the onus is on the employees to enhance their performance. Due to the nature of the health sector in the past, the sector has seen work pressure; work/family conflicts, high stress levels among workers which as a result has led to low performance. To overcome this, public

health facilities have employed work-life balance initiatives. Among these are the flexible working hours and employee assistance programme. These initiatives comes with their benefits and challenges which implies they can have varied and interwoven effects on employee performance. Even though there have been researches on the wider work-life balance initiatives no study has linked the various work-life initiatives to job satisfaction and motivation in public health facilities in Nigeria.

Muli, Muathe and Muchiri (2014) who conducted a similar research but their investigation was focused on the wider work-life initiatives with Kamau, Muleke, Mukaya and Wakogi restricting their research to Eco Bank Kenya alone. Because of this, there is a lack of studies addressing this issue. Therefore, the researchers behind this study are hoping to close a knowledge gap. Similar studies was also conducted by Jephthal, Godwin, Dafeng, Popoola (2022) but narrow their research to female academic staff of the University of Jos, Nigeira; with Ogomegbuna (2023), Orogbu, Onyeizugbe and Chukwuemeka (2015) and Mmakwe and Ojiabo (2018) limiting their studies to commercial banks in Nigeria. There has not been enough empirical research done in Nigeria's health sector to draw any conclusions about the connection between work-life balance (employee assistance programme and flexibility working hours) and employee performance (job satisfaction and motivation). This study effectively fills a vacuum in the literature by focusing on this specific area.

In addition, there are fears and concerns shown by prior studies that some organisation might not be willing to fully accept the flexibility in working as the practice is taken to only benefit the workers are not the organisation (Wang & Walumbwa, 2007). There is this need to investigate if flexible working hours and employee assistance programme has any effect on job satisfaction and motivation of employees respectively. The general objective was to seek the effects of work-life balance on employee performance of selected public universities' health facilities in Edo State, Nigeria. Specifically, the study sought to:

i. establishes the effect of employee assistance programme on job satisfaction of employees of selected public health facilities in Edo State.

ii. determine how flexible working hours affect employee motivation of selected public health facilities in Edo State.

Hypotheses

The following constitute the hypothetical statement of the study which are subject to analysis:

Ho_1: There is no significant relationship between employee assistance programmes and job satisfaction of employees of selected public health facilities in Edo State.

Ho_2: There is no significant relationship between flexible working hours and employees motivation of selected public health facilities in Edo State.

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Literature Review

Work-life conflict is the starting point for the idea of work-life balancing activities. When a person's responsibilities as an employee are at odds with those of other roles in their life, such as those of a parent, spouse, or participant in religious or extracurricular activities, this is known as "work-life conflict." Most people, the idea behind work-life balance suggests, juggle several responsibilities at once (Mmakwe & Ojiabo, 2018).

There are several facets to the concept of work-life balance. It has a range of connotations, depending on the audience and the speaker. Maintaining a healthy work-life balance depends on people being able to decide for themselves when, when, and how they put in their hours. Therefore, achieving some kind of work-life integration or balance is a method of balancing the needs of one's career, one's family, and one's own personal needs According to Blyton and Bacon (2006), "work-life balance" refers to the state of having "effectively" compartmentalised or integrated one's "life" and "work" in order to feel content and experience less stress from playing many roles at once. To rephrase the term, "work-life balance" refers to the achievement of both professional and personal goals without compromising the quality of either. Maintenance of a harmony between one's professional and personal commitments is what we mean when we talk about work-life balance (Cieri, Holmes, Abbot, & Pettit, 2002).

The idea of work-life balance, which emphasises employees with various family concerns, broadens its scope to include all and sundry within the workplace, and allows for spillover and variability between work and other areas of life, is widely held to be crucial to achieving balance in all spheres of life (Gregory & Milner, 2016). Work and personal life are not considered as competing priorities in the concept of work-life balance. To do this, it is necessary to take an approach that is conceived of as a two-way process, one that takes into account the needs of both employees and the employer or organisation.

In other words, work-life balance does not have to be a 50/50 split. Given that the ideal work-life balance for one person today will almost certainly differ from that ideal for the same person tomorrow (Greehause et al, 2009 quoted in Fapohunda, 2014), it stands to reason that this ideal will change over time. During marriage, a new career, and childbearing, a single person's ideal balances will shift from those of a young professional or someone nearing retirement. This ideal balance does not exist. Everyone has various needs and preferences, therefore the ideal work-life balance will vary depending on the individual.

Those who struggle to strike a good balance between their professional and personal lives are less likely to be able to handle the demands of their jobs effectively, which in turn has a negative impact on the company's bottom line. Inadequate resources, lack of awareness concerning flexible work choices and leave allowances, inaccessibility to flexible work hours, little or no comprehension of the gain, and insufficient effective communications between management and workers can all undermine an effective work-life strategy (Mendis & Weerakkody, 2014).

It's not just about cutting back on hours or on the number of jobs you have to maintain a healthy work-life balance. Working wisely means having the energy to offer 100% at work and at home without sacrificing either. Everyone, regardless of age, needs this. Work-life harmony should

lead to greater productivity and decreased absenteeism, as well as to more productive, motivated, and less stressed employees.

Employee Assistance Programme

Employee assistance programmes and scheduling flexibility are two examples of ways to improve work-life harmony. The phrase "employee assistance programme" (EAP) is commonly used to describe a variety of workplace-based intervention programmes aimed at assisting workers who are experiencing emotional, financial, alcohol misuse, or familial concerns that are negatively impacting their employment. They are aimed at lessening the influx of new problems and aiding in the elimination of existing ones in the workplace.

Reduce the streaming of new problems and eliminate new ones refers to often repeated justification that a porgramme assists an organisation to reduce workers problems and this increase their productivity. Workers are linked with personal problems to suitable resources in order to prevent degeneration in job performance. Employee assistance programmes are aimed at identifying troubled workers, encouraging them to resolve their troubles and offering access to counseling and consultation for those who need the services, problems experienced by workers or members of their families are prevented and/or remediated.

It's a plan implemented at work to help workers with issues that are affecting their health and happiness (Anukwocha & Okafor, 2020). They are company-wide programmes designed to spot troubled workers, help them cope with their problems, and connect them with professional help if necessary (Martin & Roman, 2004). As part of their core services, EAPs provide client organisations with screening, assessment, brief interventions, and outpatient therapy for mental health illnesses and abductions issues.

In addition to basic legal services and referrals, nurse line, adoption aid, and finance assistance for elder care services, employee assistance programmes may include a plethora of other services that are fully covered by the company. The employee's immediate family members and anybody else who resides in the employee's household may also be eligible to receive support from the company's employee assistance programme. A collection of professionals (such as attorneys, accountants, counsellors, and therapists) who are under contract with an organisation and are available to offer advice and help to employees. Positive benefits on productivity can be shown in organisations that provide employees with access to employee assistance programmes including counselling, stress management, and dispute resolution.

Flexible Working Hour

Over the past few decades, the concept of organisational flexibility has gained attraction and popularity, to the point where it now sounds like trendy, idiomatic technical jargon in many businesses. The term "flexibility" encompasses a wide range of concepts, including variations in geographical, functional, numerical, and time-and-place-based employment arrangements within the context of contractual finances (Lewis, 2003). In other words, work flexibility means not only variation in time and location of the job but also distribution of the job, career breaks and other breaks in the job.

Possenried and Plantenga (2011) identified three categories of flexible work arrangement- Flex time (flexibility in scheduling), part-time (flexibility in length of the work), tele home working (flexibility in location). Each of the arrangements are often brought together to supplement each other even though each of them could be used individually (Chang, 2009). Flexibility has been divided into two broad categories, i.e. "chosen" and "constrained" in setting of part-time working 9Gash, 2008). The two practices has been distinguished as "customization" (benefiting the worker) and "flexibility" (benefiting the organisation) (Robert, 2008 cited in Waseen, 2017).

Hence, flexibility in work is the ability of worker to control his or her working time period as well as location of work (far away from office). Employer is supposed to offer this ability in scheduling (Atkinson & Hall, 2011). Flexible working hours is an arrangement whereby the worker is given a finite choice of the hours when he works as long as he bargains over an agreed time- be it a month, a week or a day to work in his usual number of hours (Legge, 1974 cited in Waseen, 2017). It is quite evident that flexible working hours is the amount of time the worker works and the outline of work including paternity/maternity leaves, term-time and part-time working or other missingness removed from work.

Male and female professionals alike so embrace flexible schedules so that they can successfully juggle their professional and personal lives (Abid & Barech, 2017). The rising number of women in the labour force, which has led to two-income households and higher demands for work-life balance, has also led to the emergence of the flexible work schedule. More people are working two jobs, raising children alone, or caring for an elderly relative (Choo, Desa, Abu Hasan Asaari, 2016).

This result, however, was at odds with the findings of Abdulkadir (2018), who found that employees of Kenya's Cabinet Affairs office had excessive job-related stress due to a lack of organisational support despite extended working hours and an absence of flexible working hours. The demand for a better work-life balance has been forcing employees to seek out more flexible work hours, such as the move from an 8a.m. to 4p.m. work day in Nigeria. This is due to the needs of the workforce as well as changes in the environmental landscape. The flexible work initiative is a strategy to lessen the strain on both the home and the workplace. Businesses need adaptable management in order to keep up with the fast-paced changes in the global market. Financial savings complement the company's enhanced allure to potential new personnel.

The decision-making power over the work schedule, from its inception to its public unveiling, is in the hands of the employees under a flexible work hours system. It motivates employees to complete non-work tasks, such as taking care of themselves, their families, and their homes. It has been claimed in numerous studies that managers can play a part in reducing work-life conflict by allowing for more flexible working arrangements. With proper prioritisation, workers can reduce their time in the office. Flexible work schedules, for example, can help employees achieve a better work-life balance (Mas-Machuca, Mirabent, and Alegre) (2016). Employees who have more leeway in determining their own work schedules report feeling a greater sense of pride in their workplace as a result. As a result, when workers are able to strike a good balance between their professional and personal lives, they perform at a greater level (Aziz-ur-Rehman & Siddiqui, 2019).

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Employee Performance

Organizational performance is managed and decided by the efforts of employees and is the primary factor in whether or not an organisation achieves its objectives and goals. Employee performance, defined as "activity and behaviour concerning organisational goals," has improved as a result of rising intra-industry competition (Manzor, Wei, Nurunnabi, Subhan, Shai &Fallatah, 2019). According to Otley (1995), an organization's success depends on its personnel and the external conditions it must contend with. Any company worth its salt will tell you that its employees are its most prized possession, and that it places a high value on their efforts since they are the very reason the company exists. Human resource management places a premium on employee performance evaluations because of the impact employees have on the success of their organisations (Fathin, Ningrum& Abas, 2019; Mohammed & Ali, 2015).

The term "performance" is used to refer to the documented results of a given job duty or activity during a given time frame. When evaluating an employee's performance, only those tasks that can be evaluated and quantified against predetermined standards should be considered. How successfully an employee performs his or her job duties is a key indicator of job satisfaction. Effective performance is not only about doing things well; it also requires critical thinking and evaluation (Ilgen & Sclinelder, 1991 cited in Orogbu, Onyeizugbe & Chukwuemeka, 2015). Performance is an indication of the actions that can be identified and quantified. Work is about a person's skills, and those skills are what activate employees' performance, which in turn comes from the technical foundation. A company's performance has nothing to do with its technical fundamentals, but rather the social and psychological contexts in which it succeeds (Borman &Motowidlo, 1993). Such actions include advising a coworker on how to improve their credibility as an employee.

Many studies have shown that performance in the workplace may be broken down into several different categories. Employees' job performance is a product of both their desire and their ability to acquire the necessary skills, training, and resources to carry out the tasks outlined in their position's job description (Bauer, Erdogan, & Short, 2019). An employee's performance is measured by how well they contribute to the organization's overall mission and objectives (Kovach, 1987). To put it another way, employee performance is the rise in workers' proficiency in doing their jobs and meeting their responsibilities in order to help the company reach its objectives. It represents the product of an employee's efforts to complete work within the time constraints of their position.

Job Satisfaction

Job satisfaction is defined as complex attitude of an individual in the direction of his job. It refers to pleasurable emotional state resulting from the assessment of job of an individual as attaining as enhancing the attainment of job value of an individual (Locke, 1969). “Job satisfaction is any combination of psychological, physiological and environmental circumstances that cause a person truthfully say I am satisfied with many job”. Such a description shows the variety of variables which influence job satisfaction. It is “an attitude which results from a balancing and

summation of many specific likes and dislikes experienced in connection with the job" (Blum, 1968 cited in Thangaswamy & Thiyagaraj, 2017).

Vroom (1964) refers to job satisfaction as the positive orientation of an individual towards all aspects of the work situation". It is one of the most studied variables in organisational research (Spector, 1997). This is because, according to Judge, Thoresen, Bono, Patton (2001), job satisfaction can influence job performance and employee turnover, internal employee features – personality trains (Williamson, Pemberton, Lounsbury, 2005), values (Cohn, Abele & Dette, 2006) as well as features within the job itself (bender, Donohue & Heywood, 2005) predisposed job satisfaction.

Employees become committed to organisation when their expectations are realized and this could influence loyalty of employees to the organisation and job satisfaction. According to Robbins and Judge (2007), when one becomes satisfied with his job, commitment, productivity and customer satisfaction are positively influenced. Career worries, job insecurity, job demand influence job satisfaction (Doble & Supriya, 2010). Ability to cope with job in workplace influenced by the challenging demand of work and family, as well as paucity of free time and family, as well as paucity of free time and extreme pressure. Job satisfaction is influenced by this conflict with the resultant effect on decision of employees to remain or leave jobs, thus affecting their performance (Akpa, Egbula, Akinlabi, Magaji, 2019).

Motivation

Motivation refers to "internal factors that impel action and to external factors that can act as inducements to action" (Mikkelsen, 2017). Motivation influences three action of direction, intensity and duration. Hence, understanding different motivational style of employees will assist to explain and predict the cognition, affect and behaviour patterns which are exhibited by different employees (Hsiung & Tsai, 2017). In today's dynamic and fast growing organisations, motivated workers are needed to make organisations to adjust, grow and remain alive. While demotivated employees can lead to poor performance, inability to get individual and organisational goals accomplished and underutilized ability (Daft, 2010). Employees who are more satisfied with their job are more motivated and are more desirous to work harder and more loyal to their organisation (Weakliem & Frenkel, 2006).

Conceptual Model

Based upon the review of literature, theoretical model is presented. As indicated by the model in fig. 1, the independent variable is work-life balance, measured by employee assistance programme and flexible working hours while the independent variable is employee performance, measured by job satisfaction and motivation. The model indicates the relationship between the independent and dependent variables.

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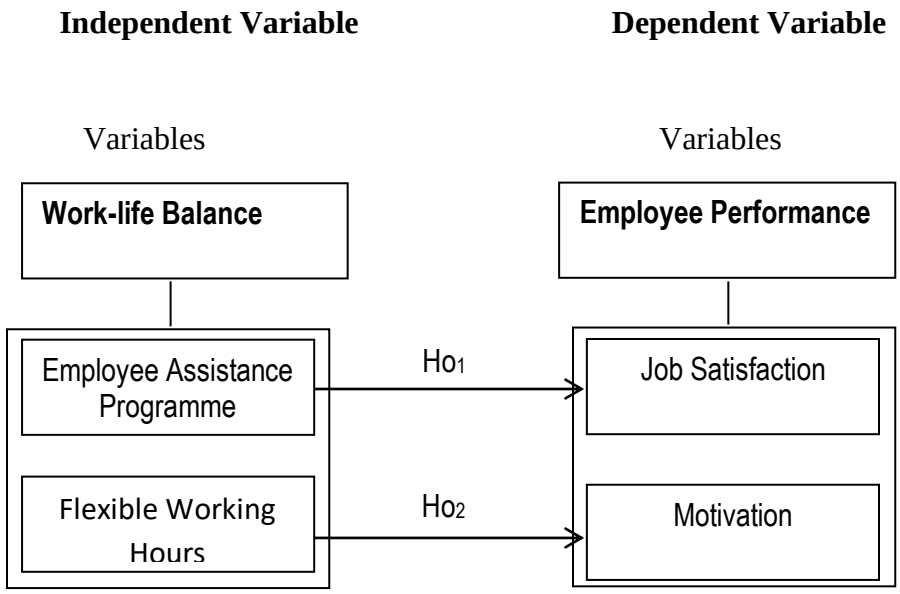

Source: Authors design, 2023

Theoretical Framework

Spillover Theory

It is difficult to do a mapping of existing institutional assistance without a systematic framework of work-life balance as a structured guide. Management and other health care workers are included in the scope of the framework, together with patients and their families. All the factors that help workers be productive with the help of the organisation or the government must be accounted for. Thus, the notion of spill over serves as the framework. In other words, the theory is the most widely held and studied perspective on the connection between work and family life. Many academics in the last 20 years have hypothesised that workers take their workplace-developed attitudes, motives, skills, and behaviours home with them (Kelly & Uoydano, 1985). It's predicated on the assumption that a person's perception of the social experience of the field of work and non-work is effectively unbounded by any kind of physical divide.

When things go well at work, it tends to reflect well at home, and vice versa when things go poorly at work. This is known as the "spillover effect." The worker's reactions in the office could be negatively influenced by the problem's spillover from the worker's personal life. Since there is no longer a clear boundary between the home and the office, spillover theory proposes that the two should be treated as if they were one. There is no escaping the fact that what occurs at work will eventually find its way into your private life. The term "work-life balance" refers to the idea that one's professional and personal lives are inextricably interwoven, with each influencing the other in ways that go beyond the limits of space and time (Wessels, 2012).

Despite the lack of strength in the relationship between the two, this idea has been adopted by numerous scholars for use in determining work and family (Rice et al (1980). From their research on a group of working parents, William and Alluger (1994) found that negative emotions spread more quickly than good ones did throughout the day. Doby and Captan (1991) performed research on the topic of spillover from the perspective of a potential threat to the reputation of the subject. Research shows that when an employee is upset at work due to unfavourable feedback from a manager or coworker, that negativity can spill over into their personal life. What is needed is a complete investigation of causes, effects, and therapy, but the theory has been given in a common form that renders it useless.

However, the idea is applicable to our research because of the role that spillover plays in facilitating a satisfying work-life balance (Lakshimyproya & Ramakrulina, 2016). Although some research has suggested that workers bring their work-acquired attitudes, skills, feelings, and habits home with them, other studies have found no such correlation. It's important to the research because companies must implement policies that help their employees strike a healthy work-life balance, which in turn increases employee dedication to the company's mission.

Empirical Review

The topic of work-life balance has been the subject of a number of studies. The impacts of work-life balance policies on productivity at Eco Bank, Kenya, were studied by Kamau, MulekeMukaya, and Wagoki (2013). A total of 55 people, all employees at three different Nairobi locations of Eco Bank, were included in the study. The questionnaire was the primary tool used for data collection. Pearson's correlation coefficient, mean, median, and frequency distributions were used. Study results showed that a company's leave policy, employee assistance programme, and flexible work hours all had positive effects on productivity.

The work-life balance and employee performance" was the topic of research by Hyde, Sparrow, Boaden, and Harris in 2013. This study's goal was to examine how work-life balance influences affective commitment, and the mediating function of effective commitment, in job performance. Two hundred and ninety-three people filled out the survey for the researchers. SPSS version 22 was used to conduct analyses such as reliability and multiple regression on the collected data. Affective commitment was found to rise when workers felt they had a good handle on their job and personal lives.

Employing data from Sri Lanka's telecommunications sector, Mendis and Weerakkody (2014) investigated the link between work-life balance and productivity. A deductive strategy was used. Married high-ranking employees were included in the study. Two important players in the telecommunications industry were chosen from a pool of one hundred using a cluster sampling technique. A structured questionnaire was the primary tool for this study. Articles, journals, textbooks, etc. were mined for secondary data. Descriptive statistics were used for the univariate analysis, while the bivariate and multivariate analyses were performed to achieve the study's aims and put the hypothesis to the test. Having a healthy work-life balance has been shown to

have a good and significant effect on productivity in the workplace. There is proof that when employees have a healthy work-life balance, productivity rises.

Mendes and Weerakkody (2017) studied the telecommunications sector in Sri Lanka and found that a healthy work-life balance improved worker productivity. The study's secondary objective was to ascertain, via surveying employees about their jobs and personal lives, whether or not better work-life balance led to better productivity. The intended audience consisted of executives and their spouses working in the telecommunications sector. Two important players in the telecommunications sector were selected using a cluster sampling method. A total of one hundred samples were taken. The questionnaire was the primary data collection tool, and univariate, bivariate, and multivariate statistical analyses were used to evaluate our hypotheses. Software version 15.0 of SPSS was used to analyse the data. Work-life balance, as well as job satisfaction, were found to have considerable positive effects on both job performance and employee satisfaction. All of these correlations are statistically significant in a favourable direction.

Mmakwe and Ojiabo (2018) looked on how employees in the banking industry in Port-Harcourt, Rivers State, Nigeria, handled their job and personal responsibilities. Seven hundred sixty-nine people from five commercial banks were chosen at random to be the study's population. Out of a total of 400 questionnaires, only 301 were considered to be usable in the analysis. The Spearman rank order correlation coefficient, implemented in SPSS, is the appropriate statistical method for this type of data analysis. The results showed a robust connection between measures of work-life balance (job stress, work family, conflict) and indicators of employee performance (productivity, customer satisfaction).

According to research conducted by Anukwuocha& Okafor (2020) at First Bank Plc Umuahia, Abia State, Nigeria, a positive work-life balance was found to have a significant impact on employee productivity. This study made use of a survey research strategy. A survey questionnaire was the primary study tool, with 84 Bank employees participating. The data was analysed using a straightforward regression technique. The study found that First Bank Plc's employees benefited from a better work-life balance, leading to higher productivity.

Ahmadi, Idris and Hashim (2013) investigated the relationship between the flexible working hours and employees' motivation on XYZ Department. Questionnaire was the main research instrument. Both descriptive and inferential statistics were used in data analysis. Correlation analysis was used to test the relationship between the two variables. The study revealed that flexible working hours has significant effect on employee motivation.

Atienoi and Otsyula (2017) investigated the influence of Employee Assistance Programme on job satisfaction at Maseno University Kenya. Descriptive research design was adopted in the study. The sample size was 154 and questionnaire was the major research instrument. Descriptive and inferential statistical tools were used in data analysis and testing of hypothesis respectively. The study revealed that employee assistance programmes had a positive relationship on job satisfaction.

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Methodology

The study adopted a descriptive correlational survey design in order to accomplish the aims and test the hypotheses. This study is a field study because no artificial conditions were created for the research, and normal operations were not disrupted in any way. Because data were collected all at once, or at most over the course of a few days, this type of study is also known as a cross-sectional study. Both the University of Benin Teaching Hospital (UBTH) in Benin City (2750 employees) and the Irrua Specialist Hospital (ISH) in Irrua, Edo State (2730 employees), are represented. The counted number of people is 5380. Sample size determination was done using Conchran formula (1977) which is given thus

$n = \frac{n_o}{1+\frac{(n_o-1)}{N}}$=n_o/1+(n_o-1)/N -- - - - - - - - - - - - eqn (1)

Where:
n = Sample Size Obtain
n_o =384
N = Population Size
Thus;
$n = \frac{384}{1+\frac{(384-1)}{5380}}$=384/1+ (384-1)/5380
$n = 3593599$

359 will be regarded as the sample size for this study

Proportional allocation of sample is obtain using the given formula below
$C_n = \frac{CN}{N} \; x \; \frac{n}{1}$ - - - - - - - - - - - - - - - - eqn (2)
Where;
CN = Population per Establishment
N = Total Population
n = Sample size of the study
Thus;
$C_{n\,UBTH} = \frac{2750}{5380} \; x \; \frac{359}{1}$ = 184

$C_{n\,IRRUA} = \frac{2630}{5380} \; x \; \frac{359}{1}$ = 175
Radom sampling technique was adopted in the distribution of copies of questionnaire in respective organisation.

University of Benin Teaching Hospital = 184

Irrua Specialist Teaching Hospital = 175

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The questionnaire was the primary tool used for data collection. Work-life harmony questions were included in the survey. The 21-item, 5-point likert scale was derived from the research of Kamau, Muleke, Mukaya, and Wakogi (2013). Employee performance was the dependent variable, and a 5-point liker scale ranging from "Strongly Agree" to "Strongly Disagree" was used to measure all the independent variables (including flexible work hours) and employee performance (1 point). The researchers wanted to make sure that all of the elements on the instruments were easily understood by the respondents, so they conducted pilot tests (Mugenda, 2008).

Pilot testing was performed by collecting information from department heads at public tertiary healthcare facilities that were not involved in the main study. Four hospitals were selected at random to represent the other three in the sample, which accounted for 10% of the total. Volunteers were able to participate in the pilot study because of how well it fit into their schedules.

We used correlation and regression analysis in addition to descriptive statistics. An evaluation of the interrelationship of the variables was performed using the correlation analysis. Finding out how the independent variables influenced the dependent ones was the goal of the simple regression analysis. It reveals how much the independent variable affects the dependent one. For the purpose of this analysis, we used SPSS version 22. The reliability was assessed using Crombach's alpha coefficient, which varied from 0 to 1. (1). Table 1's reliability data show that the scales can be trusted because they have Cronbach's alpha values above the 0.7 minimum value recommended by Sekaran (2003). In keeping with this, no questions were removed from the questionnaire following the pilot trial. The questionnaire met all of our needs, therefore we used it for our field research. As an example of dependability statistics, see Table 1.

Table 1: Reliability Statistic

Variable	Anchor	No. of Items	Cronbach's Alpha
Assistance Programme	6 Points	6	0.996
FlexibleWorking Hour	5 Points	5	0.975
Employee Motivation	10 Points	10	0.989
Job Satisfaction	10 Points	10	0.991

Table 1 above shows the reliability statistic for employee assistant programme (0.996)), Flexible working hour (0.975), job statistic (0.989) and motivation (0.996). This shows that there is a good reliability of the questionnaire data. Thus, the questionnaire has acceptable reliability to test/perform the hypotheses.

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Results and Findings

The study was to examine the level of agreement of the employees for the statements.

Table 2: Frequency Distribution on the role of Employee Assistance Programmes

S/N	Items	SA	A	UN	D	SD	$\bar{X}$	%	SD	Remark
1	Health programmes kept workers contributing at work.	124	98	29	68	40	3.61	17.01	9.07	Accept
2	Support in family situation increase loyalty to the organisation.	132	88	37	59	43	3.58	16.84	9.04	Accept
3.	Employee are able to relate well with each other as a result of health programmes	130	92	26	60	51	3.53	16.62	9.11	Accept
4.	Counseling has allowed employee to carry out assignments with expected degree of independency and efficiency.	118	101	31	68	41	3.52	16.58	8.98	Accept
5.	Attendance rate has generally facilitated after utilizing health programmes.	120	95	27	64	53	3.46	16.29	8.93	Accept
6.	Financial aid makes employees to be more committed.	135	83	30	61	50	3.53	16.65	9.10	Accept

Field Survey, 2022

The result in table 2 indicated that the respondents agreed that health programme has made employees contributing to work ($\bar{x} = 3.5$). They also felt that employee assistance programme support in family situation increases loyalty to the organisation they are working with as showed by the mean of 3.53. They also agreed that they interact well with each other and as a result of health programmes ($\bar{x} = 3.51$). and agreed that counseling has enable them to carry out assignment with expected degree of independency and efficiency (($\bar{x} = 3.52$). While attendance rate among employees has generally impressed upon utilizing health programmes ($\bar{x} = 3.46$). Financial support makes employees to be more committed ($\bar{x} = 3.53$).

Table 3: Frequency Distribution on Flexible Working Hour

S/N	Items	SA	A	UN	D	SD	$\bar{X}$	%	SD	Remark
1	Flexible working hours enable me to balance my life commitments.	135	93	21	62	48	3.70	20.57	9.27	Accept
2	Flexible working hours has enable me to concentrate more on the job when am at work.	148	84	26	59	42	3.66	20.32	9.49	Accept
3.	My attendance and punctuality have improved due to utilizing flexible working hours.	141	81	29	62	46	3.58	19.89	9.25	Accept
4.	Flexible working hours have	123	97	31	58	50	3.52	19.52	8.97	Accept

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	encouraged me to surpass expectation at work.									
5.	Flexible hours give me a sense of accomplishment and well-being.	129	95	24	66	45	3.55	19.70	9.16	Accept

Field Survey, 2022

The result in table 3 shows the extent of agreement of the employees to the statement pertaining to the flexible working hours. Ti sowed that employees have strongly agreed that flexible working hours offered them by the organisation enable them to balance their life commitments ($\bar{x} = 3.70$). They also agreed that flexible working hours in the organisation enable them focus more on the job when they are at work ($\bar{x} = 3.66$). They have also expressed that due to flexible working hours in the organisation, their attendance and productivity has improved greatly ($\bar{x} = 3.58$). It was also found to be in consistence to a meaningful extent that they have been motivated to surpass expectations at work due to flexible working hours ($\bar{x} = 3.52$). It was also observed that a sense of employee satisfaction and wellbeing is achieved due to flexible working hours ($\bar{x} = 3.55$).

Table 4: Job Satisfaction (Dependent Variables

S/N	Items	SA	A	UN	D	SD	$\bar{X}$	%	SD
1	I am satisfied with the organization corporate social responsibility	148	91	12	63	44	3.65	10.25	
2	My organization operates within a flexible job condotion	142	88	16	66	49	3.57	10.08	
3	I am satisfied with both the financial and nonfinancial incentives	138	83	14	68	56	3.50	9.83	
4	I am very satisfied with my job	140	93	10	61	55	3.56	9.99	
5	I am satisfied with the nature of relationship between workers and supervisors	146	85	13	64	51	3.59	10.08	
6	I am satisfied with the level of job security in the organization	141	90	9	69	50	3.57	10.02	
7	My superior is very satisfied with my job performance	136	86	11	66	60	3.48	9.77	
8	The organization has a workable remuneration pattern	147	80	17	63	52	3.58	10.05	
9	I am satisfied with the nature of communication pattern practice in the organization	144	83	10	69	53	3.55	9.97	
10	Employee turnover rate is minimal	139	95	8	60	57	3.55	9.97	

Field Survey, 2022

The study was carried out to find out as to what degree the employees would experience job satisfaction (table 4). It was found that employees are satisfied with the corporate social responsibility of the organisation ($\bar{x} = 3.65$). They agreed that the organisation work within a flexible working condition ($\bar{x} = 3.57$). They have also agreed that they satisfied with the level of

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financial and non-financial incentives used by the organisation to motivate them ($\bar{x} = 3.50$). They also agreed that they are satisfied with their job ($\bar{x} = 3.56$), and satisfied with the worker – supervisor relationship in the organisation in the organisation ($\bar{x} = 3.50$). They also morbidly felt that they are satisfied with the level of job security in the organisation ($\bar{x} = 3.57$), while employees also agreed that their supervisors are strongly satisfied with their job performance in the organisation ($\bar{x} = 3.48$). They have also agreed that the organisation has a workable remuneration pattern ($\bar{x} = 3.58$) and they also believed that they are satisfied with the nature of communication pattern in the organisation ($\bar{x} = 3.55$) and there is minimal rate of employee turnover in the organisation ($\bar{x} = 3.55$).

Table 5: Employee motivation (Dependent Variable)

S/N	Items	SA	A	UN	D	SD	Mean	%	SD
1	I like the strategies used by the organization to achieve its goals and objectives	141	93	16	71	38	3.64	10.16	
2	Increase in salaries and promotion comes as at when due	144	90	14	68	43	3.62	10.10	
3	My organization work environment encourages me by bringing out the best in me	136	88	12	63	58	3.49	9.74	
4	The set standard for acceptable work create room for employee advancement and recognition	139	83	19	69	49	3.54	9.88	
5	I like the channel for information dissemination	146	95	13	73	32	3.70	10.33	
6	My organization encouraged employee with nonfinancial incentives	142	93	16	61	47	3.62	10.10	
7	Employee attendance management and time tracking are Paramount to the organization	132	91	10	66	60	3.47	9.68	
8	Fairness and justice is being practice by management of the organization	138	96	12	61	52	3.58	9.99	
9	There is financial rewards for over-time work	142	90	18	63	46	3.61	10.08	
10	I like the employee health scheme practice by the organization	140	92	11	60	56	3.56	9.93	

Source: Field survey 2022

The result is table 5 showed the extent of the agreement of the respondents to the statements pertaining to the employee motivation. It was revealed that employees have strongly agreed that they like the tactics used by the organisation for the attainment of its goals and objectives ($\bar{x} = 3.64$). They have also stated that increase in salaries and promotion come at the appropriate time ($\bar{x} = 3.62$). It was also found that work environment in the organisation motivate them to bring out the best in them ($\bar{x} = 3.49$), The set standard for acceptable work has been found to create

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opportunity for advancement and recognition of employees in the orgranisation ($\bar{x} = 3.54$), Information dissemination channel in the organisation satistied employees ($\bar{x} = 3.70$), They also shown that non-financial incentives are given to employees in the organisation to encourage them to work harder ($\bar{x} = 3.62$) and they also agreed that employee attendance management and time tracking are important to the organisation ($\bar{x} = 3.58$) and regarded that over time work in the organisation attracts financial reward for motivation of employees ($\bar{x} = 3.61$), It was also revealed to a significant extent that employees like the health scheme practice in the organisation that is functional and effective ($\bar{x} = 3.56$),

Hypothesis 1: Significant relationship does not exist between employee assistance programme and job satisfaction of employee in selected health industries in Edo State.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.986[a]	.974	.955	8.78215

a. Predictors: (Constant), AssistanceProgramme

The value of the R^2 is 0.964. This means that 96.4% changes in the dependent variable (Job satisfaction) was able to explained by the independent variable (employee assistance programme). The value of the R, which is the correlation coefficient is 0.986. This implies that a significant relationship exists between employee assistance programme and job satisfaction.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6127.486	1	6127.486	77.14	.003[b]
	Residual	238.311	3	79.437		
	Total	6365.797	4			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Assistance Programme

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.625	8.763		.170	.876
	Assistance Programme	.976	.120	.985	8.828	.003

a. Dependent Variable: Job f

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The above coefficient table offers the relevant information to predict improve job satisfaction from employee assistance programme. Moreso, it helps to determine whether employee assistance programme contribute significantly to job satisfaction. Thus, using the regression model from the coefficient table above, it was observe that the effect of employee assistance programme leads to improved job satisfaction can be defined as a unit increase in employee assistance programme leads to 98% increase in improved job satisfaction. Based on the above results, the null hypothesis which says that a significant relationship does not exist between employee assistance programme and job satisfaction was rejected and therefore accept the alternative hypothesis.

Hypothesis 2: There is no significant relationship between flexing working hours and employee motivation in selected health institutions in Edo State

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.996[a]	.994	.991	2.51317

a. Predictors: (Constant), WorkingHour

The value of the R_2 is 0.994. This means that 99.4% changes in the dependent variable (employee motivation) was able to explain by the independent variable (flexible working hours). The value of the R_1 which is the correlation coefficient is 0.996. This implies that a significant relationship exists between flexible working hour and employee motivation.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6304.418	1	6304.418	85.89	.000[b]
	Residual	219.205	3	73.402		
	Total	6523..623	4			

a. Dependent Variable: Employee motivation

b. Predictors: (Constant), Working Hour

The above coefficient table offers the relevant information to product improved employee motivation from flexible working hour. It helps to determine whether flexible working hour significantly lead to employee motivation, thus, the regression model from the coefficient table above. It was observed that the effect of flexible working hour leads to improved employee motivation can be defined as a unit variation in flexible working hour leads to 97% increase in improved employee motivation. Based on the above results, the null hypothesis which says that a significant relationship does not exist between flexible working hour and employee motivation was rejected, therefore accept the alternative hypothesis

Using the ANOVA table for testing of the stated hypothesis;

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$F_{tab} = F_{(V-1)(N-1)^{\propto}}$

$F_{tab} = F_{(1,3)^{0.05}}$

$F_{(1,3)^{0.05}}$ = 10.1

Decision Rule

- If $F_{cal} < F_{tab}$F_tab, we accept H_o
- If $F_{cal} > F_{tab}$F_tab, we accept H_1

From the result of the Analysis of variance, the F –calculated (85.9) is largely greater than the F – tabulated (10.1) therefore we accept $H_1$and conclude that there is a significant relationship between flexible working hours and employee motivation in selected health institutions in Edo State.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.342	2.519		2.867	.059
	WorkingHour	.966	.130	.958	32.421	.000

a. Dependent Variable: Employeemotivation

For further explaining the degree of association between the dependent variable (employee motivation) and the independent variable (Flexible working hour), the regression coefficient model showed that there is a direct relationship between both variables given that a unit increase in flexible working hour made available by employer for employee to work will bring about a corresponding 96.6 per cent unit increase on employee motivation. This implies that a robust working hour in any organization is a significant factor in evaluating employee motivation

Discussion of Findings

The result of hypothesis one revealed that employee assistance has significant effect on job satisfaction of employees. The finding of the study is in agreement with the finding of Atrenoi and Otsyulah (2019) who found that employee assistance programmes had a significant relationship on job satisfaction at Maseno University, Kenya.

These results are consistent with those of Anukwuocha& Okafor (2020), who found that First Bank Plc employees in Umuahia, Abia State, Nigeria were more likely to show up for work and less likely to be concerned about their job security after participating in an employee assistance programme. They are also to manage personal problems without affecting their productivity on the organisation which correspond with the findings of Attridge, 2005; Nwangu, Biionett, Turnwet, Bowen, 2017; Kamau, Muleke, Mukaya&Wagoki, 2013; Azeen& Akhtar, 2014 which found that organisations provide employee assistance programme to achieve better employee

performance. Hypothesis two revealed a significant relationship between flexible working hours and employees motivation in selected public health facilities in Edo State.

The result of second hypothesis revealed that flexible working hours has a significant effect on employees' motivation. The finding of this study is in consonance with that of Ahmad, Idris and Hashion (2013) that the practice of flexible working hours showed a significant impact on the employees' motivation in the XYZ Department. These results also corroborate the findings of other researchers who found that allowing workers to set their own schedules helps them feel more in control of their lives, which in turn improves their productivity and the company's bottom line. This suggest that when employees have flexible working hours, they will have less difficulty with work family balance and be more likely to help others to development positive affections toward work and help the organisation and be more enjoyable to work with.

Employee to balance between work and their family and personal life commitments, employee focus more on their job while at home without divided attention with little worries on their personal commitments, employee become punctual in attendance at work which is in line with the assertions of Nwangi, BoinettsTumwet& Bowen, (2017); Mmakwe and Ukoha, (2018). It also confirmed, Abid and Barech (2017) who deposed that flexible work hours have left impact on employee motivation and also improve work-life balance because the employee of organisations need flexible work arrangements.

Conclusion and Implications

It is the goal of this study to demonstrate how a healthy work-life balance can boost productivity in the workplace. Management and other healthcare personnel at two federally funded, publicly available tertiary care centres participated in the study. All of the primary information we need has been gathered from our staff through a well crafted survey. Descriptive and inferential statistics were used to examine the data. According to the findings, businesses with employee support programmes are better able to help their staff members, which in turn improves productivity throughout the company. They reasoned that employees would perform better if given more leeway to arrange their schedules around both their personal and professional obligations.

The authors argue that when an environment conducive to employee health and motivation is fostered, both productivity and teamwork inside the organisation benefit. However, there are distinct limits between the workplace and the home, and employees have some degree of power (too much overlap between the two can result in employee unhappiness, burnout, and other negative outcomes). For health centres to continue to be a powerful tool for boosting productivity, businesses need to strengthen their efforts to promote a healthy work-life balance for their employees. The implications of the study are that managers can adopt the findings of this research to manage his/her workforce and keep both task and employee concern as his/her goal area.

Recommendations

The work's findings form the basis for some of the suggestions that have been formulated. Therefore, the following are suggested as ways to improve worker productivity in Nigeria's tertiary healthcare facilities in terms of work-life balance:

1. Administrators in tertiary health facilities in Nigeria should improve employee assistance programmes to reduce levels of work-life balance conflicts but that augment employee job satisfaction.
2. Employees should be encouraged to determine the commencement and finishing of their working day provided a certain number of hours is worked. This will enable them meet family or personnel commitments/emergencies during the day or to bring down their commuting time by commencing and finishing work before or after the rush hours.
3. Flexible working arrangements and telecommuting whereby employees can work from home to enable them have time to cater for the family issues should be adopted by management of public hospitals in Edo State, Nigeria.
4. Health institutions in Nigeria should not delink employee assistance programmes such as health services, physical fitness facilities, counseling services and financial assistance service from financial institutions from employees. Facilities for old parent care, child care facilities for employees' young children must be provided to supplement employee assistance programmes in place to improve job satisfaction.
5. More family friendly policies should be put in place in organisations to enable them provides flexibility to all categories of employees. This will go a long way to ensure flexible rosters, leave arrangements, working hours schedules to take care of their personal and family responsibilities.

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