Work-Life Balance and Organizational Performance of Selected Firms in Nigeria

Oloko Gabriel Oloko
College of Health Science and Management Technology
University of Calabar

Mary Akpan Udeme., Sunday Uffiah., Samuel Eventus Bernard & Akpan Michael Anselem
Department of Business Management
University of Calabar

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Abstract
The purpose of the study was to examine the relationship between work-life balance and organizational performance. The specific objectives were to: examine the effect of flexible work arrangements on organizational performance; determine the influence of work-family balance on organizational performance; assess the effect of supervisor support on organizational performance, and to evaluate the combined influence of work-life balance dimensions on organizational performance. The study employed qualitative review. The major findings of the study included that there was a positive effect of flexible work arrangements, work-family balance, supervisor support, and combined influence of work-life balance dimensions on organizational performance. The study recommended that organizations should enhance flexible work arrangements by adopting policies such as flexible working hours, hybrid work systems, and remote work options where applicable. Management should develop and implement effective work-family balance policies that support employees in managing family and workplace responsibilities. Initiatives such as reasonable workload allocation, family-friendly policies, and employee welfare programmes should be encouraged to reduce work-family conflict and enhance employee commitment and performance

Keywords: *Work-life balance, flexible work arrangements, work-family balance, supervisor support, work-life balance, organizational performance.*

Introduction

In today's dynamic and highly competitive business environment, organizations are increasingly recognizing the importance of work-life balance as a critical factor influencing employee well-being and organizational performance. Work-life balance refers to the extent to which employees are able to effectively manage the demands of their work responsibilities alongside their personal and family lives without experiencing excessive conflict between the two domains. As organizations continue to adapt to changing workforce demographics, technological advancements, and evolving employee expectations, the promotion of work-life balance has become a strategic

human resource management practice aimed at enhancing productivity, job satisfaction, and overall organizational effectiveness (Allen et al., 2020; Haar et al., 2022). The concept of organizational performance encompasses the ability of an organization to achieve its objectives efficiently and effectively through the optimal utilization of resources. Organizational performance is commonly measured through indicators such as productivity, profitability, employee commitment, service quality, innovation, and customer satisfaction.

Contemporary scholars argue that organizational performance is not solely dependent on financial resources or technological capabilities but is significantly influenced by the quality of human capital and the extent to which organizations create supportive work environments that foster employee engagement and motivation (Robbins & Judge, 2022; Armstrong & Taylor, 2023). In recent years, the growing prevalence of flexible work arrangements, remote work, compressed workweeks, and family-friendly workplace policies has heightened scholarly and managerial interest in the relationship between work-life balance and organizational performance. Employees who experience a healthy balance between work and personal life tend to exhibit higher levels of job satisfaction, organizational commitment, creativity, and psychological well-being, which ultimately contribute to improved organizational outcomes. Conversely, poor work-life balance can lead to stress, burnout, absenteeism, turnover intentions, and reduced productivity, thereby negatively affecting organizational performance (Deery & Jago, 2021; Ozbag et al., 2023).

The importance of work-life balance has become even more pronounced following the global shift toward hybrid and remote work arrangements. While these work models offer employees greater flexibility, they have also blurred the boundaries between professional and personal life, creating new challenges in managing work demands. Organizations that proactively implement work-life balance initiatives, such as flexible scheduling, employee assistance programs, wellness initiatives, and supportive leadership practices, are better positioned to maintain a motivated workforce and sustain high levels of performance in an increasingly complex business environment (Wang et al., 2021; Chinyamurindi, 2024). Empirical studies conducted across different sectors and countries have consistently demonstrated a positive relationship between work-life balance and organizational performance. Employees who perceive organizational support for balancing work and personal responsibilities are more likely to exhibit discretionary effort, loyalty, and innovative behavior, all of which contribute to organizational success. Consequently, work-life balance is increasingly viewed not merely as an employee welfare issue but as a strategic organizational tool for achieving competitive advantage and long-term sustainability (Kossek et al., 2023; Armstrong & Taylor, 2023). Therefore, understanding the relationship between work-life balance and organizational performance is essential for organizations seeking to enhance employee effectiveness, improve productivity, and achieve sustainable growth in the contemporary workplace. Organizations increasingly depend on their human resources to achieve high levels of productivity, competitiveness, and sustainable performance. However, many employees struggle to effectively balance their work responsibilities with personal and family obligations due to demanding workloads, extended working hours, and workplace pressures. This imbalance often results in stress, burnout, reduced job satisfaction, absenteeism, and lower employee commitment, which can adversely affect organizational performance. While work-life balance has been widely recognized as an important human resource management practice, evidence regarding its impact on organizational performance remains inconclusive across different organizational settings and industries. Therefore, there is a need to examine the relationship between work-life balance and organizational performance to provide empirical evidence that can guide organizations in

developing policies and practices that enhance both employee well-being and organizational effectiveness. The specific objectives are to:

1. Examine the effect of flexible work arrangements on organizational performance.
2. Determine the influence of work-family balance on organizational performance.
3. Assess the effect of supervisor support on organizational performance.
4. Evaluate the combined influence of work-life balance dimensions on organizational performance.

Literature Review

Theoretical Framework

The study is anchored on two strong and widely accepted theories. The most suitable theories are Social Exchange Theory and Border Theory (Work-Family Border Theory) because they directly explain how work-life balance practices influence employee attitudes and organizational outcomes.

Social Exchange Theory

Social Exchange Theory (SET) was developed by George Homans (1958) and later expanded by Peter Blau (1964). The theory posits that social relationships are based on reciprocal exchanges in which individuals seek to maximize benefits and minimize costs. Within organizational settings, employees and employers engage in continuous exchanges of resources, support, and commitment. Employees who perceive that their organization values their well-being and provides supportive work conditions are likely to reciprocate through positive attitudes and behaviors that benefit the organization (Blau, 1964). The theory is particularly relevant to work-life balance because organizational initiatives such as flexible work arrangements, family-friendly policies, and supervisor support are viewed as valuable resources provided by the employer. When employees perceive these initiatives as evidence of organizational care and support, they develop feelings of obligation and loyalty toward the organization. As a result, employees become more committed, motivated, and willing to contribute beyond their formal job requirements. This reciprocal relationship strengthens employee engagement and enhances organizational performance (Cropanzano et al., 2017). Social Exchange Theory further suggests that employees who experience a healthy balance between work and personal life are less likely to experience stress, burnout, and job dissatisfaction. Instead, they are more likely to demonstrate organizational citizenship behaviors, higher productivity, and stronger commitment. These positive employee outcomes contribute directly to improved organizational performance through increased efficiency, reduced turnover, and enhanced service delivery (Robbins & Judge, 2022). Consequently, Social Exchange Theory provides a strong explanation for the link between work-life balance practices and organizational performance. The theory is anchored to this study because flexible work arrangements, work-family balance, and supervisor support represent organizational investments in employee well-being. Employees who benefit from these practices are expected to reciprocate through improved performance, commitment, and productivity, thereby enhancing overall organizational performance.

Work-Family Border Theory

Work-Family Border Theory was developed by Sue Campbell Clark (2000) to explain how individuals manage and negotiate the boundaries between their work and family lives. The theory argues that work and family constitute two distinct domains, each with its own expectations, responsibilities, and behavioral patterns. Employees continually cross the borders between these

domains and must manage the demands of both in order to achieve balance and reduce conflict. According to the theory, effective management of work and family boundaries promotes balance and well-being, while poor boundary management often leads to work-family conflict, stress, and reduced effectiveness in both domains. Organizations play a critical role in helping employees manage these boundaries by providing supportive policies, flexible work arrangements, and understanding supervisors. Such support enables employees to transition more effectively between work and family roles and minimizes the negative consequences of role conflict (Clark, 2000).

The theory is highly relevant to contemporary organizations where technological advancements and flexible work arrangements have increasingly blurred the distinction between work and personal life. Employees who are unable to establish clear boundaries between work and family responsibilities often experience emotional exhaustion, decreased job satisfaction, and lower productivity. Conversely, employees who successfully manage these boundaries are more likely to experience psychological well-being, job satisfaction, and enhanced work performance (Allen et al., 2020). Work-Family Border Theory explains how the dimensions of work-life balance examined in this study contribute to organizational performance. Flexible work arrangements allow employees to manage transitions between work and family domains more effectively. Work-family balance reduces role conflict and enhances well-being, while supervisor support provides the guidance and flexibility necessary to navigate competing responsibilities. Together, these factors enable employees to perform more effectively, thereby contributing to improved organizational performance. Social Exchange Theory explains why employees respond positively to organizational support through increased commitment and performance, while Work-Family Border Theory explains how employees manage the interaction between work and family domains to achieve balance. Together, these theories provide a comprehensive framework for understanding how flexible work arrangements, work-family balance, and supervisor support influence organizational performance. Therefore, they serve as appropriate theoretical foundations for this study. Flexible work arrangements refer to organizational practices that provide employees with greater discretion over when, where, and how they perform their work duties. Such arrangements may include flexible working hours, telecommuting, remote work, compressed workweeks, and hybrid work models. In recent years, flexible work arrangements have gained considerable attention as organizations seek to enhance employee well-being while maintaining high levels of productivity and performance. The increasing adoption of digital technologies and the experience of remote working during and after the COVID-19 pandemic have further accelerated the implementation of flexible work practices across various industries (Wang et al., 2021). Flexible work arrangements are considered a critical component of work-life balance because they enable employees to better integrate their professional and personal responsibilities. Employees who have greater control over their work schedules often experience reduced work-family conflict, lower stress levels, and improved job satisfaction. These positive outcomes can translate into higher employee engagement, commitment, and productivity, all of which contribute to enhanced organizational performance (Kossek et al., 2023). Furthermore, organizations that offer flexible work options are often viewed as attractive employers, enabling them to recruit and retain talented employees in competitive labor markets (Allen et al., 2020). Research has consistently shown that flexible work arrangements positively influence organizational outcomes. Employees who benefit from flexible scheduling tend to demonstrate increased motivation and discretionary effort because they perceive organizational support for their personal needs. This perception strengthens the psychological contract between employees and employers, fostering loyalty and commitment. Consequently, organizations that effectively implement flexible work

arrangements often experience reduced turnover rates, lower absenteeism, and improved overall performance (Armstrong & Taylor, 2023).

Work-Family Balance

Work-family balance refers to an individual's ability to successfully fulfill work and family responsibilities without significant conflict between the two domains. It reflects the extent to which employees can participate effectively in both their professional and family roles while maintaining psychological well-being. Achieving work-family balance has become increasingly important due to changing family structures, dual-career households, and rising workplace demands that often compete for employees' time and energy (Greenhaus & Allen, 2021). A healthy work-family balance contributes significantly to employee well-being and organizational effectiveness. When employees are able to meet family obligations without compromising their work responsibilities, they are more likely to experience job satisfaction, reduced stress, and emotional stability. These positive outcomes improve concentration, decision-making abilities, and workplace performance. Conversely, work-family conflict can lead to emotional exhaustion, burnout, decreased productivity, and withdrawal behaviors that negatively affect organizational performance (Haar *et al.,* 2022). Organizations that implement family-friendly policies such as parental leave, childcare support, family health benefits, and flexible scheduling are better positioned to promote work-family balance among employees. Such initiatives demonstrate organizational concern for employee welfare, thereby fostering trust, commitment, and reciprocal positive behavior. Studies have shown that employees who perceive strong organizational support for family responsibilities tend to exhibit higher levels of organizational citizenship behavior and performance, ultimately contributing to organizational success (Deery & Jago, 2021). Therefore, work-family balance remains an essential dimension of work-life balance and a significant determinant of organizational performance.

Supervisor Support

Supervisor support refers to the extent to which managers and supervisors provide employees with emotional, informational, and practical assistance in managing both work and personal responsibilities. Supportive supervisors demonstrate understanding, empathy, flexibility, and concern for employee well-being while helping employees cope with workplace demands. Supervisor support is increasingly recognized as a crucial factor in promoting work-life balance because supervisors often serve as the primary link between organizational policies and employee experiences (Hammer *et al.,* 2022). Supportive supervisory practices create a work environment where employees feel valued and respected. Employees who receive support from their supervisors are more likely to experience reduced work-related stress and greater confidence in managing competing demands. This supportive environment encourages open communication, trust, and positive employee attitudes toward the organization. Consequently, employees become more motivated, engaged, and committed to achieving organizational goals (Robbins & Judge, 2022). Recent studies indicate that supervisor support significantly enhances organizational performance by improving employee morale, reducing turnover intentions, and strengthening organizational commitment. Employees who perceive high levels of supervisor support often demonstrate greater job involvement and willingness to exert additional effort in their roles. Furthermore, supportive supervisors facilitate the effective implementation of work-life balance initiatives by encouraging employees to utilize available resources without fear of negative career consequences. As a result, organizations benefit from improved productivity, enhanced teamwork, and superior performance

outcomes (Kossek *et al.,* 2023; Hammer *et al.,* 2022). Overall, flexible work arrangements, work-family balance, and supervisor support represent critical dimensions of work-life balance that significantly influence employee attitudes and behaviors. By fostering these dimensions, organizations can create a supportive work environment that enhances employee well-being and contributes to improved organizational performance.

Empirical Literature

Several empirical studies have established a significant relationship between work-life balance and organizational performance, emphasizing that organizations that support employees in balancing their work and personal lives tend to experience improved productivity, commitment, and overall effectiveness. Asamoah-Appiah and Singh (2024) investigated the impact of work-life balance and flexible work arrangements on non-financial organizational performance among employees of seven multinational and national firms. Using a survey design and a sample of 678 employees, the study employed Structural Equation Modeling (SEM-PLS) for data analysis. The findings revealed a statistically significant positive relationship between work-life balance and organizational performance. The study concluded that organizations that implement work-life balance initiatives experience improvements in employee commitment, productivity, and non-financial performance indicators such as service quality and employee satisfaction.

Okpabi *et al.* (2024) examined the effects of work-life balance on organizational performance among selected deposit money banks in Makurdi Metropolis, Nigeria. Using a survey research design, the study found that work-life balance practices significantly enhanced employee productivity and organizational effectiveness. The researchers concluded that organizations that provide employees with opportunities to balance work and personal responsibilities are more likely to achieve higher levels of performance and sustainability. Wilson-Amadi, Okereke, and Ofoegbu (2024) investigated the relationship between work-life balance initiatives and employee performance in deposit money banks in Rivers State, Nigeria. Data were collected from 359 employees and analyzed using appropriate statistical techniques. The study found a strong positive relationship between work-life balance initiatives and employee performance. Specifically, employees who benefited from flexible schedules and supportive workplace policies demonstrated higher levels of commitment, efficiency, and job performance.

Osazevbaru and Mayuku (2024) examined the effect of work-life balance on employee performance among selected deposit money banks in Delta State, Nigeria. The study focused on work-life balance measures such as flexi-time schedules, family leave programs, childcare facilities, and job sharing. The findings indicated that these dimensions of work-life balance significantly improved employee performance. The study concluded that organizations that invest in employee welfare through work-life balance programs achieve better performance outcomes than those that do not. Medina-Garrido, Biedma-Ferrer, and Ramos-Rodriguez (2023) investigated the relationship between work-family balance, employee well-being, and job performance among 1,511 employees in the Spanish banking sector. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the study found that work-family balance policies positively influenced employee well-being, which subsequently improved job performance. The researchers concluded that work-life balance initiatives enhance organizational performance indirectly through improved employee well-being and satisfaction.

Biedma-Ferrer and Medina-Garrido (2023) reviewed the impact of family-friendly human resource management policies on organizational performance. The study found that organizations that implement work-life balance and family-supportive policies experience lower absenteeism,

reduced employee turnover, higher job satisfaction, and improved employee performance. These outcomes collectively contribute to enhanced organizational performance and long-term competitiveness. Furthermore, Medina-Garrido, Biedma-Ferrer, and Bogren (2023) examined organizational support for work-family balance among tourism employees in Spain. The findings showed that organizational support for work-life balance significantly improved employee well-being and organizational commitment, which translated into better job performance and overall organizational effectiveness.

Methodology

The study employed qualitative review. It was used to gather relevant information on work life balance and organizational performance. Other relevant information was obtained from textbooks, libraries, published and unpublished materials etc.

Summary of findings

The major findings of the study include:

1. There is a positive effect of flexible work arrangements on organizational performance.
2. There is a positive effect of work-family balance on organizational performance.
3. There is a positive effect of supervisor support on organizational performance.
4. There is a positive effect of combined influence of work-life balance dimensions on organizational performance.

Conclusion

The study revealed that there is a positive effect of flexible work arrangements on organizational performance. There is a positive effect of work-family balance on organizational performance. There is a positive effect of supervisor support on organizational performance. There is a positive effect of combined influence of work-life balance dimensions on organizational performance. In today's dynamic and highly competitive business environment, organizations are increasingly recognizing the importance of work-life balance as a critical factor influencing employee well-being and organizational performance. Work-life balance refers to the extent to which employees are able to effectively manage the demands of their work responsibilities alongside their personal and family lives without experiencing excessive conflict between the two domains. As organizations continue to adapt to changing workforce demographics, technological advancements, and evolving employee expectations, the promotion of work-life balance has become a strategic human resource management practice aimed at enhancing productivity, job satisfaction, and overall organizational effectiveness.

Recommendations

Based on the findings and objectives of the study, the following recommendations are made:

1. Organizations should enhance flexible work arrangements by adopting policies such as flexible working hours, hybrid work systems, and remote work options where applicable. This will enable employees to better manage work and personal responsibilities, reduce stress, and improve productivity, thereby contributing to improved organizational performance.
2. Management should develop and implement effective work-family balance policies that support employees in managing family and workplace responsibilities. Initiatives such as reasonable workload allocation, family-friendly policies, and employee welfare programmes

should be encouraged to reduce work-family conflict and enhance employee commitment and performance.

3. Organizations should strengthen supervisor support practices by training managers and supervisors on supportive leadership approaches. Supervisors should demonstrate understanding, provide necessary assistance, and encourage open communication with employees to create a supportive work environment that promotes employee effectiveness and organizational performance.

4. Organizations should integrate work-life balance practices into their overall human resource strategies by regularly assessing employees' work-life needs and combining flexible work arrangements, work-family support, and supervisor support initiatives. A comprehensive work-life balance strategy will enhance employee well-being, motivation, and commitment, leading to improved organizational performance.

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