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INFLUENCE OF WORK LIFE BALANCE ON EMPLOYEE PERFORMANCE AMONG ACADEMIC STAFF OF BENUE STATE UNIVERSITY AND JOSEPH SARWUAN TARKA UNIVERSITY IN BENUE-STATE-NIGERIA.

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ABSTRACT

This study investigated the influence of work-life balance on employee performance among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria. A cross-sectional survey design was employed, and a sample of 283 academic staff was selected using stratified random sampling. The study's findings revealed a significant influence of work-life balance on employee performance, with work-life balance accounting for 17.3% of the total variance observed in employee performance. Specifically: Work life contributed statistically significant to employee performance ($\beta = 0.417$, $t = 6.353$; $P < 0.01$), implying that work life enhances employee performance. Personal life did not significantly influence employee performance ($\beta = 0.051$, $t = 0.784$; $P > 0.05$), suggesting that personal life is not a determinant of employee performance in this context. Work-life balance dimensions significantly influenced employee performance dimensions, with both work life and personal life determining employee performance. The study's findings revealed that work-life balance significantly influences employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria. The study's results have implications for institutional policies and practices that promote work-life balance and support employee well-being. The study recommends that Tertiary institutions in Benue State, Nigeria should prioritize work-life balance by implementing policies and practices that support academic staff's well-being, Institutional leaders should model balanced behaviors and actively promote work-life balance policies. Academic staff should be encouraged to prioritize their personal lives and engage in activities that promote their well-being and productivity. Further research should be conducted to explore the impact of work-life balance on employee performance in other contexts and industries.

Keywords: Influence, Work Life Balance, Employee Performance, Academic, and Staff.

INTRODUCTION

Employee performance is a term typical to the Human Resource field where employee performance can be refers to the ability of employees to achieve organizational goals more effectively and efficiently. It involves all aspects which directly or indirectly affects and relate to the work of the employees. For performance to be effective, employers should recognize the regiment desires and needs of the employees. According to Kim (2014), Ways in which employee performance can be increased include; proper incentive systems which may be financial or nonfinancial. Financial incentives include; salaries, allowances, overtime payment, bonus and wages, while non-financial incentives include; promotion, medical allowance, training, transport, subsidized housing and meals. This should be after identifying the needs and desires of employees that can be satisfied hence increased performance.

Wijaya (2019), asserts that people must have in mind a clear picture of any end or goal they are to achieve. If this picture does not exist, they cannot tell if they are making progress or

when they have completed the task or assignment, let alone if it has been completed properly. Sara (2024), agreed and added that employees can only perform to the best of their knowledge and therefore those with good knowledge about the structures will perform better. Gerhart (2024), wrote that “without information about actual conditions in relation to intended goals or results, no one can perform to standard.” Such information is known as feedback. It informs progress, enables corrections and, eventually, signals attainment of the objective. For most hard tasks (i.e., tasks involving tangible products or other immediate and readily measured effects of one’s actions), feedback is generally available without much effort on anyone’s part. We are aware of our actions and their effects. But, for soft tasks (i.e., tasks where the effects of our actions are not tangible, immediate nor readily measured), the feedback loop is essentially open. This is especially true when the main effects of a person’s actions are the reactions of other people. Therefore, lack of good feedback leads to lack of correction and hence poor performance. Kathleen (2024), asserts that it is one thing to be capable of doing something; it is something else altogether to want to do it. Setting aside the issue of coercion, people generally want to do things for two basic reasons: (1) it serves some purpose of their own or (2) it serves someone else’s purpose and they have accepted something in return for doing whatever it is that someone else wants done. Self-satisfaction and incentives; these are the two great motivators.

Berman (2021), wrote that “as much as an employer may not want to be affected by the personal life of his employees, personal problems can sometimes affect employee performance”. Managers need to be sensitive to employee personal problems, and be prepared to discuss the issues with employees when necessary. If an employee requires time off to deal with a personal problem, then granting that time off will help to show all of your employees that the company values its employees. Work life balance is an area of increasing importance to both employees and employers. Employees need it to balance work and non-work roles and employers require it to increase productivity and reduce cost (Abbott & De Cieri, 2018). The drivers for work life balance can be attributed to changes in the demographic distribution of the labour force, technological advancement and the 24/7 opening hour’s culture in Morden society (Beauregard et al., 2017). While there is no consistent definition of work-life balance, there are some consistent themes which have emerged these include: employees achieving an acceptable balance between their work and personal lives, employers work initiative which would aid improve employee’s productivity providing a range of targeted work-life initiatives that enhance firm performance and not result into considerable increase in cost to the employers (Deery & Jago, 2015). Work life balance involves proper prioritizing between “work” (career and ambition) on the one hand and “life” (Health, pleasure, leisure, family and spiritual development) on the other. Related, though broader, terms include “lifestyle balance” and “life balance”. Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life (Shanafelt et al., 2015). Observing the day to day lives of many employees, two main issues to be addressed to achieve work life balance are time and stress (Gupta & Sharma, 2013). Managing these two variables is the secret of a perfect work life balance. Thus, formula of work life balance: Work life balance= Time management + Stress management, as derived by Gupta and Sharma (2013). From the very beginning it is important to understand that work-life balance does not mean to devote an equal amount of time to paid work and non-work roles; in its broadest sense, is defined as a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life. Although definitions and explanations may vary, work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life (Bell, Rajendran & Theiler, 2012).

Work life balance has become a central concern in contemporary society, reflecting the complex interplay between professional commitments and personal responsibilities. In today’s fast-paced global business environment, individuals are increasingly seeking ways to harmonize their work and non-work domains to enhance well-being and satisfaction. This

concern has prompted companies to recognize the importance of fostering environments that support work-life balance (Ali, 2025).

Kossek (2013) also assert that work-life balance is a critical concept that has gained significant attention in recent years, particularly in the context of the modern workplace. According to Kossek (2013), work-life balance refers to satisfaction and perceptions of success in meeting work and non-work role demands, low levels of conflict among roles and opportunity for inter-role enrichment. This concept goes beyond just prioritizing work and personal life roles, but also encompasses the impact on employees' psychological, economic, and mental well-being. However, the success of these initiatives is heavily influenced by organizational culture and leadership. Leadership attitudes play a critical role in setting the tone for a supportive environment, as managers who model balanced behaviors and actively promote such policies encourage widespread adoption (Ahmad, 2021).

The concept of work-life balance is complex and multifaceted, with various definitions and perspectives. For instance, Greenhaus (1985) views it as the conflict between professional and personal life, while Clark (2020) sees it as the satisfaction and good functioning of roles, both at home and at work. Shaw (2003) defines it as the commitment and satisfaction of individuals to equally develop functions in their work and family life. Ultimately, achieving work-life balance requires a holistic and adaptive approach that takes into account the unique needs of the workforce. It involves making adjustments in organizational patterns to allow people to combine work with other facets of their lives (Wood, 2013). By prioritizing work-life balance, organizations can reap numerous benefits, including improved employee satisfaction, productivity, and overall well-being.

Statement of the Problem

Employee performance is a critical factor in determining the success of tertiary institutions in Nigeria, including Benue State University and Joseph Sarwuan Tarka University. However, optimizing employee performance remains a significant challenge in these institutions. According Ungwa (2025) et al., academic staff in these institutions face difficulties in balancing work and personal life, among other challenges, this imbalance can hinder their ability to meet expectations, achieve goals, or perform their job effectively. Given the significant influence of work-life balance on employee performance, it is on this note that the researchers are motivated to investigate the influence of work-life balance on employee performance among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria.

Research Questions

This study will provide answers to the following questions:

1. Does work-life balance significantly influence employee performance among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria?
2. Do work-life balance dimensions significantly influence employee performance among academic staff Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria?
3. What is the influence of work life balance dimensions on employee performance dimensions among academic staff o Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria?

Objectives of the Study

The main objective of the study is to examine the influence of work life balance on employee performance among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria in Benue-state Nigeria.

However, the specific objectives are:

1. To examine the influence of work-life balance on employee performance among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria.

2. To investigate the influence of work-life balance dimensions on employee performance among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria.
3. To explore the influence of work-life balance dimensions on employee performance dimensions among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria.

Statement of the Hypotheses

The following Hypotheses will be tested in the study at 0.05 level of significance:

1. There will be a significant influence of work-life balance on employee performance among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria.
2. There will be a significant influence of work-life balance dimensions on employee performance among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria.
3. There will be significant influence of work-life balance dimensions on employee performance dimensions among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria

Significance of the Study

This study aims to investigate the influence of work-life balance on employee performance among academic staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria. The findings will provide nuanced insights into the impact of work-life balance on employee performance, informing organizational policies and practices that promote encouragement, manage work-life demands, and foster positive emotions among staff. By guiding the formulation of resources and support for employees, offering a comprehensive framework for understanding employee performance, and providing valuable insights for enhancing employee well-being and quality of life, this study will inform institutional policies and practices supporting academic staff's well-being and performance. Ultimately, the study's results will contribute to the improvement of tertiary education in Nigeria and advance the existing body of knowledge on work-life balance and employee performance, providing practical recommendations for stakeholders to improve the work environment and performance of academic staff in tertiary institutions.

METHODOLOGY

Research Design

This study employs cross-sectional survey design to conduct the research based on the influence of work life balance on employee performance among academic staff of Joseph Sarwuan Tarka University Makurdi and Benue State University, Makurdi in Benue-state Nigeria. The predictor variable for this study is work life balance while the criterion variable is employee performance.

Population, Sample and Sampling Techniques

This study focuses on two selected tertiary institutions in Benue State, both located in the Benue North-West Senatorial District. The first institution is Benue State University (BSU), established in 1992 by the Benue State Government, located in Makurdi, the state capital. The second institution is Joseph Sarwuan Tarka University, Makurdi. Originally established in 1988 as the Federal University of Agriculture, Makurdi (FUAM), the university was renamed in 2021 in honor of Joseph Sarwuan Tarka, a Nigerian politician and statesman who played a key role in the creation of Benue State. The university is dedicated to academic excellence, particularly in agriculture and related sciences, offering undergraduate and postgraduate programs across various colleges.

The broken down of the population of academic staff from the two institutions is as follows:

1. Joseph Sarwuan Tarka University, Makurdi: 791 employees
2. Benue State University, Makurdi: 703 employees

The total population is: 1,494 employees,

Sampling Technique

For this study, stratified random sampling was employed by the researcher to select participants. The population was first divided into two selected tertiary institution in the Benue-North West senatorial district. This technique ensures that employees from both Joseph Sarwuan Tarka University Makurdi and Benue State University, Makurdi are fairly represented. Joseph Sarwuan Tarka University, Makurdi, Benue State University, Makurdi, has 13 faculties and a College of Health Sciences. The participants were randomly sampled from the faculties and colleges through questionnaires. The same process was repeated to select faculties from Benue State University. The population was divided into two strata, with each institution within these strata treated as a sub-stratum. Simple random sampling was used to select individuals, ensuring that each employee had an equal chance of being chosen.

Sample Size Determination

To determine the sample size for this study, Taro Yamane's statistical formula was employed:

$$n = N / (1 + N(e)^2)$$

Where:

- n = sample size
- N = population size
- e = margin of error

Using this formula, a sample size of **306** was calculated, ensuring a representative sample that balances statistical power with the feasibility of data collection.

Methods of Data Collection

Method of data collection presents the instruments, procedures and ethical consideration.

Instruments

Two (2) instruments were used for this study, which are stated below:

Work Life Balance Scale (WLBS)

Carlson et al., (2000), developed a psychometric instrument which measures Work Life Balance. Work Life balance is measured in two (2) dimensions: work life and personal life. The instrument is designed to capture employee perceptions on Work Life Balance. The 13-item scale measured Work Life balance which consist of personal Life and work life. Respondents answered using a 5-point Likert scale, ranging from Never (N)=1 Rarely (R) =2 Sometimes (S) =3 Often (O) =4 Almost always (A)=5, the 13 items scale will be scored using reverse-scoring method, in order of highest to lowest number of items.

The Reliability of the scale show Cronbach's alpha of 0.6. Which shows that the scale exhibited internal reliability along with instrument validity using Content validity, discriminant, and nomological validity.

Employee Performance Scale (EPS)

Employee performance Scale (EPS) was developed by Gawuna and Nkech (2018) EPS. The scale is measured based on correlation among task performance, contextual performance and counterproductive performance. The correlation between task performance, contextual performance and counterproductive performance is significant at 0.01 level. The Cronbach's alpha value for the employee performance scale is .722, the Cronbach's alpha coefficients for the scales (task performance, contextual performance and counterproductive performance scale) are found to be in acceptable range, which shows that the scale exhibited internal reliability along with instrument validity using Content validity, and discriminant. The questionnaires used are close-ended. A series of (21) questions are designed with five-point Likert scale type from which the respondents are to respond as either: Never (N)=1 Rarely (R)

=2 Sometimes (S) =3 Often (O) =4, Almost always (A)=5. These alternatives stress the degree of feeling of the respondents for every question. The instrument is scored using a direct method scoring.

All the instruments have already been used locally here in Nigeria in different studies. But for the purpose of accuracy and reliability the researcher validated all the 3 instruments by conducting a pilot study.

Procedure

The researchers obtained letters of introduction from the Department of Psychology, Nasarawa State University Keffi, and presented them to the Vice-Chancellors of the two selected tertiary institutions in Benue State, Nigeria. Under the leadership of the Vice-Chancellors, permission was granted, and approval letters were issued, which included the total number of academic staff.

The researchers were assisted by four research assistants to administer the questionnaires to the academic staff. Participants were informed to answer freely and confidentially and were given sufficient time to complete the questionnaires. The researchers assured participants of confidentiality and anonymity. After administration, the researcher retrieved the questionnaires for analysis

Techniques for Data Analysis

Descriptive statistics were used to analyse the bio-data of the respondents, including frequencies, percentages, mean, and standard deviation. Simple Linear regression analysis was used to test Hypotheses One while Simple Linear multiple regression analysis was used to test hypothesis Two, meanwhile Univariate ANOVA was used to test Hypothesis Three.

RESULTS

Data Presentation

This Section presents the analysis and corresponding interpretations of the data collated in the study. A total of 306 questionnaires was distributed and 283 were retrieved and used for analysis. The researcher employs the Statistical Package for Social Sciences (SPSS) version 26 to analyze descriptive and inferential statistics. Descriptive statistics analyses the frequencies, percentages, mean and standard deviation, while inferential statistics test the influence among variables using work life balance on employee performance

Table 1: Frequency and percentages of the Demographic Characteristics of the Participants

Demography	Variables	Frequency	Percentage
Sex	Male	200	70.7
	Female	83	29.3
	Total	283	100.0
Age	25-35 years	71	25.1
	40-50 years	126	44.5
	51 years and above	86	30.4
	Total	283	100.0
Institutions	JOSEPH SARWUAN TARKA UNIVERSITY	170	60.1
	BENUE STATE UNIVERSITY	113	39.9
	Total	283	100.0
Educational qualification	Postgraduate	230	81.3
	First Degree/HND	53	18.7
	Total	283	100.0
Job tenure	0-10 years	83	29.3
	11-20 years	129	45.6
	21 years and above	71	25.1
	Total	283	100.0
Job status	Junior Staff	86	30.4
	Senior staff	197	69.6
	Total	283	100.0
Income	N150,000-N200,000	81	28.6
	N201,000-N400,000	142	50.2
	N401,000 and above	60	21.2
	Total	283	100.0

Table 1 presents frequency and percentages of the demographic characteristics of 283 participants (Males =N200, 70.7% and Females = N83, 29.3%). Age: 25-35 years (N=71, 25.1%), 40-50 years (N=126, 44.5%). 51years and above (N=86, 30.4%). Institutions: Joseph Sarwuan Tarka University Makurdi (N=170, 60.1) And Benue State University Makurdi (N= 113, 39.9%). Educational Qualification: Postgraduate (N=230, 81.3%), and First degree/HND (N=53, 18.7.5%), Job Tenure: 0-10 years (N= 83, 29.3%), 11-20 years (N= 129, 45.6%), 21 years and above (N= 71, 25.1%), Job status: Junior Staff (86, 30.4%) and Senior Staff (197, 69.4%). Finally, the income level of the participants is showed below: N150,000-N200,000 (80, 28.6%), N201,000-N400,000 (142, 50.2%) and N400,000 and above (60, 21.2%).

Hypothesis testing

Hypothesis One: This hypothesis stated that, there will be a significant influence of work life balance on employee performance among academic staff of selected tertiary institutions in Benue state, Nigeria and the result presented in table 4.2.

Table 2: Summary Table of Simple Linear Regression Analysis showing the influence of Work life balance on employee performance among academic staff of selected tertiary institutions in Benue state, Nigeria.

Variable	R	R ²	df	F	Sig	B	T	Sig
Constant	.416	.173	1,272	57.001	.000		13.026	.000
Work life balance						.416	7.550	.000

Dependent Variable: Employee performance

The result in Table 2 shows that there was a significant influence of work life balance on employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria [$R=.416$, $R^2=.173$ $F(1,292)=57.001$; $P<.01$]. The result indicates that wor life balance accounted for 17.3% to the total variance observed on employee performance among

academic staff of selected tertiary institutions in Benue State, Nigeria. Meanwhile. Therefore, the hypothesis one was accepted and confirmed.

Hypothesis Two

This hypothesis stated that, there will be a significant influence of work life balance dimensions on employee performance among academic staff of selected tertiary institutions in Benue State-Nigeria and the result in presented in table 3.

Table 3: Summary Table of Simple Linear Multiple Regression Analysis showing the influence of work life balance dimensions on employee performance among academic staff of selected tertiary institutions in Benue State-Nigeria.

Variable	R	R ²	df	F	Sig	B	t	Sig
Constant	.448	.201	2,271	33.983	.000		13.026	.000
Work life						.417	6.353	.000
Personal life						.051	.784	.434

Dependent Variable: Employee performance

The result in Table 3 indicated that work life contributed statistically significant to employee performance among academic staff of selected tertiary institutions in Benue state, Nigeria $\beta=.417$, $t=6.353$; $P<.01$. This means that work life enhances employee performance among academic staff of selected tertiary institutions in Benue state, Nigeria.

Also, the Table shows that there was no significant influence of personal life on employee performance among academic staff of selected tertiary institutions in Benue state, Nigeria $\beta=.051$, $t=.784$; $P>.05$. This implies that personal life is not a determinant of employee performance among academic staff of selected tertiary institutions in Benue state, Nigeria. Nevertheless, the joint contribution of work life and personal life accounted for 20.1% to the total variance on employee's performance among academic staff of selected tertiary institutions in Benue state, Nigeria. Therefore, the hypothesis one was accepted and confirmed.

Hypothesis Three

This hypothesis stated that, there will be a significant influence of work life balance dimensions on employee performance dimensions among academic staff of selected tertiary institutions in Benue State-Nigeria and the result presented in table 4

Table 4: Summary Table of Univariate ANOVA showing main and interaction influence of work life balance dimensions on employee performance dimensions among academic staff of selected tertiary institutions in Benue state, Nigeria.

Source Iv	DV	Type III Sum of Sq.	Df	Mean Square	F	Sig
Corrected Model	Counter	6659.494	84	79.280	9.733	.000
	Task	10464.797	84	124.581	11.575	.000
	Contextual	8874.830	84	105.653	15.575	.000
Intercept	Counter	16010.190	1	16010.190	1965.634	.000
	Task	73469.992	1	73469.992	6826.347	.000
	Contextual	57764.378	1	57764.378	8515.369	.000
Work life	Counter	1616.298	16	101.019	12.402	.000
	Task	758.783		47.424	4.406	.000
	Contextual	1057.241	16	66.078	9.741	.000
Personal Life	Counter	2111.302		100.538	12.343	.000
	Task	1252.100	21	59.624	5.540	.000
	Contextual	1279.785	21	60.942	8.984	.000
Work Life * Personal Life	Counter	2980.747		64.799	1.759	.000
	Task	2123.107	46	46.154	2.471	.000
	Contextual	2029.935	46	44.129	6.505	.000
Error	Counter	1539.414	46	8.145		
	Task	2034.152	189	10.763		
	Contextual	1282.090	189	6.784		
Total	Counter	47775.000	189			
	Task	322614.000	274			
	Contextual	252218.000	274			
Corrected Total	Counter	8198.909	274			
	Task	12498.949	273			
	Contextual	10165.920	273			

a. Counter. $R^2=.812$ (Adjusted $R^2=.729$)
b. Task. $R^2=.837$ (Adjusted $R^2=.765$)
c. Contextual. $R^2=.874$ (Adjusted $R^2=.818$)

The result in Table 4 indicated that there was a significant work life on all the dimensions of employee performance (counterproductive performance, Task performance & Contextual performance) among academic staff of selected tertiary institutions in Benue state, Nigeria $F(16,273) = 9.733$; $P < .01$, $F(16,273) = 11.575$; $P < .01$, and $F(16,273) = 15.575$; $P < .01$

respectively. This implies that work life determines employee performance among academic staff of Benue State University and Joseph Sarwuan Tarka University.

Also, personal life determines staff employees at all dimensions as seen in Table 4.4. The result in Table 4.4 indicated that personal life significantly influences counterproductive performance, task performance and contextual performance $F(15,302) = 12.402$; $P < .01$, $F(21,273) = 4.406$; $P < .01$, and $F(21,273) = 9.741$; $P < .01$ respectively among the staff. This implies that personal life of staff plays a vital role on all dimensions of employee performance. The interaction influence between work life and personal life on employee performance as seen in Table 4.4 shows a significant interaction influence between work life and personal life on counterproductive performance, task performance and contextual performance among academic staff of selected tertiary institutions in Benue state, Nigeria $F(46,273) = 7.956$; $P < .01$, $F(46,273) = 4.288$; $P < .01$ and $F(46,273) = 6.505$; $P < .01$ respectively. This implies that work life and personal life determines employee performance (counterproductive, task & contextual) among academic staff of selected tertiary institutions in Benue state, Nigeria. Therefore, the hypothesis was accepted and confirmed.

DISCUSSION OF FINDINGS

Hypothesis One: The hypothesis one which state that, there will be a significant influence of work-life balance on employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria. The study's findings revealed a significant influence of work-life balance on employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria ($R = 0.416$, $R^2 = 0.173$, $F(1,292) = 57.001$; $P < 0.01$). Work-life balance accounted for 17.3% of the total variance observed in employee performance. This finding suggests that achieving a balance between work and personal life is crucial for enhancing employee performance in this context.

These findings align with previous research that highlights the importance of work-life balance in enhancing employee performance. Studies by Obiageli, Uzochukwu, and Ngozi (2015), Azeem and Akhtar (2014), Asiedu, Aduse and Acheampong (2014), and Kamau et al. (2013) also found a positive relationship between work-life balance and employee performance. For instance, Obiageli, Uzochukwu, and Ngozi (2015) emphasized that each work-life balance policy is a predictor of job satisfaction and performance. Azeem and Akhtar (2014) noted that employees with a moderate level of perceived work-life balance tend to perform better.

Hypothesis Two: The hypothesis two which states that, there will be a significant influence of work-life balance dimensions on employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria. The study's findings revealed that work-life balance significantly influences employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria. Specifically, the results indicated that work life contributed statistically significant to employee performance ($\beta = 0.417$, $t = 6.353$; $P < 0.01$), implying that work life enhances employee performance. However, personal life did not significantly influence employee performance ($\beta = 0.051$, $t = 0.784$; $P > 0.05$), suggesting that personal life is not a determinant of employee performance in this context. The joint contribution of work life and personal life accounted for 20.1% of the total variance in employee performance. These findings align with previous research that highlights the importance of work-life balance in enhancing employee performance. Studies by Dissanayaka and Ali (2013), Goyal and Arora (2012), Taiwo (2016), and Ezekiel (2024) also found a positive relationship between work-life balance and employee performance. For instance, Dissanayaka and Ali (2013) noted that systematic efforts to enhance work-life balance can lead to better employee performance. Similarly, Taiwo (2016) found that work flexibility, employer/employee relationships, and job security have a positive effect on employee performance. Ezekiel's (2024) study on the Nigeria Bottling Company revealed a significant positive relationship between work-life balance and employee productivity, with work-life balance practices being crucial for increasing employee performance.

However, not all studies align with these findings. Durão (2019) found no significant relationship between professional and personal life balance and career satisfaction, which contrasts with the significant influence of work life on employee performance observed in this study. Nonetheless, the majority of the literature supports the notion that achieving a balance between work and personal life is essential for enhancing employee performance.

Hypothesis Three: The hypothesis three which states that, there will be significant influence of work-life balance dimensions on employee performance dimensions among academic staff of selected tertiary institutions in Benue State, Nigeria. The study's findings revealed significant influence of work-life balance dimensions on employee performance dimensions among academic staff of selected tertiary institutions in Benue State, Nigeria. Specifically, work life significantly influences all dimensions of employee performance (counterproductive performance, task performance, and contextual performance). Additionally, personal life also significantly affected all dimensions of employee performance. The interaction influence between work life and personal life on employee performance was also significant, implying that both work life and personal life determines employee performance. These findings align with previous research that highlights the importance of work-life balance in enhancing employee performance. Studies by Fapohunda (2014), Osabutey et al. (2017), Akanji (2012), Ojo et al. (2014), and Mushfiquir et al. (2018) also found a positive relationship between work-life balance and employee performance. For instance, Fapohunda (2014) noted that work-life balance practices can increase employee productivity and reduce turnover and absenteeism. Osabutey et al. (2017) identified role overload, cultural expectations, and lack of institutionalized social support systems as sources of work-life conflict in Nigeria.

Conclusion

The study's findings revealed that work-life balance significantly influences employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria. Specifically, work life contributed statistically significant to employee performance, implying that work life enhances employee performance. The study's results also showed that work-life balance dimensions significantly influence employee performance dimensions, with both work life and personal life determining employee performance. The study's findings have implications for institutional policies and practices that promote work-life balance and support employee well-being.

Recommendations

Based on the study's findings, the following recommendations are made:

1. Tertiary institutions in Benue State, Nigeria should prioritize work-life balance by implementing policies and practices that support academic staff's well-being, such as flexible work arrangements and employee wellness programs.
2. Institutional leaders should model balanced behaviors and actively promote work-life balance policies to encourage widespread adoption.
3. Academic staff should be encouraged to prioritize their personal lives and engage in activities that promote their well-being and productivity.
4. Further research should be conducted to explore the impact of work-life balance on employee performance in other contexts and industries.

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