

# Innovations

## Effect of work-life balance on employee performance in the health care sector of delta state Nigeria

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### Abstract

*The study examined the effect of work-life balance on employee performance in the Health Care Sector of Delta State. The study used a cross-sectional survey research design. The population of this study consists of 512 staff of five different hospitals in Asaba, Ughelli, and Warri metropolis of Delta State. The sample size consisted of approximately 217 individuals. A segment of the population was drawn using the stratified random sampling approach. A structured questionnaire with responses in the form of a five-point Likert scale served as the study's research instrument. The study employed the test-retest reliability approach. Descriptive statistics and multiple regression analysis were used to analyse the data in order to draw generalisations and conclusions. Finding showed that 41% of the change in employee performance was brought about by the dimensions of work-life balance. The study concluded that the dimensions of work-life balance such as flexible schedules, work leave initiatives and tele working have significant positive effect on employee performance. The study recommended amongst others that companies should always try to meet workers requests by appreciating the value of work-life balance if they wish to boost their productivity.*

**Keywords:** 1.Work-Life Balance, 2.Employee Performance, 3.Health Care Sector

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### Introduction

Workers are one of a company's most valuable assets, especially those who have the potential and aptitude to work effectively there. The performance of the company's existing human resources must be improved in order for the business to be managed as efficiently as possible. Employee engagement may be a result of work-life balance. Employee engagement has been shown to be influenced by research on work-life balance, and it has been demonstrated that organisations that pay close attention to this issue can raise employee engagement (Larasati et al., 2019). If businesses want to increase employee performance, they must be able to accommodate employee requests by understanding the importance of work-life balance (Arianti, Soekemi, & Dewi, 2022). According to another study, work-life balance improves employee performance. As a result, if

an employer helps employees manage their work-life balance, it will benefit the organisation via improved performance (Soomro et al., 2018). Employee performance influences a company's overall performance, making employees the company's lifeblood. Because of this, workers in any industry must grapple with the problem of how to juggle work and personal obligations (El-Kassem, 2018).

Employees are a company's most valuable asset and play a key role in carrying out organisational tasks and accomplishing organisational objectives. How to maximise employee performance, though, presents a dilemma for any organisation. Employee success in carrying out their duties and responsibilities is what is meant by employee performance (Rachmaliya & Effendy, 2017). Because employee performance is crucial to assessing whether organisational goals are met, businesses search for strategies to inspire their staff to perform at their best. Organizational policies nowadays are beginning to focus at fostering an atmosphere where employees can be motivated both internally and externally to develop and boost performance. Work-life balance is a key strategy in this respect, according to Thevanes and Mangaleswaran (2018), who also noted that firms are concentrating on implementing many high performance human relations strategies and action plans to improve employee performance.

When healthcare professionals overwork themselves, they not only become exhausted but also dissatisfied with both their professional and personal lives. However, they are unable to engage in any activities outside of work, which makes them feel isolated and melancholy even though they have family and friends. They have no life outside of work since they only utilise their meagre free time to rest, which prevents them from engaging in any of their hobbies. The only way to resolve all of these problems is to have a strong work ethic and the ability to clearly distinguish between work and personal life.

It is impossible to overstate the importance of work-life balance for both employee productivity and a company's core success. Orogbu, Onyeiugbe, and Chukwuemeka (2015) contend that because each person is a vital component of their family and society as a whole, work-life balance is a significant issue that affects both private and public sector organisations. A key element in judging an employee's performance on the job is whether or not his job and other responsibilities fit him satisfactorily. Policies promoting work-life balance are essential for an organization's success because it depends on its personnel to achieve its objectives (Tamunomiebi, & Oyibo, 2020). Work-life balance is currently a common problem for both employers and employees in the majority of firms. Recently, there has been a rise in discussion on the importance of employment in both employees' and families' lives. As a result, the situation has inspired much research on people's work-life balance. Particularly in the contemporary global corporate world when the lines between professional and personal roles are blurred.

Therefore, most people in the workforce find it difficult to achieve work-life balance in this period of rapid globalisation and competition as well as achieving a balance between their professional and personal lives (Sivatte, Gordon, Rojo, & Olmos, 2015). So that employees' performance in the health care sector can be managed for maximum performance or productivity, this study will act as a road map. This study would also be useful for policy makers in developing healthy schedules, as well as a competitive environment and working environment that will encourage people to thrive and perform successfully and efficiently.

### **Statement of the Problem**

The inflexibility of employers toward their employees frequently contributes to performance gaps brought on by an unbalanced work-life schedule. It was further suggested that in addition to job flexibility, the workplace environment has an impact on how well employees perform. In the Nigerian context, demographic changes, an increase in the number of women in the workforce, dual career couples, an increase in the number of single parents, and workers' growing resistance to accepting a culture of long hours at work are all contributing factors that make it more difficult for employees to balance their work and family responsibilities (Ogechi&Nwaeke, 2019). Due to this difficulty in prioritising between work and non-work

responsibilities for Nigerian professionals, there is an imbalance between work and home life (Mmakwe&Ojiabo, 2018).Employee performance is affected by factors such as higher stress levels, rising drug misuse rates, decreasing productivity, rising absenteeism and turnover rates, and lower job satisfaction (AlHazemi & Ali, 2016). Additionally, firms have been compelled to explore beyond the standard Human Resources initiatives due to high attrition rates and rising desire for work-life balance (Mmakwe & Ojiabo, 2018).Working adults' family and social lives have been severely hampered by the shifting job patterns throughout the years. Working adults may face a variety of difficulties due to the finite 24 hours of time that are available each day, such as target deadlines, financial obligations, and crucial family duties. These circumstances could lead to role conflict, which might have an impact on how involved they are in their career, families, and social lives. Therefore, it is crucial to study the effect of work-life balance on employee performance in the Nigerian health care sector.

### **Objective of the Study**

The main objective of the study is to examine the effect of work-life balance on employee performance in the Health Care Sector of Delta State. The specific objectives are to:

- Determine the effect of flexible schedules on employee performance.
- Ascertain the effect of work leave initiatives on employee performance.
- Explore the effect of tele working on employee performance.

### **Research Hypotheses**

**H<sub>1a</sub>:** Flexible schedules have significant positive relationship with employee performance.

**H<sub>2a</sub>:** Work leave initiatives have significant positive relationship with employee performance.

**H<sub>3a</sub>:** Teleworking has significant positive relationship with employee performance.

## **Review of Related Literature**

### **Concept of Work-life balance**

An employee's definition of work-life balance is the decision about how to reconcile job commitments with personal or family duties. From the perspective of the organisation work-life balance is a problem to develop a supportive culture in the workplace where people may concentrate on their job while at work (Rahmi, 2022; Katili et al., 2021). Work-life balance is the harmony of work and non-work activities including family, friends, and community. When workers feel that there is no balance in their life because work takes up a lot of time, they will strive to pursue alternative work that allows them to balance roles in their personal and professional lives. (Kim, 2014; Darmawan et al, 2015). Making ensuring there is a balance between work and family life presents individuals with an unpackaged number of issues in the modern, ever-changing workplace. Despite the different definitions of work-life balance, very few people have come up with an agreeable definition or concept that describes how to integrate work and other obligations, such taking care of children or an ageing relative, without interfering with an employee's schedule (Babatunde, Olanipekun, Lateef & Babalola, 2020).

While Dwi, Nida, and Istiqomah (2018) argued work-life balance to be the balance between the demands of an individual's family life and professional lives. This implies that WLB is defined as the circumstance in which a person was able to complete work tasks and functions without endangering the obligations to their family (Jackson, & Fransman, 2018, Adikram, &Jayatilake, 2016). Although it appears that most employee

schedules intrude into their personal lives, this has helped businesses recognise the limit of work duties and job allocation, which has helped prevent conflict between the interested parties (El-Kassem, 2018). According to Heathfield (2019), when people spend the majority of their days engaged in work-related activities, it causes stress and unhappiness because they feel as though they are neglecting other significant aspects of their lives. Therefore, sustained high levels of stress result in burnout at work.

Long-term overtime shifts put workers at a significant risk of burnout. Fatigue, erratic moods, anger, and a decline in work performance are all signs of burnout. Maintaining a healthy work-life balance is crucial for a productive workplace since it lowers stress and prevents burnout (Kohll, 2018). Employee performance has a direct impact on a company's success, thus it should be viewed as a crucial factor in helping it reach its objectives. Research findings demonstrated that employee loyalty is mediated by work-life balance, with flexibility of work serving as the independent variable (Capnary, Rachmawati, & Agung, 2018). A work-life balance boosted retention of important employees and increased organisational engagement and loyalty, according to an empirical study by Garg and Yajurvedi (2018). Therefore, it is reasonable to assume that workers who are able to maintain a healthy balance between their job obligations and those for their personal lives will grow loyal to the business or organisation they work for.

Rahmi (2022) has previously carried out a research, and the findings indicate that work-life balance has a favourable and significant impact on employee performance. Arianti, Soekemi, and Dewi (2022) investigated the impact of pay and work-life balance on employee engagement in PT Sukuntex-Spinning Indonesia. 100 married and child-bearing female employees of PT Sukuntex-production Spinning's division make up the samples. A structural equation model based on partial least squares is used in the data analysis method (SEM PLS). The study's findings are consistent with the theory of organizational behaviour, which holds that certain types of individual behaviour, such as work-life balance, acceptance of pay, and employee engagement, can enhance employee performance. This study came to the conclusion that remuneration and work-life balance have a favourable impact on employee performance via employee engagement.

### **Employees' Performance**

It is no longer novel for businesses to invest significant amounts of money in employee empowerment in an effort to get the greatest performance possible from them. This is typically accomplished through training and development, making the employees who have completed these programmes valuable assets for the company (Tamunomiebi, & Oyibo, 2020). However, no company enjoys losing such expensive assets to rivals; instead, they keep such employees on staff unless they are dissatisfied with the results of their work (Gitongu, Kingi & Uzel, 2016). Employee performance is defined by Faiza and Nazir (2015) as answers in the form of behaviours that reflect what the employee has learnt or the type of training they have received. This means that it involves the results of people's mental and psychological talents. Since employee performance is crucial to both the individual and the firm, the idea of it has increasingly become the focus of discussion among management science experts.

Employee Performance helps improve organisational operations generally, especially in terms of production and efficiency (Masa'deh, Alrowwad, Alkhalafat, Obeidat & Abualoush, 2018). Furthermore, employee performance encompasses all of the efforts that employees make in the process leading to the accomplishment of organisational goals rather than just the final results. According to some authors, employee performance is related to the activities and tasks that employees complete effectively and efficiently. It also determines how much an employee contributes to the organisation, and among the contributions of employees are quantity of output, work attendance, and a helpful attitude (Masa'deh et al., 2018). Performance is the result of a worker's capability, dexterity, increased by the supervisor's assistance and the worker's own effort put forth at work. Therefore, if an individual lacks the capacity, managerial support, or ability to exert the best efforts, performance will suffer.

According to Mmakwe and Ojiabo (2018), workers' performance was correlated with the degree of outcome that resulted from the level of input, intended result, and output of the activity or work assigned. Since performance significantly impacts the overall performance of the organisation, it has been stated that performance is what defines an organization's survival, continued existence, and maintenance (Babatunde, et al 2020). This has also been demonstrated to increase organisational productivity and, as a result, to intensify and effectively use the human resources' capabilities.

### **Flexible Schedules**

Flexible schedules, flexi-time, and flexible working hours are widely used and have been the subject of considerable research. According to findings, workers who have access to services like flexible schedules, childcare, parental leave, and supervisor support seem to be more likely to have less conflicting work-life, greater job satisfaction, less stress, and are less likely to want to quit. Flexible working arrangements are typically made between employer and employee in which they agree to schedule the work flexibly, aiming to gain benefits to both parties (Helmleet al., 2014). Managing many responsibilities as an individual has grown even more challenging as employees juggle greater role expectations and new technology that makes it easier to interact and work whenever and whenever (Rothbard, Phillips & Dumas, 2005). Additionally, there are health concerns associated with working at odd hours (Greubel, Arlinghaus, Nachreiner, & Lombardi, 2016).

Ogechi and Nweke (2019) discovered that the lack of flexible work schedules and long work hours in the oil sector of the Niger Delta Region are the primary causes of work-life and family conflict. The likelihood that workers may experience stress and role conflict is often on the rise in firms where they work in a rigid setting. In order to meet the requirements and expectations of their employees, organisations implement more flexible work arrangements. Nevertheless, in practise, flexibility benefits organisations more than it does to individuals because, with flexible working hours, individuals may spend more time at the office (Wheatley, 2016).

As per Rastogi, Rangnekar, and Rastogi (2015), work-family enrichment is substantially correlated with flexible working hours. This gives workers the freedom to select periods when they can work efficiently. Employees view flexible working hours as crucial, especially when maintaining a healthy work-family balance (Zülch, Stock, & Schmidt, 2012). Because it lessens pressure, conflict, and stress at work, flexible scheduling helps employees maintain a healthy work-life balance (Wheatley, 2016). Wong, Bandar, and Saili (2017) expanded on some of the benefits by emphasising the decrease in time spent juggling work and personal obligations, which improves employees' punctuality and regard for the workplace. However, the remuneration for flexible work hours varies by business, location, and how an organisation manages its personnel at higher levels (Akinyele, Peters, & Akinyele, 2016). Those with flexible schedules might not need to travel to work every day. They no longer need to pay for transportation, business attire, or daily lunches out. Overhead expenses are reduced for employers. Employee morale can be raised and their physical and mental health can be improved by allowing them to work from home. Employees who work from home are probably less exhausted and more rested, which lowers the dangers of weariness, burnout, and stress that can be brought on by a toxic workplace culture.

### **Work Leave Initiatives**

Orogbu, Onyeiugbe, and Chukwuemeka (2015) asserted that leave refers to the amount of days or hours an employer allows an employee to spend away from the office in a given period of time without facing repercussions. The optimal time to implement leave programmes is at the start of each calendar year to prevent disruptions to the organization's operations and to prevent tense situations. There are many different types of leave programmes available at work, including annual leave, parental leave, casual leave, medical leave, compassionate leave, study leave, career leave, etc. According to Nigeria's Labour Act of 1990, Section 18, workers are entitled to annual leave with pay for the purposes of rest and/or recreation after

completing a qualifying period of service of 12 months of uninterrupted service. Every company is required to follow this policy because failure to do so would amount to disobedience to the law in the nation. Nevertheless, annual leave may be postponed with both the employer and the employee's consent, but not for more than 24 months of uninterrupted work. Isaacs, Healy, and Peters (2017) found that paid leave policies have an impact on a family's financial situation following childbirth because they directly pay for leave and boost the possibility that mothers will stay in the workforce.

Stanczyk (2016) claims that California's paid leave programme, particularly for women from disadvantaged families, reduces a mother's likelihood of becoming impoverished after giving child. Another element of leave schemes is parental leave. Parental leave is an official permission granted to employees who are burdened with child care giving duties (Oludayo, Gberevbie, Popoola, and Omonijo, 2015). It also covers maternity leave, which is covered in Part III, Section 54 of the Nigerian Labour Act, 1990. Maternity leave generally benefits female employees more and allows nursing moms to take six weeks off before and six weeks after giving birth for the sake of your health. In accordance with Section 16 of the Nigerian Labour Act of 1990, a worker may take time off work to care for their dependents or address personal health issues. Work-life balance is impacted by welfare policies, which may then have an impact on health outcomes (Lunau, Bambra, Eikemo, van Der Wel & Dragano, 2014). Taking time off is important for encouraging excellent physical and mental health at work and for enhancing people's work-life balance. People who are happier and more rested are less likely to get sick or need to miss work unexpectedly. An overburdened HR department may view managing employee leave as a necessary evil. However, an effective leave management plan guarantees the seamless operation of the company while allowing employees time to rest, recover, or take care of personal obligations.

### **Tele working**

Virtual or teleworking refers to working remotely from home and has been widely adopted in many nations and cultures, particularly since the COVID-19 came into being. Rahman, and Arif (2020) found that advanced economies, including the United States of America, has around 3.7 million people who worked remotely half of the time or more, equating to 2.5% of their workforce. Additionally, Rahman and Arif (2020) assert that managers and administrative staff members working in the professional services and finance industries were observed to frequently engage in teleworking. In developing economies, teleworking is also documented, with an estimated 2.7% of the workforce being teleworkers (Rahman & Arif 2020). According to research by Lister, and Harnish, (2019), teleworkers are frequently used by global service organisations for all or a portion of their operations. Across nations, telecommuting varies in scope and variation.

Internet connectivity and online resources are essential for virtual or teleworking to succeed and develop. The idea of working from home is made possible by the internet. Numerous internet resources for telecommuting or working electronically in the US and the EU have been found by (Picu, & Dinu, 2016). Among several others, these included Gizmo, Google Talk, and Skype. Zoom, Google cloud services, Google meet, WhatsApp group forums, and emails are some further online teleworking options. WebEx, Go To Meeting, and Live-Meeting have all been used for online presentations for teleworkers. Basecamp, Active Collab, and Quick Base have all been widely utilised for project management. Lastly, time management tools have been utilised to assign tasks to remote teams using Google and Yahoo Calendars (Segbenya, & Okorley, 2022).

## **Theoretical Review**

### **Guest's Spill-Over Theory**

The spill-over hypothesis, developed by Guest (2002), is one of the most well-known theories in work-life balance in the management and business world (Pleck, 1977). According to this view, things that happen in

the workplace and in the home are comparable. This hypothesis highlights the tendency of employees to carry over their unique feelings, approaches, abilities, and behaviours from the workplace into their personal lives and vice versa (Guest, 2002). According to observations, the spill-over theory can either be good or negative, with the positive spill-over tipping to a higher degree of pleasure and job productivity and the negative spill-over pressure on an individual. Therefore, as further highlighted in Dex and Smith (2012), research on the topic of work-life balance has suggested that people who consistently put in too many hours at work are more likely to have work and personal conflicts. Additionally, the line between work and home is undoubtedly frequently porous and has a tendency to bleed over either positively or adversely (Lewis, 2003).

As a result, spillover is undoubtedly going to be bad if work-family connections are rigorously scheduled in relation to work time and family time. On the other hand, when there is work-family flexibility that enables people to integrate and connect work and family responsibilities in time and work schedule, it is likely to be beneficial and essential for achieving healthy work-life balance. Because it best captures the connection between work and private space, our study has determined that this theory is suitable for adoption.

### Methodology

The study used a cross-sectional survey research design. It often concentrates on the process of gathering information from respondents at a certain time. The population of this study consists of 512 staff of five different hospitals in Asaba, Ughelli, and Warri metropolis of Delta State. The population of the study, to which the research was generalised, consists of 512 individuals. Using the sample size determination calculator that Krejcie and Morgan developed in 1970, the sample size was determined. This subset consisted of approximately 217 individuals.

A segment of the population was drawn using the stratified random sampling approach, which divides the population into strata like senior, middle, and lower management employees, giving each member of the population an equal chance of being chosen. In addition to the general population, important subsets of the population, particularly small minority groups, were better represented thanks to stratified random selection. A structured questionnaire with responses in the form of a five-point Likert scale served as the study's research instrument. The study employed the test-retest reliability approach. For the purposes of this study, the consistency of the questionnaire item was examined using the Cronbach alpha reliability estimation techniques. Cronbach's alpha ( $\alpha$ ) was used to calculate the internal consistency by figuring out how each item is related. The reliability is quantified by a coefficient that ranges from 0 to 1.00. The test is more trustworthy the higher the coefficient. To determine whether the questionnaire's content actually addressed what it was intended to measure, content and face validity were utilised. Descriptive statistics and multiple regression analysis were used to analyse the data in order to draw generalisations and conclusions. Simple percentages were used in the descriptive statistics to assess the background profile of the respondents. The hypotheses were tested using the multiple regression analysis. The Statistical Package for the Social Sciences version 25 was used to analyse the collected data.

### Model Specification

$$EP = f(FS, WLI, TW)$$

The general form of the equation to predict  $EP = \beta_0 + \beta_1 FS + \beta_2 WLI + \beta_3 TW + \epsilon$

### Results of Data Analyses

A total of 217 copies of the questionnaire were distributed; 211 of those copies were returned; 5 of those copies weren't filled out completely; and the remaining 206 copies were analyzed.

**Table 1: Analysis of Respondents Profile**

S/N	Variables	Frequency	Percentage (%)
1	Gender:		
	Male	87	42
	Female	119	58
	Total	206	100
2	Age Range:		
	Below 30 years	56	27
	31-40 years	78	38
	41years and above	72	35
	Total	206	100
3	Marital Status:		
	Single	53	26
	Married	153	74
	Total	206	100
5	Years of Job Experience		
	Below 5years	33	16
	5-10years	78	38
	11 years and above	95	46
	Total	206	100

Source: Field Survey, 2023.

Table 1 showed the background characteristics of the various respondents. The gender composition of the respondents showed that 42% of the sample was males, while 58% were females. The age bracket of the respondents showed that 27% of the respondents were below 30 years of age; 38% of the respondents' falls within the age bracket of 31-40 years of age, while 35% of the respondents were 41 years of age and above. The marital composition of the respondents showed that; 26% of the sample respondents were single, while 74% other respondents were married. On the years of job experience by staff, it was indicated that 16% of the respondents have below 5years working experience. 38% of the respondents have 5-10 years working experience. And lastly 46% of the respondents have 11years and above working experience.

**Table 2: Multiple Linear Regression Analysis of Work-Life Balance**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.525	1.384		1.102	.272
	Flexible schedules	.394	.058	.380	6.765	.000
	Work leave initiatives	.258	.057	.270	4.502	.000
	Teleworking	.249	.061	.256	4.080	.000

a. Dependent Variable: Employee performance

Source: Field Survey, 2023.

Table 2 showed the multiple linear regression analysis result for work-life balance and employee performance.

The statistical equation to predict employee performance = 1.525 + (0.394×FS) + (0.258×WLI) + (0.249×TW)



**Table 3 Analysis of Variance**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	199.100	3	66.367	49.328	.000 <sup>b</sup>
	Residual	271.773	202	1.345		
	Total	470.874	205			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Teleworking , Flexible schedules , Work leave initiatives						

Source: Field Survey, 2023.

The *F*-ratio in table 3 tested the overall regression models and how it fit the data analyzed for the study. The table showed that the dimensions of work-life balance significantly predict employee performance,  $F = 49.328$ ,  $0.000 < 0.05$ . This means that the regression model is a good fit and statistically significant for the study.

**Table 4 Model Summary**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 <sup>a</sup>	.423	.414	1.160
a. Predictors: (Constant), Teleworking , Flexible schedules , Work leave initiatives				

Source: Field Survey, 2023.

Table 4 showed the extent to which the dimensions of work-life balance accounted for change in employee performance. The Adjusted R Square value indicated that 0.414 of the change in employee performance, was brought about by the dimensions of work-life balance.

**Discussion of Findings**

In line with the data analysis done and the review of the related literature, the discussion of findings of this study is presented.

Table 2 showed that flexible schedules has a positive effect on employee performance ( $\beta = 0.380$ ,  $P < 0.05$ ). Test of H1a result showed that flexible schedules has significant positive relationship with employee performance ( $0.000 < 0.05$ ). Nevertheless, in practise, flexibility benefits organisations more than it does to individuals because, with flexible working hours, individuals may spend more time at the office (Wheatley, 2016). Flexible schedules lessen pressure, conflict, and stress at work, flexible scheduling helps employees maintain a healthy work-life balance (Wheatley, 2016).

Table 2 showed that work leave initiatives has positive effect on employee performance ( $\beta = 0.270$ ,  $P < 0.05$ ). Test of H2a result showed that work leave initiatives has significant positive relationship with employee performance ( $0.000 < 0.05$ ). The result is in agreement with Isaacs, Healy, and Peters (2017) finding that paid leave policies have an impact on a family's financial situation following childbirth because they directly pay for leave and boost the possibility that mothers will stay in the workforce.

Table 2 showed that teleworking has positive effect on employee performance ( $\beta = 0.256$ ,  $P < 0.05$ ). Test of H3a result showed that teleworking has significant positive relationship with employee performance ( $0.000 < 0.05$ ). The result agreed with Rahman, and Arif (2020) finding that advanced economies, including the United States of America, has around 3.7 million people who worked remotely half of the time or more, equating to 2.5% of their workforce. Additionally, Rahman and Arif (2020) assert that managers and administrative staff members working in the professional services and finance industries were observed to frequently engage in teleworking.

Table 4 showed that 41% of the change in employee performance was brought about by the dimensions of work-life balance.

### Conclusion

The study concluded that the dimensions of work-life balance such as flexible schedules, work leave initiatives and teleworking have significant positive effect on employee performance. Employees with flexible schedules might not need to travel to work every day. Employee morale can be raised and their physical and mental health can be improved by allowing them to work from home. However, taking time off is important for encouraging excellent physical and mental health at work and for enhancing people's work-life balance. People who are happier and more rested are less likely to get sick or need to miss work unexpectedly. Teleworking is thought to boost output, ensure retention, deepen organisational engagement, and enhance performance inside the company. In other words, it is advantageous for businesses. The practical implication is that the employer/managers are solely responsible for providing online tools and the required training. Before beginning teleworking, they must make sure that these facilities are available.

### Recommendations

- Companies should always try to meet workers requests by appreciating the value of work-life balance if they wish to boost their productivity.
- Teleworking arrangement should be made flexible enough to allow employees to care for their families and other obligations while working from home.
- Employers, notably the government, should offer employees the logistical and data supports or allowances they need to operate remotely using virtual platforms.

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