



Joint Influence of Work-Life Balance (WLB) and Job Satisfaction (JS) on Employee Performance (EP) Among Academic Staff in Selected Tertiary Institutions in Benue State, Nigeria

Ungwa Emmanuel Vandekan PhD^{1*} & Jacob Terhemba Jande PhD²

^{1,2}General Studies Department, Federal Polytechnic Wannune, Benue State-Nigeria

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ABSTRACT

This study examines joint influence of work-life balance and job satisfaction on employee performance among academic staff in selected tertiary institutions in Benue State, Nigeria. The researchers employed a cross-sectional design, recruiting academic staff from selected tertiary institutions in Benue State, Nigeria. The population consisted of 1,494 employees, with a sample size of 306 determined using Taro Yamane's formula. Three validated instruments were used: Work Life Balance Scale (WLBS), Job Satisfaction Scale (JSS), and Employee Performance Scale (EPS). The result reveal that Work-life balance contributes significantly to employee performance ($\beta = 0.319$, $t = 4.915$; $P < 0.01$), Job satisfaction contributes significantly to employee performance ($\beta = 0.180$, $t = 2.774$; $P < 0.05$) and Joint contribution of work-life balance and job satisfaction accounts for 19.6% of the total variance in employee performance. The report of the study suggested that employees with a better work-life balance and higher job satisfaction tend to act better". Demographic variables: gender, age, educational qualification, and income also imitate in forming employee performance. The study recommends executing work-life balance schedule, enhancing job satisfaction, and developing demographic impressionable policies to develop employee performance.

Keywords: Joint Influence, Work-Life Balance, Job Satisfaction, Employee Performance, Academic Staff, Tertiary Institutions.

Original Research Article

*Corresponding author: Ungwa Emmanuel Vandekan PhD
General Studies Department, Federal Polytechnic Wannune, Benue State-Nigeria

Introduction

Employee performance refers to an employee's ability to achieve organizational goals effectively and efficiently. It encompasses all aspects that affect and relate to an employee's work. To boost performance, employers should understand employees' needs and desires. According to Kim (2014), this can be achieved through financial incentives (e.g., salaries, bonuses) and non-financial incentives (e.g., promotion, training, medical allowance). Employees need a clear understanding of their goals and tasks to perform well (Wijaya, 2019). Having knowledge about the structures and processes also enhances performance (Sara, 2024). Feedback

is crucial, as it informs progress, enables corrections, and signals goal attainment (Gerhart, 2024). However, feedback can be lacking for tasks with intangible or delayed outcomes, leading to poor performance.

Motivation is also key, driven by self-satisfaction and incentives (Kathleen, 2024). Employers should recognize that personal problems can impact employee performance and offer support when needed, demonstrating that the company values its employees (Berman, 2021). Employee performance is a measure of an individual's contribution to an organization, reflecting both the quality of their work and their overall effectiveness. It's a vital factor in achieving

organizational success, influencing productivity, profitability, and employee morale. Effective performance management involves regular assessments, identifying areas for improvement, and providing opportunities for growth and development (Utin & Sri, 2019).

Employee performance is about achieving meaningful work outcomes, often driven by engagement, supportive colleagues, and compassionate employers (Karakas, 2010). It encompasses both behavioral aspects (actions taken to accomplish work) and outcome-based aspects (results of those actions) (Mallick et al., 2014). "While behavior and outcomes are related, they're not identical, as outcomes can be influenced by factors like motivation and cognitive abilities (Borman & Motowidlo, 2013). Task performance, a key aspect of employee performance, involves explicit job behaviors and responsibilities. It requires cognitive ability, task knowledge, skills, and habits (Edeh et al., 2024)." Task performance is often a contractual agreement between managers and subordinates, broken down into technical-administrative and leadership tasks.

Work Life balance is more main for members and employers. Employees need it to balance work and private history, while employers benefit from increased output and lowered costs (Abbott & De Cieri, 2018). Changes in head count, electronics, and up-to-date humankind's 24/7 sophistication drive the need for work-history balance (Beauregard and others., 2017). Work-history balance involves prioritizing work (course and desire) and growth (strength, happiness, relaxation, classification, and otherworldly happening). It's about accomplishing acceptable level of involvement or "fit" middle from two points diversified acts in growth (Shanafelt and others., 2015). Managing period and stress are key to accomplishing work-existence balance (Gupta & Sharma, 2013). Work-existence balance doesn't mean equal period for work and personal existence, but preferably a sense of unity betwixt two together (Bell, Rajendran & Theiler, 2012).

Job satisfaction is an individual's stance towards their task, influenced by the match between job characteristics and their wishes (Bayar & Öztürk, 2017). Employees are crucial assets, and optimizing their performance is a significant challenge (Borman, 2004). "Job satisfaction is contended to productivity, work performance, and personal well-being (Aziri, 2011)".

Employee performance, work-life balance, and job satisfaction are interconnected, impacting organizational success. Employees are vital to achieving company goals, and their performance, satisfaction, and well-being are crucial. Organizations can benefit from a supportive work environment, advancing work-life balance, and bright operator motivation and delight, leading to enhanced productivity, lowered change, and enhanced comfort.

Statement of the Problem

The performance of staff in tertiary institutions in Benue State, Nigeria, is a pressing concern (Rachmaliya & Effendy, 2017; Ojogbo, 2018). Despite their crucial role in human capital development and economic growth, employees in Benue State University and Joseph Sarwuan Tarka University face numerous challenges that hinder their effectiveness, including work-life balance and job satisfaction issues (Bellmann, 2020; Bayar & Öztürk, 2017; Aziri, 2011). These challenges have resulted in low productivity, poor job satisfaction, and high turnover rates among academic staff (Doosuur, 2023; Dennis et al., 2024).

Study Objectives

The main objective of the study is to examine the joint influence of work-life balance on job satisfaction on employee performance among academic staff of selected tertiary institutions in Benue State-Nigeria.

Specific objectives are:

1. To examine the influence of demographic variables among academic staff of selected tertiary institutions in Benue state-Nigeria.
2. Examine joint influence of Work Life Balance and Job Satisfaction on Employee Performance among academic staff of selected tertiary institutions in Benue State-Nigeria.

Research Question

The research questions for this study are:

1. How do demographic variables (e.g., age, gender, educational qualification, years of experience, marital status, and rank) influence work-life balance, job satisfaction, and employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria?
2. To what extent do work-life balance and job satisfaction jointly predict employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria?

Literature Review

Conceptual Framework

This section reviews key concepts in the topic under investigation. These include concept of Work Life Balance, Job Satisfaction and Employee Performance.

Work Life Balance

Greenhaus (2003), define work life balance as the range at which point an individual is operating in and equally appeared accompanying welcome or her work role and kin act." Hyman et al., (2004), posit that it is an individual's assessment of how he balances multiple life roles effectively.

All these definitions reveal that Work Life Balance is an interface of work and family, and many scholars have illustrated that the concept of work embraces the setting of formal tasks to be undertaken by employees in a bid to achieve goals and history is proved to relatively contain an variety of numerous ventures that most often do not guide work, for instance activities to a degree family chores and childcare, at which point case work-history balance is accomplished when skilled is existent harmony middle from two points work and history (Helmlle, 2016).

Job Satisfaction

Job satisfaction maybe defined as a sense of agent realizations and fames. It is mainly believed that it is straightforwardly had connection with output and work accomplishment, as well as to private welfare. Job satisfaction resources doing whole individual chooses, achievement it well and being rewarded for own works (Aziri, 2011). People can more have various approach to differing aspects of their work, to a degree the type of work they are achievement, associates, superiors or underlings and their payroll (Jones, 2008). Different inspiration style and guidance style can work in various habit on each clerk, resulting in raised work accomplishment and task vindication. Therefore, job vindication is an essential factor stimulating clerks and encouraging bureaucracy to gain better results (Raziq & Maulabakhsh, 2015).

Employee Performance

Employee performance is delineated as the level of success of agents in completing activity their assignments and responsibilities” (Rachmaliya & Effendy, 2017). “Employee acting is transferring data from one computer system to another determining the attainment of administrative aims; therefore, arrangements expect habits to motivate their operators to present their best performance attentive. According to Abualoush and others., (2018), completing activity work tasks or job maturities is refer to as clerk performance and demands raised quality, effectiveness, and influence. It talks to an employee's capability to act their task in a manner that advances the guest's aims and aims as well as their own. Every clerk arranges guaranteeing that the company's aims are join. laborer contributions from the support for a trade' success.

Theoretical Framework

The Study Is Grounded in Four Key Theories:

Spill-over Theory, originally proposed by Wilensky (1960), posits that experiences in one role (e.g., work) can spill into another role (e.g., family), producing either positive or negative effects. When work demands create stress, that strain can impair family life, and conversely, satisfaction at home can enhance work performance. The theory highlights the need for individuals to achieve balance across personal, professional, and social domains, but it has been critiqued for

lacking consistency with welfare economics and for relying on unspecified social mechanisms.

Inter-role Conflict Theory, advanced by Greenhaus and Beutell (1985), describes how pressures from one domain interfere with meeting demands in another, generating role conflict. Conflict arises from time pressures, role strain, and competing expectations, and is moderated by role salience, identification, and external support. Negative family experiences can lead to negative work outcomes and vice versa, with consequences linked to personality traits and interpersonal relationships.

Abraham Maslow's Hierarchy of Needs (1943) organizes human motivations into five hierarchical levels: physiological, safety, love/belonging, esteem, and self-actualization. Lower-level needs must generally be satisfied before higher-level needs drive behavior, though Maslow later acknowledged flexibility in this order. The model has been applied to education, healthcare, and other fields, yet it faces criticism for its rigid hierarchy, cultural bias, and ambiguous conceptualization of self-actualization.

Theory X and Theory Y, introduced by Douglas McGregor (1960), present two contrasting managerial assumptions about employees. Theory X assumes workers are inherently lazy, need close supervision, and are motivated by external controls, while Theory Y views employees as self-directed, creative, and intrinsically motivated, thriving under participative management. Though influential, the theories are now seen as outdated extremes, with many contemporary workplaces seeking a blend of both approaches. McGregor's later, unfinished Theory Z attempted to address these limitations.

The four theories collectively explain how work-life balance (WLB) and job satisfaction (JS) jointly shape employee performance (EP) among academic staff in Benue State. Spill-over Theory (Wilensky, 1960) suggests that experiences from one domain (work or family) flow into the other, so a well-balanced work-life arrangement and high JS can generate positive spill-over, enhancing EP, whereas imbalance and dissatisfaction produce negative spill-over that hamper's performance. Inter-role Conflict Theory (Greenhaus & Beutell, 1985) adds that competing demands create role conflict; when WLB is poor or JS low, conflict intensifies, draining cognitive resources and reducing EP, while effective balance and satisfaction mitigate conflict and support higher performance. Maslow's Hierarchy of Needs (1943) frames WLB and JS as means of satisfying lower-order needs (physiological, safety, belonging, esteem), which, when met, enable staff to pursue self-actualization and thus exhibit superior EP. Finally, Theory X and Theory Y (McGregor, 1960) link managerial assumptions to WLB and JS: a Theory X, control-oriented environment undermines balance and satisfaction, leading to lower EP, whereas a Theory Y, participative climate fosters balance, boosts JS, and promotes higher EP. Together, these theories provide a multi-level

rationale for expecting that better WLB and greater JS jointly drive improved academic staff performance.

Methodology

The researcher employs a cross-sectional survey design to examine the joint influence of work-life balance and job satisfaction on employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria. The study recruits' academic staff from Benue State University, Makurdi (703 staff) and Joseph Sarwuan Tarka University, Makurdi (791 staff), yielding a total population of 1,494 employees.

Stratified random sampling was used, treating each university as a stratum and then selecting participants from faculties and colleges within each institution.

Sample size was determined with Taro Yamane's formula ($n = N / (1 + N(e)^2)$), producing a sample of 306 respondents at a 0.05 margin of error.

Data are collected with three validated instruments: the Work-Life Balance Scale (13 items, 5-point Likert,

Cronbach's $\alpha \approx 0.60$), the Job Satisfaction Scale (24 items, 5-point Likert, $\alpha = 0.78-0.93$), and the Employee Performance Scale (21 items, 5-point Likert, $\alpha = 0.722$).

Questionnaires were administered by the researcher and four assistants.

Descriptive statistics (frequencies, percentages, mean, standard deviation) are used to analyse demographic data (hypothesis 1), while Multiple Regression Analysis was used to test the joint effect of work-life balance and job satisfaction on employee performance (hypothesis 2).

Data Analysis

Descriptive statistics analyzed Hypothesis One, while Multiple Regression Analysis tested Hypothesis Two.

Results and Data Analysis

Hypothesis One

They will be a significant influence on the demographic variables among academic staff of selected tertiary institutions in Benue State-Nigeria.

Table 1: Summary table of descriptive statistics showing the influence on the demographic variables among academic staff of selected tertiary institutions in Benue state-Nigeria

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

The result in Table 1 indicated that the demographic variables of the academic staff in the selected tertiary institutions in Benue State, Nigeria, reveal interesting insights. Majority of the respondents are male (70.7%), indicating a gender imbalance in the academic staff. The age distribution shows that most respondents are between 40-50 years old (44.5%), suggesting an experienced workforce. The institutions represented are Joseph Sarwuan Tarka University (60.1%

and Benue State University (39.9%). Most respondents hold postgraduate qualifications (81.3%), indicating a high level of education among the academic staff.

In terms of job tenure, the majority have 11-20 years of experience (45.6%), and most are senior staff (69.6%). The income level of the respondents shows that half earn between N201,000-N400,000 (50.2%).

The demographic variables have influence on work-life balance and job satisfaction which affect employee performance. For instance, the high level of education and experience among the respondents contributed highly on job performance, gender imbalance and income levels also have varying effects on work-life balance and job satisfaction.

Table 2: Standard Multiple Regression Analysis showing influence of Work Life Balance and Job Satisfaction Employee on Performance.

Variable	R	R ²	df	F	Sig	β	t	Sig
Constant	.443	.196	2,268	32.701	.000		8.677	.000
Work Life Balance						.319	4.915	.000
Job Satisfaction						.180	2.774	.006

The result in Table 2 above shows how work life balance contributed statistically significant to employee performance among academic staff of selected tertiary institutions in Benue state, Nigeria $\beta=.319$, $t=4.915$; $P<.01$. This means that work life balance is a determinant of employee performance among academic staff of selected tertiary institutions in Benue state-Nigeria.

Also, the Table 2 shows significant contribution of job satisfaction on employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria $\beta=.180$, $t=2.774$; $P<.05$. This implies that job satisfaction is a determinant of employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria. Joint contribution of work life balance and job satisfaction life accounted for 19.6% to the total variance on employee's performance among academic staff of selected tertiary institutions in Benue state, Nigeria. Therefore, the hypothesis three was accepted and confirmed.

Discussion of Findings

The study's findings revealed that work life balance contributed statistically significant on employee performance among academic staff of selected tertiary institutions in Benue State, Nigeria ($\beta = 0.319$, $t = 4.915$; $P < 0.01$). This implies that work-life balance is a determinant of employee performance. Additionally, job satisfaction also significantly contributed to employee performance ($\beta = 0.180$, $t = 2.774$; $P < 0.05$), indicating that job satisfaction is a determinant of employee performance. Joint contribution of work-life balance and job satisfaction accounted for 19.6% variance on employee performance.

These findings support previous research that highlights the importance of work-life balance and job satisfaction in enhancing employee performance. Ramesh (2018) also found a favorable relationship between work-life balance, job satisfaction, and employee performance.

Conclusion

The study concluded that work-life balance and job satisfaction considerably influence employee performance with academic staff in selected tertiary institution in Benue

Hypothesis Two

There will be a significant independent and joint influence on work life balance and Job Satisfaction on Employee Performance among academic staff of selected tertiary institutions in Benue state, Nigeria.

State, Nigeria. The findings desire that workers with a better work-existence balance and larger task satisfaction likely to act better. Demographic variables such as masculine, age, instruction, and profit also imitate in forming employee acting.

Recommendations

Based on the study report, the researchers therefore urged that management/top administration in tertiary organizations endure prioritize game plans to boost work-life balance and job satisfaction in order to increase productivity. This can be achieved by:

1. Work-Life Balance schedule: Institutions should implement work-life balance schedule, in the way that responsive work arrangements, laborer wellbeing initiatives, and classification-intimate policies, to support laborers' individual and professional lives.
2. Job Satisfaction Enhancement: Institutions should prioritize job satisfaction by providing convenience for development, identifying and pleasing employees' offerings, and promoting a certain work place.
3. Demographic-Sensitive Policies: Institutions should develop policies that cater to the diverse needs of employees, considering factors like age, gender, and income level.
4. Regular Feedback and Evaluation: Regular feedback and evaluation mechanisms should be established to monitor representative performance and recognize districts for improvement.
5. Training and Development: Institutions concede possibility determine training and happening hope to enhance operators' abilities and knowledge, advancing task satisfaction and act.

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