

Work Life Balance and Employee Performance in First Bank PLC., Umuahia, Abia State

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Abstract

The quest to balance the bottleneck that exist among family responsibilities and job stress triggered this research which centers on the effect of work life balance on employee performance. Thus, in order to actualize the main objective of this work the following three specific objectives; ascertain the extent to which employee assistance programme affect employee performance in First Bank PLC, Umuahia, to assess the nature of relationship between leave policies and employee job satisfaction in First Bank PLC, Umuahia and to find out the nature of relationship between alternative work arrangements and employee productivity in First Bank PLC, Umuahia. Research questions and research hypotheses were structured in accordance with the specific objectives. In a bid to achieve a meaningful research study work, this research will review related literatures on effect of work life balance on employee performance Which were sub-divided into three subheadings such as conceptual framework, theoretical framework and empirical review. However, in the quest to perfect this research; survey research design was adopted, where data was sourced primarily through questionnaire instrument. The questionnaire instrument was distributed to 84 staff of First bank Nigeria plc Umuahia branch of which 80 were completely filled and returned. Thus, the data gathered were analyzed using simple regression. The analysis however made the following findings; that there is a significant effect of work life balance on employee performance of First bank PLC, that there is a significant effect of Employee assistance programme on employee performance of First bank PLC, that there is a significant relationship between leave policies and employee performance in First bank PLC, Umuahia. That Compress work weeks, telecommuting, and job sharing have a positive relationship with employee productivity in First Bank PLC, Umuahia. Sequel to the findings and conclusion, the research made the following recommendations that managers should provide more flexible work arrangements considerations such as allowing job sharing, flextime and flexible career as long as employees meet targets since this influences performance. Flexible career paths and encouraging job sharing as a form of flexibility is important in increasing performance of an organization. That counseling program should be adopting as an employee assistance programme in order to promulgate employee performance in an organization. That organization should observe leave policy in the employee employment agreement so as to continue to re-energize employees at every given point in time and that closer examination of other flexible work arrangements, including part-time work, job-sharing, and compressed workweek should be considered by other companies other than financial institutions. Conclusively, based on the findings; the researcher recommends further research to be carried out on workforce diversification on employee performance in commercial banks so as widen the scope of work life balance.

Keywords: Work-life balance, Employee. Performance

INTRODUCTION

The history of work -life conflict is very hoary. During the era of barter system, the concept of work was not so clear; as work was not considered as employment, but rather a source of survival. The work-life conflict was not a social issue, as the conflict between the work and family was very small. However, the industrial revolution of 18th century changed the work settings as well as social setup. Dramatic changes were seen during this period, as industries were setup and the functional design of factories led to division between employees and the employer. Organizations were structured and employee loyalty was required in making the organizations profitable. The period of industrialization served as a fore-runner to the work/family conflict that intensified in the subsequent years. The relationships, struggles, and conflicts between workers and employers and between families and the workplace grew in this era (Thomas and Clifton, 2015).

Instructively, work/life programs existed as early as the 1930s. Before World War II, the W.K. Kellogg Company created four six-hour shifts to replace the traditional three daily eight-hour shifts, and the new shifts resulted in increased employee morale and

efficiency (Lockwood, 2003). Thus, World War II (1939-1945), brought significant changes in the composition of workforce in organizations, as it gave rise to diversified workforce, and increase the number of female members in workplace. Following from the above, the term “work/life balance” was coined in 1986, although its usage in everyday language was sporadic for a number of years. In the 1980s and 1990s, companies began to offer work/life programs, and work-family issues got significant attention worldwide, which directed governments to provide facilities like child care and other welfare packages. With the passage of time, family-friendly policies went beyond the range of mere welfare packages; as today’s work/life programs are less gender-specific and recognize other commitments as well as those of the family (Lockwood, 2003). Hence, the origins of research on work-life balance can be traced back to studies of women having multiple roles, as paid worker, wife and mother (Barnett and Burch, 2015).

In addition, the issue of work-life balance was conceived primarily as a Western idea, in countries like United States of America, United Kingdom etc., but this has radically

changed as African women have taken up paid employment in the contemporary era in order to be part of provision of family needs. Nevertheless, this has also come with a huge price as families, organizations and social lives are impacted in the process (Anwar and Shadzah, 2011). In African patriarchal society, the impact of work-life balance (WLB) on employees particularly women are challenging. This may well be because women combine the very tasking domestic duties with their paid work activities (Cross and Linehan, 2016). And although both men and women are said to experience inter-role conflicts between work and family domains, women typically assume more family responsibilities than men (Pillinger, 2012). It is common knowledge that African patriarchal system is essentially one of the major reasons women are subjected to serious work stress as well as work-life imbalance that affects their motivation and commitment to work; this in final analysis impinges on the productivity and performance of African organizations (Aluko, 2016).

Clark (2014) defines work-life balance as contentment and good functioning at work and at home with negligible role conflicts. Work-life balance is about finding the right balance between one's work and one's life

(outside work) and about feeling comfortable with both work and non-work commitments (Abbott and De Cieri, 2008). Many people find it difficult to manage their time in a way that is healthy for work and for personal life not because they are poor at time management, but basically because a good part of the time is not theirs (Glass and Finley, 2016). Work-life balance is a very important phenomenon that is of great concern to various employees in both private and public sector. It goes beyond prioritizing the work role and one's personal life. It also affects the social, psychological, economical and mental wellbeing of the individual. All these is being reflected in the output of the individual, which affects his or her performance in the work place on the long run (Oludayo and Gbervbie, 2015). Work-life balance has implication on employee attitudes, behaviours, wellbeing as well as organizational effectiveness (Lewis and Gambles, 2007).

According to Campbell (2015) performance is related to that which the individual that is hired do in fulfilling his / her duties and the activities that can be examined and measurable are reflected. An organization needs high performance of its employees, so as to meet its goal and be able to achieve

competitive advantage (Frese, 2012). According to business dictionary employee performance is the job related activities expected of a worker and how well those activities were executed. The organization success depends on the employee performance. Thus, employee Performance in a firm is a very important area in the workplace. It can help the firm increase and utilize the capacity of the human resources it has. It translates into good service delivery and interaction in which affects every area of the organization. To achieve this, organization need to make polices that will encourage employee performance. An employee's job performance depends on or is a consequence of some combination of ability, effort, and opportunity. But, the measurements can be done in terms of outcomes or results produced (Ferris et al., 2018).

In light of the foregoing, the Nigerian banks are notorious for their long hour culture and work load which results in neglect of other areas of life with parents not spending enough time with their children and many kids being raised by maids. This long hour culture has also resulted in many couples separating or divorcing. This trend has a negative influence on the individuals because Nigeria is a family oriented traditional

society; hence the failure of a family system is termed as a failure on the individual which tends to affect the success of persons (Oshagbemi, 2013). Changes in the work style, work culture, family needs, work demands, are rapidly taking place which eventually increased the population of dual earner couples, single parent families, absentee fathers and eldercare responsibilities (Atkinson, 2016). Albeit, availability of efficient and effective worklife balance leads to increased intake of skilled personnel, reduces turnover, increases job satisfaction, commitment, dedication and positive bank service provisions at large (Oloyede, 2012). Policies are made regarding work-life balance, but its implementation has become an issue that needs to be looked into. Ensuring effective delivery of service to the affected Nigerian population may be achieved by the ability of the management of banks to maintain policies that promote work-life balance.

The issue of work-life balance is very significant for banking organizations to focus on, the reason being that, the most crucial challenges related to work in banks is exceedingly high level of employee stress, burnout and turnover which is basically connected to the frontline employees of the

industry. In order to address all these problems, most banks have taken a one-sided “systems” approach to their work-life efforts. Their focus has been on adopting organization policies, benefits, and procedures to solve the work-life balance problem. Although helpful, the systems approach overlooks a critical fact - At its core, work-life balance is more an individual issue that affects the organization than it is an organizational issue that affects the individual. The major issue that hinders effective performance of bank workers is that work-life balance initiatives like, leave entitlement, employee assistance programmes, alternative work arrangements, dependent care services, welfare policy, and many others are not adhered to by the management of these banks. Besides, bank management are still unaware of the economic implications of not striking equilibrium between work and personal life. They often do not recognize that unbalanced workfamily life caused by increased work demands leads to higher levels of stress and

stress caused by higher demands from work results in family-work conflicts which impacts negative not only on the wellbeing of workers but also on their families.

In nutshell, some of the shortcomings that necessitated this research in First bank include the following; the high intensity of work load, over expectations from employees by customers cum employers, high targets demand, lack of work flexibility, high work pressure and longer working hour, pressures from an increasingly competitive work environment are leading to conflicting priorities for employers and employees, creating considerable stresses for employees of First bank trying to cope with work and family responsibilities. It is against this backdrop that this research work is aimed to examine the effect of employee assistance programme, leave policies and alternative work arrangements as the major components of work life balance on employee performance in First Bank Plc, Umuahia, Abia State.

REVIEW OF RELATED LITERATURE

Work-life Balance (WLB)

The concept of “work-life” balance is generally broader when compared with family friendly work policy. This directly infers that individuals may strive for all aspects of life to be in balance, such that personal resources are devoted across all important life domains (Kirchmeyer, 2011). Worklife balance can be traced to work-life conflicts or challenges that persons encounter in an attempt to find a leverage or sense of balance within and outside the work environment. The work-life notion is of the opinion that most individuals perform multiple roles to the extent that the notion of work-life balance is pertinent to achieving balance in all spheres or at least minimizing the work-family conflict (Lero and Bardoel, 2014). Besides, the concept ‘work-life balance’ allows for a wider understanding of ‘non-work’ areas of life, focusing on workers with varied family concerns, giving increased span to include men and all and sundry within the work place, and also giving allowance for spill over and variability between work and other areas of life (Gregory and Milner, 2009).

Maertz and Boyar (2009) defines work-life balance as a specific set of organizational

practices, policies, programmes, plus a philosophy, which actively supports efforts to help employees achieve success both at work and at home. Work-life programmes cover reward, gains and other human resource programmes all of which tackle the significant connections of employees, their families, communities, and the workplace. Clark (2000) describes work family balance as satisfaction and good functioning at work and at home, with a minimum of role conflict. Collins and Shaw (2003) define work-life balance as the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role. Work-life can be viewed from the lenses of creating and supporting healthy environment which will enable employees have balance between work and personal responsibilities that tends to strengthen employee loyalty and productivity. Aslam (2011) defines work-life conflict as inter-role conflict arising due to conflicting roles required by organization and from one’s family. Roehing (2003) defines worklife balance as a direct result of compatible pressure from an individual family roles and work domain. Lockwood (2008) observes that the meaning of work-life balance has changing features since it implies various things to various groups, and its meaning is frequently determined by the

perspective of the discussion and the belief of the author. Clarke, KochandHill (2004) contend that in a wide sense, work-life balance has to do with an acceptable degree of 'fit' between the numerous responsibilities in an individual's life.

Components of Work-Life Balance

There are copious vital machineries of work-life balance including the following:

Leave Policy

Leave is the amount of hours/days employees of an organization are permitted to be away from their employment position within a period of time without consequences. This time off is paid by the company and employees are allowed to request the time for any reason they wish to be off work. It also gives the ability for employee to release themselves from work stress and create a balance between work and their family activities. This type of work-life balances helps employees to perform other duties outside work, which creates a balancing effect between work activities and life activities (Burke and Moffett, 2003). There are different types of leave policy which are annual leave, parental leave, Career's leave, Paid Family and Medical leave, Sick leave and Study leave.

Employee Assistance Programme (EAP)

Employee Assistance Programme (EAP) is a workplace programme that is designed to address problems that negatively affect employees' well-being. Employee Assistance Programs (EAPs) are "job-based programs operating within a work organization for the purposes of identifying

'troubled employees,' motivating them to resolve their troubles, and providing access to counselling or treatment for those employees who need these services." (Martin, J. and Roman, 2004). It is an organized attempt by employers to improve the employees work environment towards an enhanced job performance (Jacobson and Paul, 2005). Carrel (2004) explains that employee assistance programmes are initiated by employers as a humanitarian and moral act to assist employees to cope with work place demands and to overcome the difficulties that are related to work.

Cascio (2001) asserts that employee assistance programmes are comprehensive management tools that address behavioural risks in the workplace by extending professional counselling and medical services to all "troubled employees." Breaugh and Frye (2007) define employee assistance programme as a work site focused

programme designed to assist in identification of problems which affect or may affect performance. They state that the objective of employee assistance programmes is not to eliminate symptoms and diseases; rather, it is to help employees build lifestyles that will enable them to achieve their full physical and mental potential for enhancement of organizational goal. Kleynhans and Markham (2000) submit that the essence of employee assistance programme is to provide mechanism for counselling and other forms of assistance, advice and information to employee on a systematic and uniform basis and to recognize standard. Brough and Kalliath (2005) point out that EAPs can be as simple and inexpensive as providing information on the hazards of smoking or how to lose weight, or comprehensive and expensive, such as providing professional health screening and offering top of the range fitness facilities. Dickson and Williams (2008), employee assistance programmes involves services on corporatewellness, health, crisis management, work-life balance, employee financial issues, alcoholism reduction, absenteeism, marital issues, stress management, welfare issues.

Alternative Work Arrangements

Alternative work arrangements are programmes designed by organization to save cost and achieve additional benefits for their organizations. Ideally, alternative work arrangements can decrease facility and employee related costs and improve employee recruitment, retention, and morale (Konard and Mnagel, 2000). According to Smith and Johnson (2004) the benefits of alternative work arrangement are: improved morale and reduced stress by giving staff more options to balance work and family demands; increased customer service by expanding department hours; retention of valued staff; increased staff productivity and better planning for staff absences. Typical alternative work arrangements include compressed workweeks, telecommuting, flexi-time, job sharing and part-time work (Smith and Johnson, 2004).

The effect of Work- Life Imbalance on employees' Life

Today's career women are continually challenged by the demands of full-time work and when the day is done at the office, they carry more of the responsibilities and commitments home. Kumari (2012) posits that majority of women are working 40-45 hours per week and 53% are struggling to achieve their work-life balance. However, the

term balance does not only mean that time, energy and care are each equally given balance between one’s work and life domains. It also means that people have different and changing preferences or ideas regarding a desirable mix of work and life and may use different resources to realize their aspirations (De Sousa, 2009). Other studies have shown that this imbalance has a negative impact on the health of employees. Emslie and Hunt (2009), and Russell and Bowman (2000) found that a negative relationship exists between work-life balance

and mental health. Greenglass and Burke (1988) and Frone (2000), found evidence of relationships between work-life imbalance and negative moods and burn-out. In addition, an association was found between a lack of work-life balance and hypertension; and heavy alcohol use and lack of general well-being (Frone 2000 and Noor, 2004). Personal and societal consequences of work-life imbalance, which was tabulated by Hobson, Delunas and Kesic (2001), Epie (2013), Poelmans and Sahibzada (2004) and Clark (2002) include:

Table 2.1: The importance, personal and societal consequences of work-life imbalance

	CONSEQUENCES OF WLB	IMPORTANCE OF WLB
1	Increased level of stress and stress related illness	Low level of stress and stress-related illness
2	Lower-life satisfaction	High life satisfaction
3	Higher rates of family strife, violence, and divorce	Lower rate of family strife, violence, separation and divorce
4	Rising incidence of substance abuse	Low incidence of substance abuse
5	Growing problems with parenting and supervision of children and adolescents	Minimal problems with parenting and supervision of children and adolescents
6	Escalating rates of juvenile delinquency and violence	Lower rate of juvenile delinquency and violence
7	The more unfriendly the organizational work-family culture, the more the employees think of changing jobs.	Low intention of changing jobs
8	Poor organizational commitment	High organizational commitment

9	Work over-load	Reduces work over-load
10	Increases absenteeism	Reduces absenteeism
11	Increases work-family conflict	Reduces work-family conflict
12	It affects the psychological well-being of an individual negatively.	It promotes the psychological wellbeing of an individual
13	Lateness	Punctuality
14	The reputation of the organization is affected	Enhances the reputation of the organization
15	The absence of work-life balance may affect the attraction of new top class employees.	Effective recruitment tool - in view of attracting new top class employees. The availability of family friendly policies increasingly constitutes an essential part of the job offer.

Source: Hobson, Delunas and Kesic (2001), Epie (2013), Poelmans and Sahibzada (2004) and Clark (2002).

Katherine (2011), carried out a study on work-life benefits and improved productivity. The result showed that employees with good work-life benefits work harder and remain with the organization.

There have been dramatic changes in the field of Human Resource Management during the last decades. The focus has been broadened from the micro level to more macro- or strategic perspective, known as strategic human resource. The effects of introducing worklife balance practices on employee attitudes and perceptions include high job satisfaction, high organizational commitment

but low job stress and low turnover intention. All of these factors, in turn, affect job performance, direct and indirect absenteeism costs, costs associated with the loss and replacement of valued employees, customer satisfaction, and organizational productivity.

Job burn-out, job tension, role conflict, role ambiguity, intention-to-leave an organization, and search-for-another-job have impact on both WFC and FWC were observed (Netemeyer *et al.*, 1996). They further observed that stressors associated with work-role are more likely to increase feelings of WFC than FWC. Likewise,

stressors associated with family-role are more likely to impact feelings of FWC than WFC (Mesmer-Magnus and Viswesvaran, 2005). In particular, three work stressors: quantity of work-load, work variability, and frequency of stressful events are significantly related to the presence of WFC. Three family stressors: marital tension, no spouse help, and lack of child care are linked with FWC (Fox and Dwyer, 2014). A growing number of banks have been introducing a set of policies, which aim at enabling their employees to combine work with their family life, caring responsibilities and personal life. These policies have become known as family friendly policies.

Benefits of Work-Life Programs

In the current demographic and economic climate however, policies and strategies that promote work-life balance for employees are becoming increasingly vital to commercial sustainability (Edwards and Rothbard, 2000). The government's promotion of the work-life balance campaign is based on the evidence that there is a strong "business case" for adopting flexible working arrangements through their contribution to improved recruitment and retention of staff, employee satisfaction and work productivity (Brough and Pears, 2004). There is also a wealth of

information that outlines the advantages of offering flexible and special leave arrangements to employees in terms of improving staff recruitment, reducing turnover, absenteeism and the costs associated with all this as well as increasing employee satisfaction and productivity. This is exemplified by Cannon's experience. *"There's a very clear business imperative for us, as what distinguishes us from our competitors is the quality of our people. Since we introduced Work Options, morale has improved among individuals working flexibly, leading to better productivity"* (Cannon, 2001). Furthermore the adoption of work-life balance policies and practices can improve an organization's ability to respond to customers' demands for increased access to services and deal with changes in a way that can be satisfactory to both employers and employees. Gordon explained: "We have been able to meet the two fundamental principles which underpin the project: to maintain and improve service delivery to the public, whilst meeting staff aspirations for a better work-life balance" (Gordon, 2007)

Organization outcomes and success is significantly affected by positive work-life outcomes for employees. Work-life balance has double-thronged benefits. Where the right balance is found and sustained there is

mutual gain for both employees and the employer (Rice and McFarlin, (2003). The prospects are many for the employee. There is improved employee happiness. Employees are happier when they are able to balance their work and life demands. There are also improved relations with management (Holahan and Cilbert, 2004).Beutell (2001) observes that management support for employees work-life balance fosters a good relationship between the workforce and management which itself improves effective organization communication.

In addition, there is improved employee self-esteem, health, concentration, and confidence. The Mental Health Foundation reports in a 2012 study that more than forty percent of employees are neglecting other aspects of their life because of work, a situation which may increase their vulnerability to mental health problems (Guelzow and Koball, 2013). Also there is the benefit of employee loyalty and commitment which increases with opportunities for work-life balance. Employees are more likely to stay with an organization when there are opportunities for achieving work-life balance. Moreover, tasks are better dealt with, there is a boost to stimulus, and there is decline in stress levels among employees (Matthews and Rodin,

2019). For the organization, the prospects emanate from happy employees. Employee happiness results in maximized available human resources. The workforce will be very motivated and so the employer can benefit from maximized available human resources and employees will give their very best during the working hours (Collins and Shaw, 2013). They contend that implementing work-life balance programmes gives an impression that the organization cares about the employees. Thus, workers feel more valuable and work harder as a result. Again the work environment is less stressful; there are less stress related illnesses and decreased health care costs. In addition, work-life balance programmes in an organization make it attractive to a wider range of candidates when it comes to recruitment. Furthermore, the workforce will be more loyal and motivated, absenteeism will be reduced, and productivity will increase because of the maximized available human resources (Collins and Shaw, 2013).

Although, the formal evaluation of work-life practices is often difficult because of the problem of calculating the costs and benefits of different strategies, (Kalleberg and Appelbaum, 2013) contend that the most

common benefits of benefits of work-life initiatives include the follow:

i. Reduced costs

Absenteeism and high turnover rates in organizations are indicative of low morale and job stress. Thus, reducing absenteeism is an important organizational objective for reducing costs (Kalleberg and Appelbaum, 2013).

ii. Enhanced organizational image and retention of “desirable” employees

Kalleberg and Appelbaum (2013) assert that organizations perceived as having innovative work-life balance practices enhances their organizational reputation in the public domain. This means that they are also well-positioned to attract and retain greater numbers of job applicants from which a larger pool of better qualified employees can be selected. It is also notable that a variety of ‘best employer’ surveys regularly use availability of work-life balance practices as an evaluation criterion, thus indicating the connection between corporate image

and the availability of such practices (Kalleberg and Appelbaum, 2013).

iii. Increased productivity and employees’ performance

Russell (2005) suggests that work-life balance practices generally have a positive impact on individual and organizational productivity. He added that allowing employees to take emergency time off to attend to care responsibilities has been a driving force behind their retention and ‘superlative services’ provision. Organizations that offered more extensive bundles of work-life balance practices had higher ratings on a measure of organizational performance obtained from senior HR directors on such dimensions as being able to attract essential employees, the quality of relations between management and employees, and product quality (Young, 2013).

Challenges to Work-Life Balance Policies (WLBP)

Despite an apparently widespread commitment to the principles of work-life balance, the reality for many employees is not always consistent with the rhetoric. Empirical studies show that the mere availability of extensive and generous work-life policies does not

necessarily result in widespread utilization by employees or subsequent improvements in work-life balance and reductions in work-life conflict (Bond, 2014; Hochschild, 2017 and Okeke (2011). According to De Bruin and Dupuis (2010) creating work-life balance programmes is one thing, getting employees to make use of them is a totally different matter. There is considerable contention about the effectiveness of organizational work-life balance policies in delivering flexibility and reducing stress and job dissatisfaction in the modern workplace. An important aspect of all these policies is the management support and work environment that go along with it.

Organization management must show support for the achievement of effective work-life balance if there is to be an uptake of work-life balance opportunities by employees. They contend that managers make unspoken and open choices about the adoption of workplace practices they can actively encourage or discourage employees' effort to balance their work and non-work lives even where the policies exist. According to them, where workers feel that using a policy will affect their chances of

advancement they are more likely to refuse its use.

Managers can either encourage or discourage employees' efforts to balance their work and family lives. Where supervisors enthusiastically support the integration of paid work and other responsibilities, employees are more likely to take up available work-life programmes. Again, work culture determines whether workers take advantage of work-life policies. Work culture not individual needs or values are superior forecasters of use of policies. Organizational worklife cultures affect the extent to which flexible work options can be utilized and work-life balance achieved (Jones and Butler, 2016). Reynolds (2009) observes that an overriding thread linking the reasons work-life benefits go unused is organizational culture. He submits that work-life balance initiatives must be based on an appraisal of organization culture to ascertain its openness and readiness to support work-life balance programmes

Another factor that has been strongly associated with the underutilization of work-life policies is the perception of

negative career consequences (Dreher and Fischer, 2008). They argue that in the part-time work option career drawbacks tend to be inherent. Part-time workers often receive less training, are paid less and advance more slowly because employers attach a higher risk to investing in them. Again, they are sometimes worse off, in terms of promotion prospects and entitlement to fringe benefits, than those who worked more hours a week. The success of WLBP depends among others, on the existence of a family-supportive culture in the organization, and the role that managers play in that context. Employers would for instance have to allow parents to leave work to take care of children and they would have to pay them for it as well (Mathew and Panchanatham, 2009).

Furthermore, studies like Spinks (2004), Kiger (2005), Mordi and Ojo (2011) indicate that a very low percentage of employees actually make use of available WLBP in organizations. Several factors are believed to be responsible for this. For instance Mordi and Ojo (2011) suggest factors like the lack of information and training on work-life balance negatively affect its usage. They stress that most employees were unaware of the WLB

policies in place in their organizations and were surprised to learn that their organizations had flexible work deals. Another factor recognized relates to equity. Dex and Smith (2007) affirms that many workers do not fancy becoming visible as special cases or requiring special treatment to their colleagues. Again Allen (2009) suggests that co-workers tend to perceive employees who utilise WLBP to be less committed and that this perception significantly implicates subsequent reward allocation, advancement opportunities, and salary increases.

Moreover, time-demands or norms concerning the number of hours which employees are supposed to devote to work or work-related activities influences the effective utilization of WLBP in organizations (Varatharaj and Vasantha, 2012). They added that working long is usually taken to mean working hard and this creates strong organizational norms for facetime and workaholic hours. Another challenge is that many of the policies are designed without ample appreciation of the needs of employees. Where employees do not see any value in the WLBP in their organizations, they are wary of using

them irrespective of how impressive the policies are or how well informed the employees are about them (Ayree, 2005). Again, personal values may discourage employees from using WLBP. Glass and Finley (2006) notes that determined employees may decide to concentrate on their careers relinquishing the gains of any WLBP obtainable in the organization.

Employee Performance

Employee Performance in a firm is a very important area in the workplace. It can help the firm increase and utilize the capacity of the human resources it has. It translates into good service delivery and interaction in which affects every area of the organization. To achieve this organization need to make policies that will encourage employee performance. An employee's job performance depends on or is a consequence of some combination of ability, effort, and opportunity. But, the measurements can be done in terms of outcomes or results produced (Ferris et al., 1998). Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period. (Bernardin and Russel, 1998). According to this definition performance is set of outcomes produced during a certain time period. Hence the

researchers have developed the working definition of employee performance for study purpose is that, "achievement of targets of the tasks assigned to employees within particular period of time". Performance is not only related to the action but also involves judgment and evaluation process (Ilgen and Schneider, 2015).

According to Campbell (2013) performance is related to that which the individual that is hired do in fulfilling his / her duties and the activities that can be examined and measurable are reflected. An organization needs high performance of its employees, so as to meet its goal and be able to achieve competitive advantage (Frese, 2012). According to business dictionary employee performance is the job related activities expected of a worker and how well those activities were executed. The organization success depends on the employee performance. Therefore, it is important for a manager to create a well –rounded approach to managing and coaching its workforce. The commercial banks are service industry and their main aim is to satisfy their customer. The service employee renders to the customer and employee performance is interrelated. When employees provide excellent customer service, they are exceeding job expectations. The popularity of an organization's service is

based in part on the level of service received by the customer. For service industry the business is based almost solely on their employee's performance. That is why management must look for various ways in improving employee performance.

Performance is a key determinant in the achievement of organizational goals. Efficient and effective performance is a focal point in any establishment. Every policy should be geared towards increasing the employee performance. For organizations to remain on top they should be able to improve their employee performance and monitor it. In a situation where this does not occur, they are liable to face several challenges which stands as a set back to the organization in the sector where they belong (Hye, 2014). An employee's job performance depends on or is a consequence of some combination of ability, effort, and opportunity. But, the measurements can be done in terms of outcomes or results produced (Golden, 2016). Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period (Golden, 2012). According to this definition performance is a set of outcomes produced during a certain time period. Performance is not only related to the action

but also involves judgment and evaluation process (Kamau and Wagoki, 2013).

Empirical Review

Employee Assistance Programmes and Employee Commitment

Azeem and Akhtar (2014) investigated the influence of employee assistance programme on organization commitment of health care workers in Ghana. This was aimed at exploring the influence of employee assistance programmes adopted by hospitals on commitment among healthcare employee. The scholars utilized a convenient sample by using all health care centres in Ashanti, Ghana. Content validity and reliability of the research instruments were done through test retest method using two of health care outside Ashanti which was not included in the final analysis. Seven hundred and eighty copies of questionnaire were distributed to medical and non- medical respondents in the healthcare centres within Ashanti in Ghana. The data from the participant were collected and analysed using descriptive statistics and inferential statistical tools; chi-square and Pearson Product Moment Correlation. The study revealed that low commitment and poor productivity were associated with poor implementation of employee assistant programmes. The researchers concluded that

efficient and effective implementation of employee assistance programme is imperative for inducing employee commitment and enhancing productivity.

Fapohunda (2014) explored the effect of work-life balance on employee commitment to corporate productivity in China. The aim of the study was to explore the connection between employee assistance programmes and organization productivity and whether employee assistance programmes possibly induce commitment. 200 respondents in the health sector were used for the survey. A structured questionnaire was used to collect data. Chi square was used to analyse the data. The study revealed that employee assistance programmes in the organization creates a good avenue for an organization to extend a helping hand to individual staff and this impact positively on staff commitment to corporate goal. The researcher concluded that employee assistance programmes is veritable tool for inducing the needed commitment for greater productivity.

Ojo (2012) investigated work-life balance practices and policies manager and employee experience in Nigeria banking sector. The aim of the research was to explore the extent to which employee assistance programmes

affect employee commitment in fifteen selected banks in SouthWest, Nigeria. The study employed an exploratory, cross-sectional survey. Five hundred and forty (540) participants were selected from fifteen banks in the study area. In the analysis of data, the scholars' used Chi-square statistical test with tabular presentation. It was revealed that effective implementation of employee assistance programmes do not only benefit the workers in terms of striking a balance between work-life and family life but it is of value to the industry in terms of obtaining expected commitment from the staff and increasing productivity and profit. The researchers concluded that strict adherence to employee assistance programmes will reduce absenteeism, labour turnover and also promotes good working relationship between management and workers.

Leave Policy and Job Satisfaction

Orogbu and Chukwuemeke (2015) examined work-life balance and employee performance in selected commercial banks in Lagos state. The value of research was to determine the nature of relationship between leave policies and job satisfaction. The research adopted a descriptive survey research design, the population of the study was 759 and the sample size is 262 using Taro

Yamane's formula. 262 copies of structured questionnaire were distributed and completely filled and returned. Pearson product moment correlation and regression analysis was used to test the hypothesis. Cronbach alpha was used to test the reliability of the instrument. It was discovered that there is a significant positive relationship between leave policy and job satisfaction among commercial banks workers which in turn significantly affect their service delivery. It was also revealed that leave policy motivate employee ability to deliver services efficiently and effectively. In conclusion, the scholars concluded that work-life balance practice is an important factor in increasing employee performance.

Joyce, Viona, and Obino (2017) conducted a study on work-life balance practices on employee job performance at Eco bank Kenya. The value of the study was to examine how leave policies affect job satisfaction and performance. The study employed an exploratory, cross-sectional survey. Three hundred and thirty (330) participants were selected randomly from ten banks. The researchers utilized descriptive statistics of graphs, tables, simple percentage, and spearman's rank order correlation coefficient to analyze the data. The finding revealed a strong and significant correlation

between annual leaves and job satisfaction. Employees who have gone for leave reported significantly better performance immediately after. Employees felt motivated after going for leave, their performance was improved. The researchers concluded that leave from work created a change of environment and a break from the daily working environment. This has a lot of impact on employees' satisfaction, psychosocial well-being, eliminating fatigue, and work related stress which translated to better employee performance after the leave.

Haynes and Ali (2018) investigated the impact of work-life balance on job satisfaction of small and medium-sized firms in Tehran province of Iran. The aim of the study was to analyse the relationship between leave policy and job satisfaction. The study adopted cross-sectional survey and for testing the hypotheses. Samples of 867 participants were drawn from 115 small and medium size industries located in Tehran province. Pearson moment correlation was used to analyse the data. The finding of the result was that there is a positive relationship between work leave policy and job satisfaction. The finding also indicated that leave from work had good effects on employee emotional health, this enabled staff to reduce work related stress and performed better in their

duties. The researchers concluded that systematic effort to enhance work-life balance through leave policy is imperative to achieve better organizational performance.

Alternative Work Arrangements and Productivity

Helen and Frances (2018) conducted a study on the relationship between alternative working arrangements and productivity in manufacturing firms in Ireland. The purpose of the study was to examine the nature of relationship between flexi-time working arrangement and productivity. The study adopted cross-sectional survey and variance based structural equation modelling for testing the hypotheses. Samples of 246 employees were drawn from six manufacturing firms. The study found a significant correlation between flexibility in working hours and organizational productivity. The researchers concluded that employees who enjoyed flexible working hour boost productivity and have less work-family spill over and they are less likely to miss work due to family related issues. They also added that flexibility in working hours itself is a motivator to employees, it assures the employee of the management's interests at heart and gives them satisfaction in their jobs. This in turn influences employees to deliver beyond the company expectations.

Koh and Hu (2016) carried out a study on the relationship between flexi-time working arrangement and productivity of manufacturing firms in Taiwan. The value of the study was to examine the relationship between flexible working hour and productivity of the 105 selected manufacturing firms. The study employed an exploratory, cross-sectional survey. One thousand, two hundred and fifty-five (1255) participants were selected from one hundred and five manufacturing firms. In the analysis of data, the scholars' used Pearson Product Moment Correlation statistical test with tabular presentation. It was revealed that flexibility in working hours enabled the staff to focus more on their job while at work without divided attention with little worries on their personal commitments thereby enhances organizational productivity. The researchers concluded that there is positive correlation between flexi-time working arrangement and organizational productivity.

Gaps in the Literature

In perusing the literature on the effect of work-life balance on performance, this study identified a number of gaps, especially where implementation of work-life balance initiatives to enhance the performance of selected federal and state hospitals in South-East, Nigeria.

The first area of concern is that most of the literature were based on researches conducted outside Nigeria; there has been paucity of empirical studies and published works on effect of work-life balance on performance in South-East, Nigeria with a particular reference to these selected healthcare industries.

The second aspect in the literature that is unsatisfactory is the dearth of local text and studies that discuss issues of work-life balance and performance among the federal and state hospital in Nigeria. This study’s dissatisfaction with the value and the purpose of the current level of research in this area is further supported by the fact that few of the studies done have methodological limitations, however, this constrain the general is ability of their findings.

Another gap in literature was in area of employing small sample size and to single or few number of organizations and industries, thus the improved sample size and the larger geographical coverage of this research will make it suitable for theoretical testing, developing universal statements, and facilitating generalizations from results.

It is also hoped that the use of the developed simplified model will further enhance an easy

understanding of the effect of work-life balance on performance as regards to these selected hospitals and health institutions in Nigeria.

3. Methodology

The survey research design was adopted which suits the research due to its descriptive and interactive measure to harness information from a given population respondent. Data were sourced primarily through questionnaire instruments which were issued to staff of two selected First Bank branches in Umuahia. Thus, 1, Mayne road and 1, Okwulehie avenue Umuahia, Abia State. The total staff of the two banks are 84 personnel

Model Specification

The model specification for simple regression is as follows:

- EP = f(WLB)..... (1)
- EP = f(EAP)(2)
- EP = f(AMSL) (3)
- EP = f(CWWTJS).....(4)
- EP = β₀ + β₁ WLB+ e (5)
- EP = β₀ + β₁ AWA + e.....(6)
- EP = β₀ + β₁ AMSL + e (7)
- EP = β₀ + β₁ CWWTJS + e (8)

Where

WLP = Work Life Balance, EP = Employee Performance, EAP = Employee Assistance Programme , AMSL = Annual, Maternity & Sick leave, CWWTJS = Compress work weeks, telecommuting, and job sharing , AMSL = Annual, Maternity and sick Leave, B_0 = Unknown constant to be estimated, B_1 = Unknown coefficient to be estimated e_i = Error term

Work life balance does not have significant effect on employee performance in First Bank PLC, Umuahia.

Using the simple regression statistical tool, the hypothesis was tested and the summary of the result shown on the 1

Table 3. 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.961 ^a	.923	.922	.313	.923	935.772	1	78	.000	.947

a. Predictors: (Constant), WLB, b. Dependent Variable: EP (computed using SPSS)

The model summary on table 1; the R^2 which is the coefficient of the determinant between the dependent and independent. The R square value of 0.92 which elucidates that 92% of the change and variations in the dependent

variable (employee performance) is caused by the independent variable (work life balance) and at a significant level of 1% that 0.000 at an Adjusted R-value, the coefficient is still positive signifying a strong correlation between work life balance and employee performance in First bank PLC.

Table 3.2: ANOVA

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	91.833	1	91.833	935.772	.000 ^b
	Residual	7.655	79	.098		
	Total	99.487	80			

Dependent Variable: EP, a. Predictors: (Constant), WLB (computed using SPSS)

From the above ANOVA table, the P-value for the model was 0.000 which means that the model was statistically significant since the P-value was less than 0.005

Table 3.3: Coefficients

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.520	.123		4.217	.000	.275	.766
	WLB	.902	.029	.961	30.590	.000	.843	.960

a. Dependent Variable: EP

DECISION: The result of the above analysis revealed that the calculated t-value of 30.590 is greater than the table value 4.217, therefore, the null (H_0) hypothesis is rejected, while the alternative hypothesis (H_1) is accepted. This implies that there is a significant effect of work life balance on employee performance of First bank PLC. This finding was in support of Grantol

Vallore and Donaldson (2018) who stated that the to achieve competitive advantage, it requires for organizations to take into account diversity of employee’s needs, work life values, cultural influences in the areas where the companies operate as well as the diversity of working relationships. This will also ensure workers are attracted, retained and fully engaged in the organization.

Ascertain the extent to which employee assistance programme affect employee performance in First Bank Plc, Umuahia

Using the simple regression statistical tool, the hypothesis was tested and the summary of the result shown on the 4

Table3.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin - Watson	
					R Square Change	F Change	df	df2		Sig. F Change
1	.843 ^a	.870	.929	.299	.930	1032.585	1	78	.000	.572

a. Predictors: (Constant), EAP, b. Dependent Variable: EP (computed using SPSS)

The model summary on table 4; the R² which is the coefficient of the determinant between the dependent and independent. The R square value of 0.87 which elucidates that 87% of the change and variations in the dependent variable (employee performance) is caused by the independent variable (employee assistance program) and at a significant level of 1% that 0.000 at an Adjusted R-value, the coefficient is still positive signifying a strong correlation between employee assistance program and employee performance in First bank PLC.

Table 3.5: ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.500	1	92.500	1032.585	.000 ^b
	Residual	6.987	79	.090		
	Total	99.487	80			

a. Dependent Variable: EP, b. Predictors: (Constant), EPA

From the above ANOVA table 3.5, the P-value for the model was 0.000 which means that the model was statistically significant since the P-value was less than 0.005.

Table 3.6: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1							
(Constant)	.018	.132		.136	.892	-.246	.282
EAP	.999	.031	t.964	32.134	.000	.937	1.061

a. Dependent Variable: EPA (computed using SPSS)

DECISION: The result of the above analysis revealed that the calculated t-value of 32.134 is greater than the table value (0.136), therefore, the null (H_0) hypothesis is rejected, while the alternative hypothesis (H_1) is

accepted. This implies that employee assistance programme has a significant effect on employee performance in First Banks PLC, Umuahia. This finding was in support of Josuah (2018) who suggested that various

workshops, publications and counselling activities may be provided to increase employees' awareness of such issues and how to cope with them. Goplerud, Herlihy, McPherson and Teems (2017) opined that the work organisations can reduce or eliminate

these problems through employees assistance programme (EAP). Employees assistance programs (EAPs) are programs sponsored by the employer that are intended to support the removal of various work place problems.

Annual leave, maternity leave and sick leave does not have a positive relationship with employee job satisfaction in First Bank PLC, Umuahia

Using the simple regression statistical tool, the hypothesis was tested and the summary of the result shown on the 7

Table 3.7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.959 ^a	.920	.919	.320	.920	894.459	1	78	.000	1.109

a. Predictors: (Constant), AMSL, b. Dependent Variable: EJS (computed using SPSS)

The model summary on table 7; the R² which is the coefficient of the determinant between the dependent and independent. The R square value of 0.92 which elucidates that 92% of the change and variations in the dependent variable (employee job satisfaction) is caused by the independent variable (leave policies)

and at a significant level of 1% that 0.000 at an Adjusted R-value, the coefficient is still positive signifying a strong correlation between leave policy and employee commitment in First bank PLC.

Table 3.8: ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.508	1	91.508	894.459	.000 ^b
	Residual	7.980	79	.102		
	Total	99.487	80			

a. Dependent Variable: EJS, b. Predictors: (Constant), AMSL (computed using SPSS)

From the above ANOVA table 3.8, the P-value for the model was 0.000 which means that the model was statistically significant since the P-value was less than 0.005

Table 3.9: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	-.556	.161		-3.452	.001	-.876	-.235
AMSL	1.101	.037	.959	29.908	.000	1.028	1.174

a. Dependent Variable: EJS

DECISION: The result of the above analysis revealed that the calculated t-value of 29.908 is greater than the table value -3.452, therefore, the null (H_0) hypothesis is rejected, while the alternative hypothesis (H_1) is accepted. This implies that leave policies has a significant effect on employee job

satisfaction of First bank PLC. This finding was in support of Pier (2016), many organizations have increasingly recognized the potential of employee performance due to leave policies. These creates competitive advantage through people requires careful attention to the practices that best leverage these assets. Employees and how they are managed is becoming more important

because many other sources of competitive success are less powerful than they used to be. This is essential in developing different frame of leave for considering issues of human resource policy and strategy. On the other hand, the economic environment in the banking industry is changing rapidly and this change is characterized by a phenomenon

such as globalization, changing customer and investor demands, and ever-increasing product-market competition. To compete in this environment, banks need to use their people effectively and efficiently by embarking on annual leave programs that would increase employee productivity (Price, 2004).

Alternative Work Arrangements (Compress work weeks, telecommuting, and job sharing) does not have a positive relationship with employee productivity in First Bank PLC, Umuahia

Using the simple regression statistical tool, the hypothesis was tested and the summary of the result shown on the 10

Table 3.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.947 ^a	.896	.896	.336	.896	3041.766	1	352	.000	.177

a. Predictors: (Constant), CWWTJS, b. Dependent Variable: EP(SPSS)

The model summary on table 10; the R² which is the coefficient of the determinant between the dependent and independent. The R square value of 0.896 which elucidates that 90% of the change and variations in the dependent variable (Compress work weeks, telecommuting, and job sharing) is caused by

the independent variable (employee productivity) and at a significant level of 1% that 0.000 at an Adjusted R-value, the coefficient is still positive signifying that Compress work weeks, telecommuting, and job sharing has a significant relationship with employee performance.

Table 3.11: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	34.220	1	343.220	3041.766	.000 ^b
Residual	39.718	79	.113		
Total	38.938	80			

a. Dependent Variable: EP, b. Predictors: (Constant), CWWTJS (computed using SPSS)

From the above ANOVA table 3.11, the P-value for the model was 0.000 which means that the model was statistically significant since the P-value was less than 0.005

Table 3.12: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.675	.066		10.200	.000	.545	.806
CWWTJS	.872	.016	.947	55.152	.000	.841	.903

a. Dependent Variable: EP (computed using SPSS)

DECISION: The result of the above analysis revealed that the calculated t-value of 55.152 is greater than the table value 10.200, therefore, the null (H_0) hypothesis is rejected, while the alternative hypothesis (H_1) is accepted. This implies Compress work weeks, telecommuting, and job sharing have

a positive relationship with employee productivity in First Bank PLC, Umuahia. This finding was in support of Offor (2016) who elucidated that a compressed workweek can be defined as an alternative work arrangement that allows employees to work the traditional 40-hour workweek in less than

five days a week, or ten days in two weeks (Bliss & Thornton, 2010). Traditionally, when people think of a compressed workweek they think of four days of ten hours per day, which can be annotated as “4/40,” and three days off (Poor, 2010). While the 4/40 is the most common structure, there are many different variations of the compressed workweek. In a four day system, variations such as the 4/39, 4/38, and even a 4/32 setup have grown in popularity in recent years (Poor). However, in some instances there are also three day workweeks. These typically are in the form of three twelve-hour days (3/36), but other variations do take place (Bird, 2010). There is also a mixed setup where workers work four day during one week and three days the next (Poor). A 9/80 schedule is also a possibility in which a worker has one extra day off every other week (Bliss & Thornton). Despite so many possibilities, the 4/40 is the most significant and will receive most of the focus.

Summary of Findings

Sequel to the analysis and interpretation, the following findings were made:

- i. That there is a significant effect of work life balance on employee performance of First banks PLC.
These revealed that the calculated t-

value of 30.590 is greater than the table value 4.217. This implies that work life balance has a significant effect on employee performance in First bank PLC, Umuahia.

- ii. That there is a significant effect of Employee assistance programme on employee performance of First bank PLC. Thus, it revealed that the calculated t-value of 32.134 is greater than the table value (0.136), therefore, the null (H_0) hypothesis is rejected, while the alternative hypothesis (H_1) is accepted. This implies that there is a significant effect of Employee assistance programme on employee performance of First bank PLC.
- iii. That there is a significant relationship between leave policies and employee performance in First bank PLC, Umuahia. Thus, it was revealed that the calculated t-value of 29.908 is greater than the table value -3.452, therefore, the null (H_0) hypothesis is rejected, while the alternative hypothesis (H_1) is accepted. This implies that leave policies has a significant effect on employee performance of First bank PLC.

iv. That Compress work weeks, telecommuting, and job sharing have a positive relationship with employee productivity in First Bank PLC, Umuahia. Thus, it was revealed that the calculated t-value of 55.152 is greater than the table value 10.200, therefore, the null (H_0) hypothesis is rejected, while the alternative hypothesis (H_1) is accepted. This implies Compress work weeks, telecommuting, and job sharing have a positive relationship with employee productivity in First Bank PLC, Umuahia.

Conclusion

From the analysis and findings, the following conclusions were drawn:

Firstly, it can be concluded that Work life balance aspects that pertains to employees, can greatly influence performance in banks in Nigeria. Employees having more time with the family has a positive and significant relationship on the measures of performance which were customer satisfaction, target standards, employee satisfaction. This conclusion was made sequel to the analyzed result which revealed that the calculated t-value of 30.590 is greater than the table value (4.217)

Secondly, that the prominence (Counselling program, physical fitness programs, on-site child care programs etc) of employee assistance programme have a positive outcome on employee performance in First bank PLC, Umuahia. This conclusion was made sequel to the analyzed result which calculated t-value of 32.134 is greater than the table value (0.136)

Thirdly, it was concluded that the relationship between leave policies and employee performance encourages personal growth and development. This conclusion was made consequence to the analyzed result which revealed that the calculated t-value of 29.908 is greater than the table value -3.452.

Finally, it was concluded that compress work weeks, telecommuting, and job sharing have a positive relationship with employee productivity in First Bank PLC, Umuahia.

Recommendations

Sequel to the findings and conclusions, the following recommendations are made;

- i. The study recommends that managers should provide more flexible work arrangements considerations such as allowing job sharing, flextime and flexible career as long as employees meet targets

- since this influences performance. Flexible career paths and encouraging job sharing as a form of flexibility is important in increasing performance of an organization.
- ii. The study also recommends that counseling program should be adopt as an employee assistance programme in order to promulgate employee performance in an organizations.
 - iii. Organization should observe leave policy in the employee employment agreement so as to continue to re-energize employees at every given point in time.
 - iv. Closer examination of other flexible work arrangements, including part-time work, job sharing, and compressed workweek should be considered by other companies other than financial institutions.

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APPENDIX I
QUESTIONNAIRE

ASCERTAIN THE EXTENT TO WHICH EMPLOYEE ASSISTANCE PROGRAMME AFFECT EMPLOYEE PERFORMANCE IN FIRST BANK PLC, UMUAHIA.

Options	SA	A	D	SD
Counseling program in the commission helps in improving job performance				
Availability of physical fitness programs have improved my performance at work				
Counseling helps me cope better with work and personal issues hence be more productive in the organization				
Counseling enables me to carry out assignments with expected degree of independence and efficiency				
With on-site child care programs, I am less likely to be absent from work due to child care duties at home				

ASSESS THE NATURE OF RELATIONSHIP BETWEEN LEAVE POLICIES AND EMPLOYEE PERFORMANCE IN FIRST BANK PLC, UMUAHIA.

Options	SA	A	D	SD
Observation of the leave policy in the employment agreement by my organization aid performance				
Sick leave helps me to take care of my emotional health				
Study/training leave allows me to take time off for study or training to improve on my personal growth.				
Annual leave helps me to reduce work related stress				

My bank usually gives me additional leave to complete my annual leave.				
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ASSESS THE NATURE OF RELATIONSHIP BETWEEN ALTERNATIVE WORK ARRANGEMENTS AND EMPLOYEE PERFORMANCE IN FIRST BANK PLC, UMUAHIA.

Options	SA	A	D	SD
Job rotation increases employee performance				
Job sharing increases employee productivity				
Working the scheduled number of full-time hours over three or four days (compressed work week) can aid positively in employee performance				
Telecommuting employee is an essential aid that promulgate employee performance in your banks				

EMPLOYEE PERFORMANCE

Options	SA	A	D	SD
Leave re-energizes me which increases my work output and overall organization productivity				
Job sharing among employees induces my commitment and performance.				
Assistance programme application influences employee performance				
My performance increased as result of the application of alternative work arrangement				