

# EFFECT OF WORK-LIFE BALANCE ON EMPLOYEES' PERFORMANCE OF CONSTRUCTION FIRMS IN NORTH CENTRAL NIGERIA.

By

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## Abstract

*The study examines the effect of work-life balance on employee performance of construction firms in North-Central Nigeria. The population of the study comprised of all employees of selected construction firms in North-Central in Benue state and Niger state. A sample of 255 employees was arrived at using Taro Yammane formula from a population and 204 questionnaires were retrieved. Primary data was collected using structured questionnaire from the respondents and analysed using multiple regression analysis. The study found a positive significant effect of work-family conflict on employees' performance of construction firms in North-Central Nigeria. Likewise, work load indicates a negative significant effect of on employees' performance of construction firms in North-Central Nigeria. The study recommends that construction firms should implement effective leave policies that allow their employees to deal with their family and personal life responsibilities. Employees should be given sufficient time to deal with their private life before the Human Resources Department can accept that they are psychologically and emotionally fit to come back to work. This will enable employees to work efficiently and ensure that the organisation run smoothly. Construction firms should also develop a system to monitor the working hours of employees to see the relationship between working hours and work stress. If employees work regularly in excess to working houses for which they are employed, changes in technology, responsibility are made or extra resources are provided to them. Also, tasks that are allocated to employees in such a way that their workload doesn't exceed from whatever is reasonably expected from them.*

**Keynotes:** *Work-Life Balance, Work-family Conflict, Work Load, Employee performance, Construction firms, North-Central Nigeria.*

## INTRODUCTION

Employee performance affects any organization's success globally. These has employed persuasive strategies to urge employees to perform better in their workplace. Any organization's primary source of advantages and competitive advantage is its workforce. In other words, an organization's effectiveness and viability are directly related to the effectiveness and productivity of its workforce. Additionally, productivity and organizational growth depend on employee performance. As a result, the problem of employee performance is crucial to comprehending organizations. The degree of effectiveness and efficiency may be assessed by employees' performance, despite the fact that work-life balance might affect it (Bagaskara et al 2021).

Work-life balance involves the modification of work arrangements so as to allow workers to amalgamate work responsibilities and family tasks. Satisfying a healthy work-life balance is a matter which has increased recognition being strategic and important to the organisations since the hours at which an individual employee is scheduled to work and work-life balance affects their mental, health, physical and well-being (Wardani & Firmansyah, 2019). Therefore, work-life balance deals with the balance of an individual work load, time allocated for work and other aspects of life such as family interest, social and leisure.

On the consequence of work-family conflict, Antony (2019) found that work-family conflict can affect job satisfaction and employee retention. However, he suggested that organizations can work to reduce family conflict by adopting a family program that can help employees in balancing work and family demands. Flexible work-family schedules may positively influence employee productivity. This has made prominence on the critical questions that have emerged concerning the effects of different working time arrangements on work life balance. The outcomes indicated that contemporary parents working time is generally more constrained than that of yesterday due to the increase of responsibilities for children and other family members. Work interferes with the family domain of employees. This interference might have an adverse effect on their commitment, satisfaction and physical and emotional stability. While, family-interference

with work on the other hand, assumes that that family role interferes with employees' role at work which can reduce employees' commitment on the one hand and job satisfaction on the other hand (Migai, 2010). Subsequently, workload includes both mental and physical effort required by the job task, but is also concerned with the amount of work required to be done. Workload has been found to correlate with job dissatisfaction as well as other work strains and excessive work demands may translate into job pressure which may result in unexpected costs to the organization such as high absenteeism or staff turnover, ill health or pay rise demands (Bloom, & Van-Reenen, 2005).

Zumrah et al (2022) stated that there is noticeable correlation between work-life balance and employee performance. However, work-life balance is an effort to balance the dual roles performed by an individual. However, work-life balance is the most important aspect of balance of life between work, self, family and social environment. Employees must be able to set priorities to reduce gaps or conflicts between life at work and personal life and not mix the two. Therefore, work-life balance was an essential issue for employees. It should be a concern of the company because of the imbalance of employee work will result in decreased productivity, dissatisfaction, and decreased employee performance (Dua & Hyronimus, 2018).

After a pilot survey, the researcher observed that employees of construction firms have been performing below expectation and can be seen by not meeting approved target from the existence of poor employee performance. This is despite the effective training that is carried out in the company to best equip the employees towards attaining set goals of the firm. This situation is not ideal and calls for scrutiny into the phenomenon of poor employee performance despite series of work-life balance from the experts. Therefore, the main objective of this study is to determine the effect of work-life balance on employees' performance of construction firms in North Central Nigeria. The hypotheses are

**H<sub>01</sub>** Work-family conflict has no significant effect on employees' performance of construction firms in North Central Nigeria.

**H<sub>02</sub>** Work load has no significant effect on employees' performance of construction firms in North Central Nigeria.

## **LITERATURE REVIEW**

### **Concept of Work-Life Balance**

The concept of work-life balance is a vital phenomenon and is of immense importance to different workers within public and private organizations (Basem et al. 2022). The phenomenon of Work Life Balance (WLB) is more than categorizing job functions and an individual's personal life. WLB equally determines the social, financial as well as psychological well-being of a person. These factors have been reflected in a worker's performance which influences the output of the individual at the place of work over a period of time. WLB has inference on workers' wellbeing, behavior and effectiveness of their companies (Husain & Javed, 2019). According to Beauregard and Henry (2009), there are three aspects of work-life balance, namely as follows: 1. Time balance refers to the equivalence between the time a person gives to his career and the time given to his family or other aspects of life. The time needed to carry out tasks in the organization and its role in the individual's life, for example, an employee besides work also needs time for recreation, gathering with friends also provides time for family. 2. Participation balance The balance of individual psychological involvement in meeting the demands of roles in work and family. The balance that involves the individual in the individual includes the level of stress and the involvement of the individual in work and his personal life. 3. Satisfaction balance The level of satisfaction at work and outside work. Perceived satisfaction, the individual, has comfort in involvement in his work and personal life (Albrecht, 2020).

### **Concepts of Work-Family Conflict**

According to Bett et al. (2022), posited that work- family priority conflicts are defined as the suitability between work role demands and family role demands. Work and family responsibilities are a common experience for many employees. Although being involved between work and family roles can have a positive impact on individuals, if the worker cannot balance his responsibilities related to the two roles, the potential for conflict between roles increases. (Antony, 2019). Work-Family Conflict is defined as a complement between the demands of roles in work with the demands of roles within the family.

Work-family conflict means work-to-family conflict which occurs when experiences at work interfere with family life inflexible work hours, work overload, interpersonal conflict at work, unsupportive supervisor organization. Family-to-work conflict also occurs when experiences in the family interfere with work life primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, unsupportive family members. (Russell & Bowman, 2013). Work-family balance must contain the following three components: (1) time balance (time dedicated equitably to work and family responsibilities); (2) involvement balance (equitable psychological involvement in work and family roles); and (3) satisfaction balance (the equitable satisfaction level that individuals get from work and family responsibilities).

### **Concepts of Work load**

Workload refers to the quantity of physical and cognitive work that workers can perform without endangering their own health and safety or that of others, yet still remain efficient (McDowall, 2009). Given the constant, fast-paced changes taking place within organizations and their consequences, the issue of workload on work life balance is of concern. Workload constitutes a major risk factor for work life balance and the components includes: heavy workload, emotionally challenging work, greater demands, fair payment, clear and precise job responsibility, good work procedures and reporting relationships, clean work conditions, time spent at work and family (McDowall, 2009).

Work load arises when there is cumulative demand such that the fulfilments of the obligations of one role make the satisfaction of the requirements of another role more difficult. Duxbury and Higgins (2006) identified three components of heavy work load to work life imbalance. The first is role overload, which exists when the cumulative demands of multiple roles on the individual's time and energy are excessive, such that the performance of one or more of the roles suffers.

### **Employees' Performance**

Wardani and Firmansyah (2019) defines employee performance as the development of quantified objectives. Performance is not only a matter of what people achieve but how they achieve. Performance defined by Sultana et al. (2012) as the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost and speed. High performance is a step towards the achievement of organizational goals and tasks. Wardani and Firmansyah (2019) opined that an individual performance is highly important for an organization as a whole and the individuals working in it. Organizations need highly performing employees in order to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage.

In another view, Vernia and Senen (2022) defined performance that relies on internal motivation but presence of internal factors such as necessary skills, intellectual capacity and resources to do the job clearly have an impact. As a consequence, employers are supposed to provide appropriate working conditions in order to make sure the performance of employees meet the required standards. Modern employees' motivation management methods have evolved over time. All employees that have job satisfaction are high performers in their respective workplaces. He said that if employees receive the same wage irrespective of their individual contribution to the goal, they will work less and that employees think working at a higher rate means fewer employees may be needed which discourages employees to work more (Gashi, et al, 2022).

### **Empirical Review**

Sari et al. (2022) investigated how work-life balance is related to employee performance with positive emotions as the mediation variable at PT Telkom Indonesia (Persero) Tbk-Witel Jambi. The sampling method used is probability sampling techniques with simple random sampling. The data was collected using an electronic questionnaire to 120 respondents and data analysis using smart software. The results showed that work-life balance has a positive but insignificant relationship with performance. In contrast, the work-life balance variable has a positive and significant relationship with positive emotions, and positive emotions are positively and significantly related to employee performance. In addition, positive emotions fully mediate the relationship between work-life balance and employee performance. It implies increasing employee performance, which can be conducted through increasing positive emotions.

Diamantis and Puhr (2022) provided a descriptive review of the theme issue approach and the ways in which industry case study examples have been integrated with a review of literature to analyse the ways in which corporate social responsibility initiatives are increasingly focusing on work–life balance and quality of life considerations. During their analysis and case study research, the MBA group found that the provision for quality of life outcomes has been enhanced in recent years by hospitality and tourism firms, and that since the onset of the pandemic, momentum has been building. Yet, a bigger and more complex question relates to work–life balance – a critical component of quality of life outcomes – and whether it is transferable to society as a whole. The aim of this theme issue is to explore the linkages between work–life balance, corporate social responsibility and the concept of circular economic thinking and how this impact on quality of life. The authors argue that by better understanding these relationships, it is possible to contribute to the longer-term goal of sustainability and sustainable development. In part, this is because work life provisions are not only applicable at the micro level (firms) but also at the macro level (society), the latter through enhanced focus on circular economic thinking and practice.

Yang and Jo (2022) examined the mediating effect of work-life balance (WLB) in the relationship between recovery experiences and subjective well-being (SWB) as well as the moderating role of trait mindfulness in the proposed relationships. A convenience sample of 348 full-time Chinese hotel employees from 3–5-star hotel was collected using a self-administered online survey. Results from Confirmatory Factor Analysis (CFA) and Structural Equation Modeling (SEM) illustrated that two dimensions of recovery experiences, mastery experiences and control, were positively related to work-life balance. Control recovery dimension and work-life balance were positively associated with subjective well-being. The study results also confirmed the mediating role of work-life balance between recovery experience and subjective well-being. In addition, trait mindfulness showed a partial moderating role in the mediated relationships among recovery experiences, work-life balance, and subjective wellbeing. Theoretical and practical implications were discussed.

Budhiraja et al (2022) examined the existing WLB practices of the select hotels with the lens of talent management (TM) approach of key human resource management (HRM) practices. To explore and classify WLB indicators, an exploratory, qualitative approach is utilized by administering seven focus group discussions involving 70 front-office employees working in Indian luxury hotels. Seven in-depth interviews with HR professionals were triangulated with secondary data to capture and analyse the existing WLB practices of sampled organizations. Four clusters of WLB indicators that are grounded in the lived experiences of front-office employees are identified and presented. Interview data from human resource representatives unveil that hotels consider existing WLB practices as key HRM practices with an inclusive TM approach. The findings also surface the differences in expectations of front-office employees and WLB practices followed by the hotels. Research limitations addresses the issue of WLB from employees' perspective which is crucial for designing effective WLB practices. Second, the paper contributes to the existing TM literature from the perspective of WLB practices. The originality of the study is grounded in the employees' lived experiences to classify the WLB indicators for India and further examine the WLB practices through the lens of the TM approach.

Yadav et al (2022) examined the interlink between work-life integration, job contentment and employee engagement. The notion of how far work-life balance (WLB) policies have a throwback on employee engagement has been presented with shreds of evidence of previous studies carried out in the timeline of 2005–2021 in India. The purpose is to bring forward comprehensive studies together, which are available on piecemeal form in the fragmentary form, to draw a firm conclusion about work-life integration policies and their parallelism with job engagement and organizational effectiveness. The posited Model named A4 on organizational effectiveness using deductive approach is built on constructs, interaction, logic and propositions (Whetten, 1989). The theory will be functional in nature. With the given wealth of evidence, the injecting effect of work-life integration on employee engagement and pouring impact on organizational effectiveness becomes more transparent and clearer. The authors have proposed a model for better organizational effectiveness through work-life integration policies. Findings of the essential ingredients for better employee engagement is work-life integration policies, and organizational effectiveness becomes the by-product of the same. Innovative and friendly WLB policies assist employees to be more productive,

dedicated and committed, resulting in better employee engagement which in the long run benefits the company in terms of effectiveness. However, the study is conceptual in nature with the proposed model, more empirical-based studies by experts with relevant stakeholders will add more rationalization to the current study.

Inggamara et al (2022) analyzed the influence of burnout, workload, and work-life balance on the performance of employees at Bank Jatim Jember. The variables used in this study are burnout, workload, work-life balance, and performance. The population in this study is all employees who worked at Bank Jatim Jember 58 respondents. The sampling technique used is census sample technique because the population is less than 100 people, then all populations are used as samples, the sample is 58 respondents. The analytical tool used is multiple linear regression. The results showed that burnout and workload have a negative and significant influence on employee performance, while the work-life balance has a positive and significant effect on employee performance.

Basem et al (2022) analyzed how the influence of workload, work life balance and compensation either directly or indirectly on employee loyalty with job satisfaction as a moderating variable. The types of research data are primary data and secondary data obtained through questionnaires, observations and research files. The research sample was 162 nurses at Bangkinang Hospital. The data analysis tool used is SEM using SmartPLS version 3.0. The results of this study conclude that workload, work life balance, and compensation directly have a significant effect on employee loyalty.

Siwale et al. (2021) surveyed the effect of work life balance and employee performance in the banking sector with special reference to AB Bank branches in Lusaka-Zambia. The study used a mixed method design employing both qualitative and quantitative methods. With a target population of 500 and the sample size of 222 members of staff using Israel Yamane's sampling formula. Purposive sampling was used to select the 22 managers to be interviewed, and the stratified and random sampling techniques were used to select equal numbers of people from the various branches and departments to make up the 200 members of staff as a unit of analysis. Data were analyzed using computer based statistical data analysis package, SPSS (version 16.0) for quantitative data and content analysis for qualitative data. The data analysis included univariate and bivariate analyses. Using the Pearson's Product Moment Correlation with one - tailed test of significance, the correlation analysis was made to investigate the phenomena. The study observed poor organizational work culture in AB Bank branches bordering on issues of work life balance which included various factors such as work environment, human resource policies, job insecurities, compensation packages, among others. Moreover, from simple regression analysis, work life balance was found to have a positive impact on employee performance. Findings of this study revealed that parenting and pregnancy policy has no impact on the employee's performance.

Bagaskara et al (2021) determined the effect of flexible work arrangements and work environment on employee performance directly or indirectly through work-life balances as an intervening variable. The data in this study were collected by distributing online questionnaires. This research on employees of PT. Telkom Indonesia in West Java (S=193), where S is the sample of employees at Telkom West Java. The method used in this research is PLS-SEM which is processed using Smart PLS 3 software. The results showed that there was a direct influence between flexible work arrangements and work environment on employee performance. In addition, the results of other studies also show that there is an indirect effect between flexible work arrangements and work environment on employee performance through work-life balance as an intervening variable.

Sheila and Mahdani (2021) examined the effect of work from home during the Covid-19 pandemic on work-life balance and its effect on the employee performance of the Aceh Communication, Informatics and Enoding Office. This research is a confirmatory research. The population taken was employees at the Aceh Diskominfo who received a direct impact on the work from home policy during the Covid-19 pandemic, totaling 101 people. Data were collected using a questionnaire and measured using a Likert scale. Data were analyzed using Structural Equation Modeling (SEM). The test results on the Aceh Diskominfo employees show that work from home significantly affects employee performance, work from home significantly

affects employee work-life balance, work-life balance significantly affects employee performance, and work from home significantly affects employee performance through work-life balance. These findings show that in the Covid-19 pandemic, work from home remains a determinant of employee performance, even though conditions are different from when not facing the Covid-19 pandemic. Work-life balance also acts as a partial mediator, which can be influenced by work from home and affect employee performance. Researchers can then develop the findings of this proven model, by adding variables such as competence in information technology and talent management which are needed during the Covid-19 pandemic, to be more practical in carrying out work in organizations/companies.

**Work Life Conflict Theory**

The theory was postulated by Kanter (1977). Work-life conflict refers to the experience of conflict between work and life domain. Theoretical advancements suggest that we consider both the direction and form of work-life conflict. While work certainly affects life, also life affects work. Kanter concluded that family situations can define work orientation; motivation; abilities, emotional energy, and the demands people bring into the workplace. Research suggests that the experience of work interference with family (WIF) was reported almost three times more frequently than the experience of family interference with work (FIW) conflict among both genders (Weideman & Hofmeyr, 2022). Work life conflict is a form of inter-role conflict in which the demands of work and life roles are incompatible in some respect so that the participation in one role is more difficult because of participation in the other role (Austin-Egole et al, 2020). Work-life conflict is experienced when demands from one role domain interfere with participation or performance of the other role. When one gives extra time and energy into the work role (or the family role), the family role (work role) is assumed to suffer. Although strongly correlated with one another, they are conceptually and empirically distinct constructs (Pamungkas, et al, 2022).

While the best predictors of WIF conflict are work-related variables, the antecedents of FIW conflict are mainly family-related variables (Kumar et al, 2023). Bahar et al (2022) classified WFC into three types, i.e. conflict based on time, conflict based on stress and conflict based on behavior. All types of WFC are bidirectional, including work-to- family conflict, work interference with family (WIF) and family-to-work conflict, and family interference with work (FIW). So, six dimensions are formed correspondingly. Studies have demonstrated that both types of conflict are associated with health problems such as psychological strain (Idowu, 2019), depression and anxiety or lower sleep quality. As shown by previous studies, pressures arising from both the work and family roles can lead to conflict between these two domains. These pressures include time spent in work or family activities, stressors within the work or family domains, and more involvement in work or family life. A large proportion of work-family conflict research is largely based on the measurement of strain-based and/or time-based conflict. The theory of work life conflict is very relevant to this study as it touches on all the aspects of project culture and project scheduling. Either part of all these aspects can be overdone and lead to conflicts between balancing work and life leading to underperformance of the project teams (Edwards & Rothbard, 2013). This study underpins by the work-life conflict theory which states the experiences of conflict between work and life domain for the purpose of this research.

**METHODOLOGY**

The research design adopted for the study was the survey research design. The population of this study will comprise 255 staff of different departments of selected construction firms operating in North-Central Nigeria specifically in Benue state and Niger state. The study adopted 204 sample size of the population through Taro Yamane Formula  $=N/1+N(e)^2$ . Structured five-point likert scale questionnaire was designed and made into copies for each respondent in the sample size. The questionnaire was subjected to reliability test using the Cronbach Alpha and all the indicators reveal an alpha value greater than 0.60 which is the minimum threshold recommended by Sekaran (2006). Multiple regression analysis with the aid of SPSS was employed to test the hypotheses earlier formulated.

**Benue State**

S/N	List of Construction firms	Number of employees	Sample size
1	Ochacho Real-Homes LTD	25	$n = \frac{25}{1+25(0.05)^2} = 23$

2	Walton Construction Company Limited	15	n= $\frac{15}{1+15(0.05)^2}$ = 13
3	Tenas Company Nigeria Limited	21	n= $\frac{21}{1+21(0.05)^2}$ = 20
4	Wygat Nigeria Limited	14	n= $\frac{14}{1+14(0.05)^2}$ = 13
5	Chris Uloko Construction Limited	20	n= $\frac{20}{1+20(0.05)^2}$ = 19

**Niger**

S/N	List of Construction firms	Number of employees	Sample size
1	CCECC Nigeria Ltd	32	n= $\frac{32}{1+32(0.05)^2}$ = 30
2	Setraco Nigeria	35	n= $\frac{35}{1+35(0.05)^2}$ =33
3	Innov Construction	25	n= $\frac{25}{1+25(0.05)^2}$ =23
4	Danladi Nigeria Limited	11	n= $\frac{11}{1+11(0.05)^2}$ =10
5	Ashby Nigeria Limited	22	n= $\frac{22}{1+22(0.05)^2}$ =20

Source: Author’s Compilation, 2023

The model for the multiple regression analysis to test the two hypotheses formulated is specified thus:

$$EMP = \beta_0 + \beta_1WFC + \beta_2WLD + e$$

Where: EMP = Employee performance, WFC = Work-Family Conflict, WLD = Work Load,  $\beta_0$  = Intercept,  $\beta_1\beta_2$  = Coefficient of independent variables, e = error term.

**RESULTS AND DISCUSSIONS**

The study administered a total of 204 copies of questionnaire. Out of the 204 administered, a total of 201 were completely filled and returned for analysis giving a response rate of 97%. All analyses thereafter were done using the 201 valid responses.

**Table 1: Correlations**

	WFC	WLD	EMP
WFC Pearson Correlation	1	.725**	.708**
Sig. (2-tailed)		.000	.000
N	201	201	201
WLD Pearson Correlation	.725**	1	.632**
Sig. (2-tailed)	.000		.000
N	201	201	201
EMP Pearson Correlation	.708**	.632**	1
Sig. (2-tailed)	.000	.000	
N	201	201	201

Source: SPSS Output, 2023

The table above shows the correlation result of the variables under study. The result revealed a positive relationship between work-family conflict and work load on employee performance however, work-family conflict had the highest relationship with employee performance which stood at 0.708. Also, work load showed a moderate and positive relationship with employee performance which stood at 0.632. All the variables under study satisfy multicollinearity as though none of the independent variable is strongly related to another.

**Table 2: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.728 <sup>a</sup>	.531	.528	.77369	1.638

- a. Predictors: (Constant), WFC, WKD
- b. Dependent Variable: EMP

**Table 3: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	201.729	2	100.865	168.500	.000 <sup>b</sup>
	Residual	178.384	198	.599		
	Total	380.113	200			

- a. Dependent Variable: EMP
  - b. Predictors: (Constant), WFC, WLD
- Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.066	.181		5.881	.000		
	WFC	.558	.061	.526	9.128	.000	.474	2.111
	WLD	-.226	.052	-.250	-4.342	.000	.474	2.111

- a. Dependent Variable: EMP
- Source: SPSS Output, 2023**

The R-square above indicates that 53% of the variation in employee performance is explained by work-family conflict and work load while the remaining 47% could be explained by other factors not included in this study. The f-statistics stood at 168.5 accompanied by a p-value of 0.000 which indicates the fitness of the model to measure the association between the variables under study.

Hypothesis one was stated that work-family conflict has a positive significant effect on the employee performance of construction firms in North-central Nigeria. From table above, it was revealed that work-family conflict (WFC) has significant effect on employee performance (EMP) as indicated in the t-value of 1.066 with a p-value of 0.000. Hence the null hypothesis is rejected while the alternative hypothesis which states that work-family conflict has significant effect on employee performance of construction firms in North-central Nigeria is accepted. The finding implies that construction firms in the study area should engage in work scheduling, job sharing and annual leave. This finding agrees with the research of Bagaskara et al (2021), Gashi et al (2022) and Bahar et al. (2022), that has shown that work-family conflict has a significant positive effect on employee performance.

Hypothesis two was stated that work load has negative significant effect on the employee performance of construction firms in North-central Nigeria. From table above, it was revealed that work load (WLD) has negative significant effect on employee performance (EMP) as indicated in the t-value of -0.226 with a p-value of 0.000. Hence the null hypothesis is rejected which states that work load has negative significant effect on employee performance of construction firms in North-central Nigeria is accepted. The finding



implies that construction firms in the study area should engage in improving working conditions, by providing work schedule to employees, can improve employees' health, comfort, and productivity. Such improvements can lead to higher levels of job satisfaction, motivation, and morale, as well as increased organizational commitment, which can benefit the organization in the long term. This finding agrees with the research of Zumrah et al (2022), Sheila and Mahdani (2021) and Sari et al (2022), that has shown that work load has negative significant positive effect on employee performance.

## CONCLUSION AND RECOMMENDATIONS

The study examined the effect of work-family conflict and work load as work-life balance activities on employee performance of selected construction firms in North-central Nigeria. The collected data were analysed using multiple regression analysis and on the basis of the regression results, the study concludes that work-family conflict and work load are significant predictors and contributors to employee performance among construction firms. Therefore, the study recommends that:

- i. Construction firms should implement effective leave policies that allow their employees to deal with their family and personal life responsibilities. Employees should be given sufficient time to deal with their private life before the Human Resources Department can accept that they are psychologically and emotionally fit to come back to work. This will enable employees to work efficiently and ensure that the organisation run smoothly.
- ii. Construction firms should also develop a system to monitor the working hours of employees to see the relationship between working hours and work stress. If employees work regularly in excess to working hours for which they are employed, changes in technology, responsibility are made or extra resources are provided to them. Also, tasks that are allocated to employees in such a way that their workload doesn't exceed from whatever is reasonably expected from them.

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