EFFECT OF WORK-LIFE BALANCE ON EMPLOYEE SATISFACTION OF SELECTED MINISTRIES IN NIGERIA

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Abstract

This study investigated the effect of work-life balance on employees' satisfaction of selected ministries in Nigeria using the descriptive survey research design. The sample size comprised of the Federal Ministries in Anambra State, Nigeria and primary data by means of structured questionnaire were employed. Two research hypotheses were formulated and the one-sample t-test was used in validating the hypotheses of the study with the aid of Statistical Package for Social Sciences (SPSS). Findings showed that job sharing have positive and significant effect on employees' satisfaction. On the other hand, it was found that work stress has a negative and significant effect on employees' satisfaction in Nigeria. It was therefore recommended amongst others that organisations should clearly stipulate the extent of job flexibility so as to give employees adequate and proper orientation of the job beforehand.

***Key words**: Work-life balance, Job sharing, flexibility, Employee satisfaction.*

1. Introduction

Staff contentment is an aspect of all labour market matches since it is a summary measure of utility at work (Bockerman & Ilmakunnas, 2012). Employment contentment is an individual's feelings or related views about work and its associated aspects (Jamal & Muhammad, 2012). Prior researchers upheld the nexus of staff job satisfaction and overall performance (Jamal & Muhammad, 2012), job related well-being, turnover, and job performance (Al-Zoubi, 2012). Researchers have highlighted these connections in various practical and theoretical studies (Crede, Chernyshenko, Bagraim, & Sully, 2010; Jaturanonda & Nanthavanij, 2011; Nyberg, 2010).

According to Jamal and Muhammad, (2012), unsatisfied employees may literally not provide their customers with adequate services and the long-run effect will be on organization's productivity. In responses to the employee satisfaction problems, Madipelli, Veluri-Sarma, and Chinnappaiah, (2013) pointed that work-life balance is hence a necessary ingredient to people management in other to promote employee satisfaction where he emphasized that work-life balance has become an important issue for both employees and organizations. The utilization of work-life balance practices to help reduce work-life conflict and increase positive employee appraisals of the organization (Lazar, Osoian & Ratiu, 2010). This can improve organizational structural, cultural and relational support for work and family (Kossek, Lewis & Hammer, 2010).

There is a scanty focus on employer driven work-life initiatives in Nigeria, mainly those implemented by large organizations to support higher-level managers and skilled professionals

(Kossek et al., 2010). The world has evolved since work-life balance programs first emerged, requiring employers to further mainstream work-life initiatives to respond to new societal changes ranging from economic to environmental and from health to technological (Kossek et al., 2010). As Burke (2010) noted, organizations face heightened competition on a worldwide basis, while employees are experiencing increasing performance pressures, and the hours employees spent at the workplace increased significantly between 2000 and 2013 (Kumar & Chakraborty, 2013). Furthermore, there is an ongoing struggle between employees and employers regarding work-life balance because some employees and employers do not understand that work-life balance is reciprocally beneficial (Kumar & Chakraborty, 2013). Hence the need for an in-depth study on the effect of work-life balance on employee satisfaction.

1.1 Statement of the Problem

Despite work-life programs having the tendencies to benefit organizations, they can also be an expensive investment, and for that reason, employers are likely to realize gains in situations where potential benefits outweigh expected costs (Konrad & Mangel, 2000). Researchers have examined employee work-life balance(Avgar, Givan, & Liu, 2011; Chawla & Sondhi, 2011; Darcy, McCarthy, Hill, & Grady,2012; Dash, Anand, & Gangadharan, 2012). However, studies on work-life balance in Ministries and government parastatals in Nigeria appear to be relatively from few selected SMEs in Nigeria.

Prior studies on work-life balance and employee satisfaction employed the Pearson product moment correlation (PPMC) and regression analysis (Osisioma, Hope & Ilo, 2015; Muhammed, 2015; Azeem& Akhtar, 2014; Orogbu, Onyeizugbe & Chukwuemeka, 2015; Chiekezie, Nzewi, Emejulu & Chukwujama, 2016). Only a few current studies have concentrated on mean simple average and one sample Z-test. Against this backdrop, the study intends to investigate the effect of work-life balance in selected ministries in Nigeria. The main objective of the study is thus to investigate the effect of work-life balance on employee satisfaction of selected ministries in Nigeria. Specifically, the study seeks to:

i. Ascertain the effect of job sharing and employee satisfaction.
ii. Examine whether work stress have an effect on employee satisfaction.

2. REVIEW OF RELATED LITERATURE

2.1 Work-life balance

Work life balance (WLB) is referred to as flexible work arrangement that suites the employees both parents and non-parents to do a work that gives them the opportunity to balance work responsibility and personal responsibility. (Redmond Valiulis & Drew, 2006). Cascio (2009) sees WLB as an individual's ability with independence of age, gender of finding a life rhythm that allow them to combine their work with other responsibilities, activities or aspirations. Work life balance is basically a way of equating and balancing the ratio between work and other activities. Work-life balance has been categorized into four which are: flexible working arrangement (home working, compressed hours), Leave arrangement, dependent care assistance (Childcare

arrangements) and General services (Employment assistant programs) (De Cieri, Holmes, Abbott and Pettit, 2005, De Cieri & Bardoel, 2009).

Clarke, Koch and Hill (2004), refers WLB as generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life. Clarke, Koch and Hill (2004), work-life balance is generally associated with equilibrium between the amount of time and effort someone devotes to work and personal activities, in order to maintain an overall sense of harmony in life. For a better understanding of work life balance, one should be aware of the different demands upon us and our personal resources, our time and our energy that can be used to address them. Research has shown that those that have control over their working environment tend to suffer less stress related ill health. Organizations therefore should implement various work-life balances to enable the workforce balance their work and family responsibilities and improve their wellbeing and be stress free.

The essence of work-life balance is to help both the employer and employee. For the employer, it will increase performance and reduce stress from the employee, on the other hand, the employee uses that opportunity to focus also on the family responsibilities and manage their work very well. Work life balance immanent from work-life conflict where employees cannot be able to perform their roles in the family because they have given all their time in the workplace. There is not compatible with their family roles, hence there is the need to balance it. In work life balance helps to reduce the amount of work done by each employee.

Lewis, Gambels and Rhona (2007) differentiate option for work-life balance, organizations can make policies that can bring work-life balance such policies are: job sharing, pay leave, self-roistering, flextime and compressed work hours. In attempt to include these policies in their organization, work-life balance is promoted and workers are satisfied and performance is high.

Job Sharing

Job sharing could be a versatile work possibility during which two or probably additional staff share one job. In several cases, a job-sharing position needs that the people concerned are willing to be contacted throughout the work week even on days they are doing no work so queries is also answered and therefore the coordination between the two or more individuals sharing an edge is maximized. Job sharing offers little businesses an opportunity to retain valued employees who are either approaching retirement or beginning families and would contemplate departure if more flexible choices were not created available. Job sharing can even facilitate and/or eliminate the necessity to coach new staff if a valued worker were to go away from the company. It is discouraging to managers who might worry that it could lead on to confusion, additional paperwork, and a number of different hassles.

Managers are expected to pay attention to however the system is working. several organizations have found that staff who share jobs are appreciative for the work chance and, therefore, work harder. Job sharing usually leads to improved performance appraisals, additional participation and volunteerism from those employees who make the most of the advantages of job sharing. It conjointly looks that corporations is also rewarded for permitting employees to balance family and work job sharing by having focused, appreciative, and extremely productive workers. Job sharing

permits companies to retain valued employees who do not wish to figure full-time. In today' work force, many staff suffer from work overload, which may end in burnout. this can be particularly common with women who have nerve-racking positions at work and a family to worry for at home. Job sharing is one answer for girls or men who got to juggle the roles of the chief family provider. It has been found that job sharing arrangements also may shield workers from burnout whereas maintaining productivity.

Work Stress

Work stress is a condition that affects the emotions, thought processes, and the thinking process. The gap between the strain of labour with existing resources can cause work stress and create a situation where an employee feels negative and dissatisfied. Work stress, during this current situation, may cause role ambiguity, overwork, role conflict, and time pressure while performing from home, which may scale back job satisfaction (Kim, Julia, Lonnie, & Susan, 2019). Work stress is another key predictor that affects job satisfaction and features a vital impact on job satisfaction (Hsu, Chyi, Chien, Ya, Tzu, & Chih., 2019). the various results as revealed by Chao, Ming, Rong, Cing, and Chung, (2015) show that job stress has a negative effect on job satisfaction.

2.2 Employee Satisfaction

Staff satisfaction is one amongst the foremost wide studied outcomes of employee performance. Job Satisfaction could be a general expression of employees' positive angles engineered up towards their jobs (Man, Modrak, Dima, & Pachura, 2011). Job satisfaction is outlined conjointly because the extent to which a worker is content with the rewards he or she gets out of his/her job, significantly in terms of intrinsic motivation (Statt, 2004 cited in Aziri 2011). However, employee satisfaction is not the same as motivation; rather it is concerned with the attitude an individual has regarding a particular job.

Workers maintain an attitude towards their jobs as a result of diverse features of their job, social status that they've gained about their jobs and experiences in their job environment. An individual will be satisfied with a job to the extent to which the job provides those things or results that he/she considers important. In addition, employee satisfaction refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate employee satisfaction; negative and unfavourable attitude towards the job indicate job dissatisfaction (Armstrong, 2012). Luthan cited in Tella, Ayeni & Popoola (2007) posit three important dimensions to job satisfaction.

a. Employee satisfaction is an emotional response to a job situation, and as such it cannot be seen; it can only be inferred. It is determined by how well outcome meet or exceed expectations.
b. Employee satisfaction causes a series of influences on various aspects of organisational life. The influence of job satisfaction on employee can be seen in increased productivity, loyalty and reduced absenteeism.
c. Employee satisfaction is a general expression of workers positive attitudes built up towards their jobs. Workers maintain an attitude towards their jobs as a result of diverse features of their job, social status that they have gained about their jobs and experiences in their environment. This attitude can also be negative towards work.

These dimensions suggest that job satisfaction is a reaction that workers hold about their jobs. High job satisfaction implies that the employees like the job, whereas low job satisfaction implies that the employees dislike the job. Employee satisfaction therefore helps to improve employee job performance and can be determined by the difference between employee's expectation about job outcome and what the job actually offer.

2.3 Theoretical Framework

The study is anchored on Social Exchange Theory by Blau (1964). This theory states that for every relationship, there is an expectation in exchange to the commitment which balances the relationship. Social Exchange theory posits that human relationships are formed by comparisons of alternatives. Employees are allowed to make rational choices that suite them. It explains how a person feels about a relationship with another person. It implies a two-sided, mutually contingent and rewarding process or exchange. This theory has to do with self-interest and interdependence. It means that the two actors (employee and employer) value each other and therefore allow some sense of choice and freedom to exist between them. Social Exchange theory suggests that employees balance their relationship with their work in exchange to flexibility of work leading to high performance.

Work flexibility serves as the tool used by the employee and management to equate employee performance. Social Exchange theory is concerned with the chances of having a better relationship hence where the management does not allow the employees to define the best approach to their job, the relationship cannot be balances, the ratio is incomparable and therefore the performance is low. In this theory, Blau, (1964) posits each party supplies the need of the other party and on this ground, there is a mutual relationship.

The relevance of this theory to the study is that work flexibility increases performance of the employees of selected Federal Ministries in Anambra state, Nigeria if the management is fair enough by allowing the workers to go on leave as at when due, allows job sharing and encourage work-life balance. The employees see the relationship with the management and the work as balanced and hence, put in their best to maximize performance. Work flexibility balances the ratio and the relationship between workers and their jobs. Employees perform higher when they are allowed to make choice on how, where and when to do their work.

2.4 Empirical Review

Irawanto, Khusnul, and Kenny. (2021) investigated several potential predictors of job satisfaction during working from home from the impact of COVID-19 such as work–life balance and work stress. Using a quantitative approach, 472 workers who were forced to work from home all over Indonesia participated, and the responses were analysed using Smart-PLS software. The study revealed that working from home, work–life balance, and work stress have a significant effect, both directly and indirectly, on job satisfaction. The study also found that working from home as a new pace of work can sustain job satisfaction as the current working atmosphere for Indonesian workers.

Khaled, (2019) investigated the relationship between work-life balance, happiness, and employee performance, A questionnaire-based Survey research design was employed in the study. The sample size of the study was 289 employees from the (Med Pharma), Pharmaceutical industries in Jordan, Multiple regression was conducted to examined the research hypotheses. The results indicated that work-life balance and happiness positively and significantly affect employee performance. However, job satisfaction non-impact in employee performance. The results have enormous implication for the pharmaceutical industries sector in Jordan.

Chiekezie, Nzewi, Emejulu and Chukwujama (2016) conducted research on the extent to which work-life balance influence job performance of selected commercial banks in Anambra State, Nigeria. They adopted descriptive study and used both primary and secondary data to collect the data. Pearson's product moment correlation was used to formulate the hypothesis. The finding reveals that Work-life balance does not contribute to organizational performance. The research concludes that inability to accomplish preferred balance in work and personal life has consequences hinging on general welfare and development of individual worker and organization.

Orogbu, Onyeizugbe and Chukwuemeka (2015), conducted research on work-life balance and employee performance in selected commercial banks in Lagos State Nigeria. The study adopted a descriptive survey research design, where the population of the study was 759 and the sample size 262 using Taro Yamane's formula. Pearson's product moment correlation and regression analysis were used to test the hypothesis. Cronbach Alpha was used to test for the reliability of the instrument. It was found that there is a significant positive relationship between leave policy and service delivery. The findings revealed that leave policy motivated employee ability to deliver services efficiently and effectively.

Muhammed (2015), investigated on the influence of work-life balance on Employee performance in education section in Pakistan. The study used 150 sample sizes from eight Universities in Islamabad and Rawalpindi. Regression and moderation analysis were performed by the use of Statistical Package for Social Science (SPSS). The finding reveals that work life balance has significant positive effect on employee performance. The study recommends that the University management should consider implementing work-life balance policies.

Osisioma, Hope and Ilo (2015) investigated on flexible working hours and employee performance in selected hospitals in Awka metropolis, Anambra State, Nigeria. The study examined the nature of relationship between flexible working hours and employee performance in selected hospitals in Awka metropolis. The research hypotheses were tested with the Pearson's Product Moment Correlation Coefficient and the study adopted survey research design. The study reveals that there is a positive relationship between flexible working hour and employee performance.

Azeem and Akhtar (2014) researched on the influence of work life balance and job satisfaction on organization commitment of health care employee. Questionnaire was distributed among 275 respondents in healthcare sector. Statistical Package for Social Science (SPSS) was used to analyse the quantitative data including reliability and correlation. The finding reveals that employees in healthcare sector have a moderate level of perceived work life balance, job satisfaction and commitment and a positive relationship between job satisfaction and organization commitment.

Dissanayaka and Ali (2013) investigated on impact of work-life balance on employee performance. The aim of the study was to analyse the relationship between work-life balance and employee performance. Questionnaires were distributed to 96 employees. Pearson's product moment correlation was used to analyse the data. The finding was that there is a positive relationship between work life balance and employee performance.

Al-Rajudi and Al-Habil, (2012) investigated on the Impact of flexible work arrangements on worker's productivity in information and communication technology sector in Gaza. Questionnaire was distributed to 196 employees. Pearson's product moment was used to analyse the collected data with the aid of Statistical Package for Social Science (SPSS). The finding reveals the presence of the positive impact of flexible work arrangement on worker's productivity.

2.5 Gaps in Knowledge

The gaps identified in the study are in two-folds; *Firstly*, Studies on work-life balance had been conducted both locally and internationally, however, studies on work-life balance in Ministries and government parastatals in Nigeria appear to be relatively thin as most studies focused on private establishments. Also, only a few current studies have concentrated on mean simple average and small sample t-test. Against this backdrop, the study intends to investigate the effect of work-life balance in selected ministries in Nigeria (Osisioma, Hope &Ilo, 2015; Muhammed, 2015; Azeem& Akhtar, 2014; Orogbu, Onyeizugbe& Chukwuemeka, 2015; Chiekezie, Nzewi, Emejulu & Chukwujama, 2016). The study therefor seeks to bridge the gaps identified.

3. Methodology

The study employs the descriptive survey research design. A survey research design is one in which a group of people or items is studied collecting and analysing data from only a few people or items considered to be representative of the entire group (Nworgu, 2006). The population of the study comprises employees in selected Federal ministries in Anambra state. Prior to this study, there is no documented number of staff in the study ministries. However, the study concentrates its population of the study to focus on 120 civil servants representing all Eight (8) Ministries in Anambra state. That is, 15 employees representing each Ministry. The Ministries which make up the population size is given below:

Table 1: List of Federal Ministries in Anambra State, Nigeria

SN	Ministries	Location
1	Federal Inland Revenue Services (FIRS)	Awka/Onitsha/Nnewi
2	Security and Exchange Commission (SEC)	Onitsha
3	National Directorate of Employment (NDE)	Awka
4	Industrial Training Fund (ITF)	Awka
5	National Population Commission (NPC)	Awka
6	National Agency for Food and Drug Administration Control (NAFDAC)	Onitsha
7	National Youth Service Corp	Awka
8	Central Bank of Nigeria (CBN)	Awka

Source: Field survey, 2021 (https://www.medianigeria.com)

Given the size of the population, the study employed the whole population size as sample. This is in consonance with the approach adopted by Nwankwo (2010). Data for the study was collected through primary source. Structured questionnaire was used in collecting the primary data. The questionnaire was structured on a 4-point Likert scale of Strongly Agree, Agree, Disagree and Strongly Disagree. The ranges of scores were weighted as 4, 3, 2, and 1 respectively. The researcher administered copies of the instruments directly to the respondents with the help of one trained research assistants. The research assistant was briefed on the method of data collection and also in terms of distribution and retrieval of the instruments. The distribution and retrieval of the instrument lasted for three days.

Construct validity was used in validating the instrument. This was carried out by subjecting the instrument to factor analysis with the use of SPSS version 23. The validity test was done by giving out 80items of questionnaire to civil servants in Awka, Anambra State, Nigeria to ensure accuracy of the sampling adequacy; the result is as shown below.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.811
Bartlett's Test of Sphericity	Approx. Chi-Square	479.127
	Df	45
	Sig.	.000

Source: SPSS Ver. 23.

The KMO and Bartlett's Test result revealed a Kaiser-Meyer – Olkin Measure of Sampling Adequacy value of 0.811. According to the measurement of appropriateness of Facto Analysis, the KMO and Bartlett's Test showed a meritorious result. Hence, the instrument is considered valid. For reliability of primary data, a statistical analysis was conducted to determine the internal consistency of the items of the questionnaire. This was done using Cronbach Alpha. Pallant (2007) stressed that when a psychometric scale is used, the internal consistency could be checked using Cronbach alpha.

Table 3: Cronbach's Alpha Values for Job sharing

Reliability Statistics	
Cronbach's Alpha	N of Items
.898	5

Source: SPSS ver. 23.

The Cronbach's alpha on the test of measurement reliability scale for the effect of job sharing on employee satisfaction selected Ministries in Nigeria showed an alpha level of .898 which is above the generally accepted threshold of .70. Thus, the measurement is reliable.

Table 4: Cronbach's Alpha Values for Work stress

Reliability Statistics	
Cronbach's Alpha	N of Items
.792	5

Source: SPSS ver. 23.

The Cronbach's alpha on the test of measurement reliability scale for the effect of work stress on employee satisfaction selected Ministries in Nigeria showed an alpha level of .792 which is above the generally accepted threshold of .70. Thus, the measurement is reliable.

The data collected was analysed statistically using mean scores and standard deviation. The decision rule is that any participants' response with the mean rating of 2.50 and above was considered as agreement with the statement and therefore accepted while any mean below 2.50 rating was considered as disagreement with the statement and therefore rejected. The hypotheses formulated to guide the study was tested using one sample Z-test at .05 significance level. The one sample Z-test model is given below:

$Z = \frac{x-\mu}{\sigma/\sqrt{n}}$ at n-1 df

Where:

Z = Z-test
x = sample mean
μ = Population means
σ = Population standard deviation
n = Sample size
df = Degree of freedom (usually n-1)
$\sigma/\sqrt{n}$ = Population Standard error

4. Data Presentation and Analysis

Data presentation and analysis focuses on the presentation, analysis and test of related hypotheses which guides the study. The final sample comprised of 120 observations of Ministries included in the empirical analysis. This section is sub-divided as follows: 4.1, shows the descriptive (univariate properties) statistics and analysis of research questions for the respondents. 4.2,Test of hypotheses. 4.3 is the discussion of findings emanating from the study.

Table 5: Descriptive Statistics of Job Sharing and Employee Satisfaction

Investigative questions	**SA**	**A**	**D**	**SD**	**N**	**Mean**	**Std. D**
I have the time and energy in my life to read books that interest me hence I respect my work time and put in my best.	79	11	7	23	120	3.22	1.204
Sharing a single project with my work partners gives me no excuse for absenteeism or lateness in job delivery.	79	19	15	7	120	3.42	.922
My work week is being divided in half and shifts is alternated so one employee works three days in one week and two in the next week.	71	13	17	19	120	3.13	1.166
This organisation clearly stipulates how flexible I am allowed to work. This gave me more attachment to the job and boosting my job satisfaction.	80	0	16	24	120	3.13	1.263
Outsourcing some job routines gives me space to free up my desk and perform better on the aggregate.	89	10	13	8	120	3.50	.935
Valid N (listwise)					120		

Source: Field Survey, (2021).

Table 5 shows the descriptive statistics of investigative questions which indicates that the mean statistics for all five (5) questions scores higher than 2.50. Also, the summary statistics also reveals a grand mean value of 3.28 for the investigative questions which is above the decision threshold hence to a great extent, job sharing affects employee satisfaction of selected Ministries in Anambra state, Nigeria.

Table 6: Descriptive Statistics of Work Stress and Employee Satisfaction

Investigative questions	SA	A	D	SD	N	Mean	Std.D
I have suffered less stress related illness since I joined this organization hence giving me better job performance. So, I would be very happy to spend the rest of my career with my organisation.	102	18	0	0	120	3.85	.359
My organization promotes the policy of flex time and compressed work hours to combat work stress.	96	16	8	0	120	3.73	.576
I feel so satisfied knowing that I have the time and energy in my life to read books that interest me. Hence, I feel a positive connection with my organisation, and I feel that I perfectly fit into the organisation.	71	17	7	25	120	3.12	1.217
My organization has a policy for all expense paid vacation for staff once very year.	74	18	13	15	120	3.26	1.081
Most times, I really feel this organisation's problems are my own and I work very hard to ensure its goals are achieved	62	27	18	13	120	3.15	1.042
Valid N (listwise)					120		

Source: Field survey, (2021)

Table 6 shows the descriptive statistics of investigative questions which indicates that the mean statistics for all five (5) questions scores higher than 2.50. Also, the summary statistics also reveals a grand mean value of 3.42 for the investigative questions which is above the decision threshold hence interpreting that work stress effect employee satisfaction.

H_0: There is no significant effect of job sharing and employee satisfaction.

Table 7a:One sample Z-test

Descriptive Statistics

	N	Mean	Std. Deviation	Std. Error Mean
RQ1	120	20.2500	4.56374	.41661

Source: SPSS Ver. 23

Table 7b
One Sample Z-test

z_statistic	p_value	cohens_d
-2.40032	.01638	-.21912

Number of cases read: 1 Number of cases listed: 1
Source: SPSS, Vers. 23

Table 7a-b above shows a Z-test statistic value of -2.40032 which was tested at .05 significance level; the Probability value was .01638. Hence, ($p < .05$). Thus, the study finds evidence to refute the null hypothesis and accept the alternate. Thus, there is a significant effect of job sharing and employee satisfaction amongst selected Ministries in Anambra state, Nigeria.

H_0: Work stress have no significant effect on employee satisfaction.
Table 8a: **One sample Z-test**

Descriptive Statistics

	N	Mean	Std. Deviation	Std. Error Mean
RQ2	120	19.6333	4.52803	.41335

Source: SPSS ver. 23

Table 8b
One Sample Z-test

z_statistic	p_value	cohens_d
-2.41925	.01555	-.22085

Number of cases read: 1 Number of cases listed: 1
Source: SPSS, Vers. 23

Table 8a-b above shows a Z-test statistic value of -2.41925 which was tested at .05 significance level; the Probability value was .01555. Hence, ($p < .05$). Thus, the study finds evidence to refute the null hypothesis and accept the alternate. Thus, work stress has significant effect on employee satisfaction amongst selected Ministries in Anambra state, Nigeria.

5. Discussion of Results

The core of the current study is to investigate the effect of work-life balance on employee performance of selected Ministries in Anambra state, Nigeria. After the test of hypotheses, the current study found that there is a significant effect of job sharing and employee satisfaction. In line with this finding is Azeem and Akhtar (2014) who examined the influence of work life balance and job satisfaction on organization commitment of health care employee. And found that employees in healthcare sector have a moderate level of perceived work life balance, job satisfaction and commitment and a positive relationship between job satisfaction and organization commitment. Also, in agreement with the finding is Dissanayaka and Ali (2013) who investigated

on effect of work-life balance on employee performance. And found that there is a positive relationship between work life balance and employee performance.

Finally, the current study also found that work stress has significant effect on employee satisfaction. This finding is consistent with Al-Rajudi and Al-Habil, (2012) who investigated on the effect of flexible work arrangements on worker's productivity in information and communication technology sector in Gaza using PPMC and found that there is presence of positive effect of flexible work arrangement on worker's productivity.

6. Conclusion and Recommendations

The study focused on work-life balance and employee satisfaction of selected Ministries in Anambra state, Nigeria. The study sees work-life balance as a flexible work arrangement that suites the employees both parents and non-parents to do a work that gives them the opportunity to balance work responsibility and personal responsibility. Related literatures were reviewed to identify possible gaps to be filled by the study. The study was anchored on the social exchange theory. The study concluded generally that work-life balance has significant effect on employee satisfaction and by extension, employee performance. The study makes the following recommendations:

1. Seeing that job sharing positively effect employee satisfaction, it is highly recommended that organisations clearly stipulate the extent of job flexibility so as to give employees proper notice understanding on the job beforehand.

2. The Ministries are also advised to implement programmes such as "all-expense paid vacations", Team bonding trip etc, to cushion the effect of work stress which affects employee satisfaction and performance negatively.

The study makes contribution to the existing body of knowledge in the area of filling the knowledge gap discovered in literature that there appear to be dearth of empirical studies that examined Ministries in Anambra state. Also, the study made empirical revelation about the effect of work-life balance on employee satisfaction. Given that these findings are empirically backed, it will aid the organization in making policy decisions and aid employee performance. The study was not holistic enough as to cover all Ministries in Nigeria. Intending researchers may decide to look at other states and also comparative analysis of two or more states in Nigeria. Other researchers could also focus on studying the schools in other to find out the true situation of things as it relates to work-life balance.

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