

UNIVERSITY OF KWAZULU-NATAL

**A CONCEPTUAL FRAMEWORK TO MEASURE THE EFFECTIVENESS
OF WORK-LIFE BALANCE STRATEGIES IN SELECTED
MANUFACTURING FIRMS, LAGOS METROPOLIS, NIGERIA**

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Doctor of Philosophy**

**School of Management, IT and Governance
College of Law and Management Studies**

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Co-supervisor: Dr. Sulaiman Olusegun Atiku**

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The following emerged from this research:

List of published articles in peer review journal

1. Ganiyu, I.O., Fields Z., & Atiku, S.O. (2017). Work-life balance strategies, work-family satisfaction and employees' job performance in Lagos, Nigeria's Manufacturing sector. *Journal of Contemporary Management*. 14, 441- 460.
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DEDICATION

To the glory of God.

To my brother, Saheed Ganiyu for not giving up on me.

To my late mother-in-law, Mrs Anike Awelewa for being so supportive in her life time.

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ABSTRACT

Achievement of work-life balance (WLB) by manufacturing firms in Lagos Metropolis, Nigeria is still a major challenge. Most manufacturing companies have put in place various work-life balance strategies (WLBS) such as parental leave, employees' health and wellness programmes (EHWP), dependant care, personal development and flexible work arrangement to overcome this challenge. However, the efficacy of these WLBS at helping employees to address work and family stressors are still in doubt. Exploring the mediating influences of WLB satisfaction and WLBS on the link between work-family stressors and organisational performance could contribute to the body of literature in human resource management. Given the preceding, developing a conceptual framework to measure the effectiveness of WLBS in the selected manufacturing firms is of utmost importance to human resource management practice.

This study employed explanatory sequential mixed methods research design in providing the required explanations of the mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and organisational performance. A simple random sampling technique was adopted to select respondents for quantitative data collection. A self-reported questionnaire was used as the main research instrument for this study. A total of 350 structured questionnaires were administered, while 315 questionnaires were returned from which three were not properly completed and were discarded. The remaining 312 which constituted an 89% response rate were coded and analysed for this study. Subsequently, six members of the management staff were purposively selected to participate in interviews for qualitative data. Five hypotheses which align with the research questions and objectives were formulated and tested using multiple regression and Structural Equation Modeling (SEM). Qualitative data was analysed utilising NVivo 11. The result of the statistical analysis revealed that there was no relationship between WLBS and employees' job performance in the selected manufacturing firms. This implies that, the WLBS in place at the selected firms did not impact on job performance. The results also showed that there was no direct link between work-family stressors and the selected manufacturing firms' performance. Rather, work-family stressors exert

indirect influence on the selected manufacturing firms' performance through WLBS and work-family satisfaction, indicating full mediation. The managerial implication of this study was drawn from the mediation analysis which illustrated that WLBS and work-family satisfaction mediate the relationship between work-family stressors and manufacturing firms' performance. It is recommended that the manufacturing firms HR operate an inclusive policy in the redesigning of the WLBS by getting the employees involve in the redesign process.

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LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness of Fit Index
AIDS	Acquired Immune Deficiency Syndrome
AMOS	Analysis of Moment Structure
AVE	Average Variance Extracted
BMI	Body Mass Index
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMIN	Minimum Discrepancy Measure
CR	Composite Reliability
CRC	Composite Reliability Coefficients
DF	Degree of Freedom
EAP	Employee Assistance Programs
EFA	Exploratory Factor Analysis
EH	Employees health
EHWP	Employees Health and Wellness Programs
ESRW	Estimated Standardized Regression Weight
EU	European Union
FDI	Foreign Direct Investment
FIW	Family Interfering with Work
FS	Family Stressors
FWA	Flexible Work Arrangement
GDP	Gross Domestic Products
GFI	Goodness of Fit Index
HIV	Human Immune-deficiency Virus
HMO	Health Maintenance Organization
HND	Higher National Diploma
HR	Human Resources

HRM	Human Resources Management
HSS	Humanity and Social Sciences
IBM	International Business Machine
IDC	International Data Corporation
IFI	Incremental Fit Index
ILO	International Labour Organization
IMF	International Monetary Fund
JDI	Job Descriptive Index
JP	Job Performance
KMO	Kaiser-Meyer-Olkin
MAN	Manufacturing Association of Nigeria
MDG	Millennium Development Goals
MSQ	Minnesota Satisfaction Questionnaire
MSV	Maximum Shared Variance
NFI	Normed Fit Index
NHIC	National Health Insurance Council
NLC	Nigeria Labour Congress
OCS	Organisation Commitment Scale
PPMC	Pearson Product-Moment Correlation Coefficient

CHAPTER ONE

NATURE AND SCOPE OF THE STUDY

1.1 INTRODUCTION

The concept of work-life balance and the strategies that are adopted by organisations to address employees' work and family stressors have attracted the interests of researchers and practitioners in human resource management. Work-life balance was hitherto used to denote employees' stressors but later gained widespread usage to construe the dichotomy of two entangled spheres (Sørensen, 2017). Hari (2017) argued that the implied assumption of a trade-off between what commonly became two spheres (i.e., home and work) is achievable. The inability of individuals to achieve work-life balance may result in difficulties in coping with work and family lives (Rao, 2017). Organisational work-life balance strategies (WLBS) are often used to describe measures put in place to help the employees maintain healthy balance in work and family domains (Daverth, Cassell & Hyde, 2016).

Rajan-Rankin (2016), suggests that the work-life balance debate was aimed at explaining a form of global modernity which is viewed as an extension of professionalism and neoliberal employment practices. The dramatic change in the global employment marketplace is propelling the attention accorded to work-life balance (Akter, 2016). Work-life balance strategies (WLBS) are regarded as dominant factors in promoting employees' retention, reduction in turnover and satisfaction with work and family lives (Allen, Shore & Griffeth, 2003; Kaliannan, Perumal & Dorasamy, 2016; Rajan-Rankin, 2016). The effective implementation of WLBS is perceived by many organisations as a robust strategy, which can contribute to the attainment of set goals (Hari, 2017). However, studies have shown that the adoption of appropriate WLBS is a major concern for organisations, policy makers, and the workforce (De Cieri, Holmes, Abbott, & Pettit, 2005; Jenkins, Bhanugopan, & Lockhart, 2016; Yuile, Chang, Gudmundsson, & Sawang, 2012).

Researchers have recognised the significance of human resource management practices at enhancing WLBS, and the promotion of organisational efforts aimed at attracting, retaining and motivating the employees (Chen, Liu, & Yang, 2013). Much of the research efforts have fixated on high commitment HR strategies, which are aimed at helping the workforce to develop prospects in decision-making process and compensation for productivity (Konrad & Mangel, 2000). The issue of work-life has been viewed as strategic

element in the performance of human resource function (Chen et al., 2013; De Cieri, Holmes, Abbott, & Pettit, 2005). Empirical evidence revealed that the availability of WLBS in an organisation do not suggest such strategies are properly implemented and utilised (Pocock, 2005). Fleetwood (2007), points out that current HR practices concerning WLBS are characterised by practices that are not favourable to the employees. The devolution of the HR function to line managers implies that a disparity and inconsistency may arise in the HR strategy formulated at the higher hierarchy of the HR and the actual implementation by line managers (McCarthy, Darcy, & Grady, 2010).

HR managers, whether at senior or supervisory level have a major role to play in the effective implementation of WLBS, as they can encourage or discourage the employees from accessing the WLBS initiatives of an organisation (Chen et al., 2013). Deery and Jago (2015) identified WLB as the vital output of organisational and business qualities. A major determinant of effective implementation of WLBS are HR policies that are supportive of WLBS culture (Deery and Jago, 2015). Russo, Shteigman and Carmeli (2016) argue that supportive HR policies enhance the effective implementation of WLBS. The major obstacle to the effectiveness of WLBS has identified as the lack of direct involvement of senior management members and improper communication to staff members. Largely, the HRM whether at senior managerial or the supervisory level play important role on the effectiveness of WLBS because they may encourage or discourage the employees from utilising the programs (Milliken, Martins, & Morgan, 1998).

1.2 BACKGROUND TO THE STUDY

The spate of urbanisation in third world nations has accelerated since the end of the Second World War, with an expanding section of the urban populace in every nation concentrating at the city centres (Glaeser, 2014). Nigeria is no exemption. Nigeria is a heterogeneous State with over 250 ethnic groups and 503 indigenous languages being spoken in various parts of the country (Adegbija, 2004; Akanji, 2013). The diversity of Nigeria is readily visible in Lagos as the commercial hub of West Africa (Janson 2016; Olajide, Agunbiade & Bishi, 2018).

Lagos Metropolis boasts of the largest and leading banks, sea ports and manufacturing companies in Nigeria. According to Abiodun (1997), various important factors inspired the concentration of manufacturing activities in the Metropolis: First, the presence of the largest seaport which makes the transportation of raw materials to the factory site flexible.

This was particularly significant as a result of the Country's adoption of import substitution strategy as a policy for economic growth, at the inception of independence. Second, there is a good transportation network which links Lagos to other parts of Nigeria. Third, Lagos Metropolis has the largest pool of the skilled and semi-skilled workforce in Nigeria. A study of the manufacturing sector in Nigeria depicts that 70% of Nigeria's manufacturing firms are in Lagos (Olonade & Oyatoye, 2017). Consistent with this argument, Somuyiwa, Fadare and Ayantoyinbo (2015) revealed that Lagos Metropolis is the commercial hub of Nigeria and the financial capital of the country with over 2,000 manufacturing firms and over 200 financial institutions. However, employees in the manufacturing sector are faced with myriads of problems as result of the changing structure of work and family. Increasing globalisation and competitiveness in the labour market has resulted in the distortion of the boundary between work and family (Ali, Malik, Pereira, & Al Ariss, 2017). This results in the inability of the employees to achieve work-life balance.

The adoption of WLBS in manufacturing firms depends on the existence of certain factors within the firms, which may determine the effective implementation of the various elements of the firms' WLBS (Adame-Sánchez, González-Cruz, & Martínez-Fuentes, 2016). The effectiveness of the WLBS in helping employees address work and life stressors which may result in the attainment of employees' WLB in the Nigeria manufacturing firms are questionable. An employee is able to achieve a balance between work and family, if job responsibilities do not infringe on family responsibilities and family responsibilities do not infringe on job responsibilities. Such individual is able to give equal amount of quality time to work and family responsibilities (Doherty & Manfredi, 2006). Mukhtar (2012) argue that organisations which have work-family friendly policies often possess a higher number of satisfied workers. Therefore, a correlation has been established between WLB and job satisfaction (Arif & Farooqi, 2014). Empirical evidence has shown that organisations stand to benefit immensely from an employee that attains balance between work and life (Beauregard & Henry, 2009; Igbinomwanhia, Iyayi, & Iyayi, 2012). However, achieving this balance is still an obscure aim for a lot of employees (Ferguson, Carlson, Zivnuska, & Whitten, 2012).

It is against this backdrop that this study seeks to develop a model to measure the effectiveness of WLBS.

1.3 STATEMENT OF THE PROBLEM

Work and family are the most important interface to most individuals. The place of work has metamorphosed over time to align with new challenges and competitiveness in the global labour market (Abe, Abe, Fields & Idris; Oludayo, Falola, Obianuju & Demilade, 2018). Monitoring the changing nature of work relationship is key to understanding the quality of work and family lives of the workforce (Katz & Krueger, 2016). Scholars have recognised the benefits of providing WLBS to help employees address stressors emanating from work and family domains (Abdullahi, Thomas, & Garba, 2018; Ganiyu, Fields, & Atiku, 2017b; Lewis et al., 2017; Scott, 2012). However, the adoption and effective implementation of WLBS is still a major challenge to many firms globally (De Cieri, Holmes, Abbott, & Pettit, 2005; Mushfiqur et al., 2018).

The work-life debate is a common discourse in developed countries such that appropriate WLBS is provided to ensure employees achieve the right mix between work and family domains (Akanji 2012; Brochard & Letablier 2017; Holtgrewe, 2018). Previous studies have shown that despite the robust frameworks on WLBS in the developed countries, gaps have continued to emerge between the ideal and the actual work-life balance issues owing to the changing structure of work (Akanji, 2012; Baylina et al., 2017; Akanji, Mordi & Ojo, 2015). A recent study conducted by Agba, Nwosu and Innah (2015) revealed that employees in Nigeria are finding it difficult to balance between work and family roles which, is affecting productivity in both domains. Many firms have put in place various WLBS such as parental leave, EH&WP, dependant care, personal development and flexible work arrangement to overcome this challenge. However, the effectiveness of these WLBS in helping employees' cope with work and family stressors are still in doubt (Chimote & Srivastava, 2013; De Cieri et al., 2005; Zheng, Molineux, Mirshekary, & Scarparo, 2015).

Despite the various effort by scholars to study WLBS globally, it is still at a budding stage in many developing countries such as Nigeria, which has been understudied (Adisa, Osabutey & Gbadamosi, 2016; Mushfiqur et al., 2018). Previous empirical studies revealed that the attraction and retention of valued employees in a competitive labour market is a strong motivating factor in the implementation and management of WLBS (Akanji, 2013; De Cieri et al., 2005; Oludayo et al., 2015). Developing and validating a

framework to measure the effectiveness of WLBS is of utmost importance to human resource management practice. The study conducted by Oludayo, Gberevbie, Popoola and Omonijo (2015) in Nigeria, affirm that to achieve effective WLB in Nigeria, it is imperative that organisations promote comprehensive as against individual and isolated WLBS. There is a paucity of studies addressing the effectiveness of WLBS in Nigeria.

The survival and competitiveness of manufacturing firms in Nigeria depends on the the attraction and retention of valued employees (Sirgy & Lee, 2018; Umamaheswari & Krishnan, 2015). Effective implementation of WLBS is considered a viable tool for employees' retention (Umamaheswari & Krishnan, 2015). According to the Nigeria Chamber of Commerce, Industry, Mines and Agriculture (NACCIMA, 2012), manufacturing firms are recording low capacity utilisation in Nigeria due to lack of utilisation of available knowledge which hinders productivity. Previous studies affirm that there is a link between organisational performance, productivity and WLBS (Akanji, 2012; Adisa, Mordi & Osabutey, 2017; Mushfiqur et al., 2018). However, the mediating influences of WLBS and work-family satisfaction on the interplay between work-family stressors and organisational performance have not been fully researched in Lagos, Nigeria.

Exploring the mediating influences of WLBS and WLB satisfaction in the link between work-family stressors and manufacturing firms' performance could contribute to the body of literature in human resource management. In the words of Guest (2002), employees' productivity is a major factor that could be enhanced by organisational WLBS. This study intends to contribute to the existing body of knowledge in the discipline of human resource management by developing and validating a conceptual framework to measure the effectiveness of WLBS concerning selected manufacturing firms in Lagos Metropolis, Nigeria.

1.4 RESEARCH OBJECTIVES

The main objective of this study is to develop and test a conceptual framework to measure the effectiveness of WLBS in selected manufacturing firms, Lagos Metropolis. The specific objectives are to:

- Establish the relationship between WLBS and employees' job performance in the manufacturing sector.
- Examine the influences of work-family stressors and WLBS on the performance of the selected manufacturing firms.
- Investigate the relationship between work-family satisfaction and employees' job performance in the manufacturing firms.
- Determine the relationship between WLBS and work-family satisfaction in the participating manufacturing firms.
- Identify the mediating influences of WLBS and work-family satisfaction in the link between work-family stressors and organisational performance.

1.5 RESEARCH QUESTIONS

The following questions will be answered in this study:

- Is there any relationship between WLBS and employees' job performance?
- What work-family stressors and WLBS impact on the performance of the selected manufacturing firms?
- Is there any relationship between work-family satisfaction and employees' job performance?
- What is the relationship between WLBS and work-family satisfaction?
- To what extent do WLBS and WLB satisfaction mediate the relationship between work-family stressors and organisational performance?

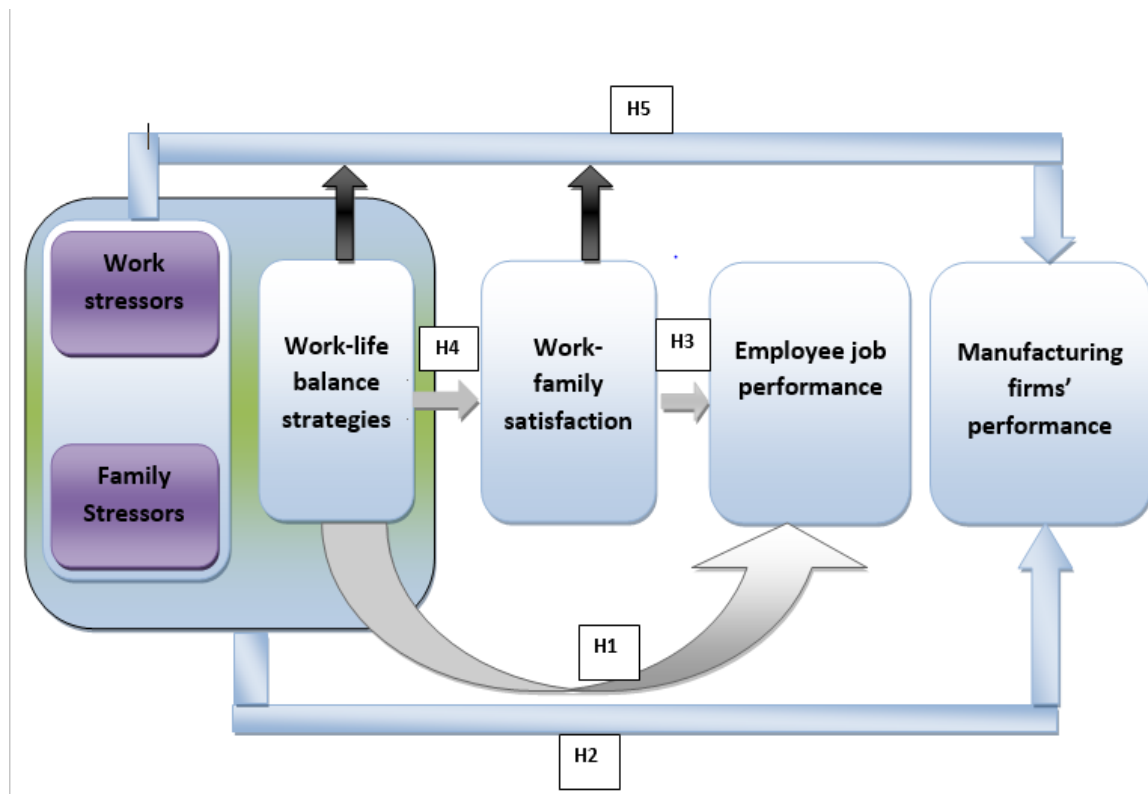


Figure 1.1: A conceptual framework to measure the effectiveness of WLBS

1.6 RESEARCH HYPOTHESES

The following formulated hypotheses will be empirically tested:

- 1.6.1 H1:** A significant relationship will exist between WLBS and employees' job performance.
- 1.6.2 H2:** Work-family stressors and WLBS will influence the performance of the selected manufacturing firms.
- 1.6.3 H3:** A significant relationship will exist between work-family satisfaction and employees' job performance.
- 1.6.4 H4:** There will be a significant relationship between WLBS and work-family satisfaction.
- 1.6.5 H5A:** WLBS will mediate the relationship between work-family stressors and manufacturing firms' performance.
- 1.6.6 H5B:** Work-family satisfaction will mediate the relationship between work-family stressors and manufacturing firms' performance.

1.6.7 H5C: WLBS and work-family satisfaction will mediate the relationship between work-family stressors and manufacturing firms' performance.

1.7 JUSTIFICATION OF THE STUDY

The changing structure of work brought about by globalisation and the competitiveness in the global labour market has resulted in the failure of the workforce to achieve balance between work and family domains (Daverth et al., 2016; Vostal, 2015). WLBS is seen by researchers and practitioners as one the viable HR tools to address the menace of work-life imbalance. Organisations in Nigeria have realised that, the adoption and effective implementation of WLBS offers benefit to all stakeholders in the world of work (Adisa et al., 2016; Amazue & Onyishi 2016; Oludayo et al., 2015). In other words, WLBS presents a win-win situation.

The motivation for this study is categorised into two sections:

- Review of related literature has shown a dearth of studies on WLBS in Nigeria. The majority of the researches conducted in Nigeria focused on WLB and not on WLBS. Also, studies that have been done on work-life balance in Nigeria were mostly qualitative and focused on the service industry, such as financial institutions and telecommunication (Adisa et al., 2017; Oludayo et al., 2015). This study adopted a mixed methods research design with focus on selected manufacturing firms in Lagos Metropolis, Nigeria.
- Unlike the developed countries of the West, WLB is still at a budding stage in Nigeria. As such, no study has developed a model to measure the effectiveness of WLBS in Lagos Metropolis being the commercial nerve centre of West Africa. This study develops and validates a framework to measure the effectiveness of WLBS in selected manufacturing firms, Lagos Metropolis. The developed framework could serve as a template which could be replicated in others sector of the Nigeria economy

1.8 CONTRIBUTION OF THE STUDY

This study intends to make three contributions to HRM. First, it would adopt SEM to test the link among work-family stressors, WLBS, WLB satisfaction, employees' job performance and manufacturing firms' performance (organisational performance).

Previous studies on WLBS in Nigeria did not explore the path analysis of all these constructs using SEM (AMOS) (Akanji, 2013; Akanji, Mordi & Ojo, 2015; Ganiyu et al., 2017b; Oludayo et al., 2015). Second, the efficacy of WLBS in helping employees to address work and life stressors will be established. To achieve this, the researcher will take cognisance of within-domain and cross domain spillover effects of work and life stressors on WLB satisfaction. Third and most significant, a model to measure the effectiveness of WLBS will be developed and tested. The implication for practice will be drawn from the outcome of the empirical analysis.

1.9 SCOPE OF THE STUDY

The scope of this study is limited to two manufacturing firms from which data were collected in Lagos Metropolis. Five constructs were considered in the development of the model to measure the effectiveness of WLBS in the selected manufacturing firms. Work and family stressors are the endogenous variables. WLBS and work-family satisfaction are the two latent variables, while organisation performance is the endogenous variable. The target population are the employees of the selected manufacturing firms. The sampling frame is 508. The quantitative data were collected from the employees using a simple random sampling technique to select 312 respondents, while qualitative data collection was limited to six senior management staff members, justifying the adoption of purposive sampling for sample selection. The findings of this study could be generalised to the manufacturing firms in Lagos Metropolis, Nigeria.

1.10 THE THESIS STRUCTURE

This thesis is structured into eight chapters. The following are the chapters in the thesis.

1.10.1 Chapter one: Introduction

This chapter presents the introduction, which sets the tone for this research. The background of the study and the statement of problem are presented in this chapter. The research objectives, research questions, research hypotheses, the justification and significance of the study are also presented in chapter one.

1.10.2 Chapter two: Nigeria manufacturing sector

This chapter commences the review of related literature. A historical overview of the Nigeria Manufacturing sector is presented. Related literature on the manufacturing sector and sustainable development is also presented in this chapter. Literature on the interplay

between the manufacturing sector and development plans in Nigeria are presented. An extensive literature review on work-life balance (WLB) and WLB in Nigeria are presented in chapter two. The review of literature on WLB in Nigeria is relevant for a clear understanding of the need to adopt effective WLBS to address the stressors emanating from work and family domains.

1.10.3 Chapter three: Work-family stressors and coping strategies

Chapter three presents a comprehensive review of related literature on work and family stressors. The various types of work and family stressors are discussed. Work-family conflict and the dimensions of work-family conflict are discussed. Related literature on coping strategies are also reviewed.

1.10.4 Chapter four: Work-life balance strategies

Extensive review of scholars' view on WLBS are presented in this chapter. Historical background on the development of WLBS are discussed. The types of work-life balance strategies such as flexible work arrangements, employees' health and wellness programs and employee assistance programs are discussed. The various theoretical views on WLBS are also presented. Related literature on the association between WLBS and the concept of workaholism are reviewed. The role of HR in the effective implementation of work-life balance strategies are also presented.

1.10.5 Chapter five: Research methodology

This chapter presented a comprehensive detail of the various methods adopted to achieve the objectives of study. The various philosophical lens with strengths and shortcomings were discussed before adopting pragmatism as the appropriate research philosophy for this study. The research approaches such as deductive, inductive and abductive (integrative) approaches were discussed with a justification for adopting the integrative approach explained. After a careful consideration of the various research strategies, a cross-sectional research design was found appropriate for this study. An explanatory mixed methods research design was adopted with priority given to the quantitative data. The mixed methods research design adopted informed the use of simple random sampling to select respondents for the quantitative data while purposive sampling techniques was adopted to select participants for interview (qualitative data).

The various tools of analysing this data such as SPSS version 25, SEM AMOS version 24 and NVivo 11 for qualitative data were explained in this chapter. The result of data analysis using descriptive and inferential statistics, as well as contents analysis, are presented in the next chapter. The validity and reliability of the research instrument were explained. The limitation of the methodology and ethical consideration of this study were also discussed in this chapter. The next chapter presents the analysis of the quantitative and qualitative data collected.

1.10.6 Chapter six: Data analysis and interpretation of results

This chapter focused on the analysis and presentation of the quantitative and qualitative data collected via a structured questionnaire and semi structured interviews. The demographic data was analysed using descriptive statistics. A Pearson Moment Correlation question was adopted to respond to the research questions. The formulated hypotheses were tested using inferential statistics. Hypothesis one to four were tested using regression analysis. SEM Amos version 24 was used to test hypotheses five. The qualitative data was analysed using NVivo 11. The outcomes of the qualitative data analysis were compared with the quantitative data analysis for methodological triangulation.

1.10.7 Chapter seven: Discussion of findings

A detailed discussion of the research findings in line with the research questions, objectives and hypotheses were presented in this chapter. The discussion of findings was based on the outcome of the statistical analysis presented in the previous chapter. The research findings revealed that there was no relationship between WLBS and employees' job performance in the selected manufacturing firms. However, work-family stressors and WLBS were found to predict the performance of the selected manufacturing firms. Also, a statistically significant relationship was found to exist between work-family satisfaction and employees' job performance. This study also found that a significant relationship existed between work-life balance strategies and work-family satisfaction. The mediating influences of WLBS and work-family satisfaction in the link between work-family stressors and manufacturing firms' performance were established. The justification of the theoretical framework to the research findings was also discussed in detail. The next chapter will focus on the summary, recommendations and conclusion of this research.

1.10.8 Chapter eight: Summary of findings, recommendations and conclusion

This chapter presents the conclusion and recommendation of this research. The general overview of the thesis chapters is also presented. Also, the research findings, recommendations, contribution of the research to knowledge, the limitation of the study and suggestions for further research are presented in this chapter.

1.11 CHAPTER SUMMARY

The chapter presented the view of scholars on the dichotomy between work and family domains and the challenges of achieving a balance between the two domains. The major challenges to the effective implementation of WLBS were identified as the lack of direct involvement of senior management members in the communication and implementation process. The role of human resources management practices in the effective implementation of WLBS to address work and family stressors was discussed.

Background information on Lagos Metropolis as the commercial hub of Nigeria and the emergence of work-life balance practices in Nigeria was also presented in this chapter. This was followed by the statement of the problem, which revealed the dearth of studies on WLBS in the Nigeria manufacturing firms. The research objectives, research questions and hypotheses were also presented in this chapter. The justification of the study, significant contribution of the study, scope of the study and the thesis structure were presented in this chapter.

The next chapter presents in detail, an overview of the Nigeria manufacturing sector. Overview of Work-life balance and work-life balance from Nigeria context are also presented in the next chapter

CHAPTER TWO

NIGERIA MANUFACTURING SECTOR

2.1 INTRODUCTION

Nigeria is the most populous country in Africa with a population of over 170 million people (Adedini, Odimegwu, Imasiku, & Ononokpono, 2015; Sklar, 2015). The country located in West Africa emerged as the largest economy in Africa in 2014 with a Gross Domestic Products (GDP) of over US\$500 billion (Odubajo & Akinboye, 2017; Ogunnubi, 2017). The Economic influence of Nigeria in the West Africa sub-region is traced to the presence of her commercial banks propelling commercial activities in the sixteen countries of the region, and the Lagos Stock Exchange as a major financial trading stock exchange (Olugbenga & Grace, 2015). Nature has endowed Nigeria with rich human and natural resources. Nigeria discovered crude oil in 1956 and began to focus less on the development of the other sector of the economy such as the the manufacturing and agricultural sectors, which could bring about the much-needed rapid industrialization (Adeusi & Aluko, 2015; Onoh, 2017). Nigeria is the 14th largest oil producing Nation globally producing over two million barrels of crude oil per day and the 6th largest exporter of oil among the Organisation of Petroleum Exporting Countries (OPEC) (Griffin & Teece, 2016; Knothe, Krahl, & Van Gerpen, 2015; USDS, 2015). The oil and gas sector account for over 85% of the Nation's GDP while the industrial and manufacturing sector contribute 6% and 4% respectively (Chete, Adeoti, Adeyinka, & Ogundele, 2016).

The manufacturing firms in Nigeria are confronted with many challenges, which has resulted in a slow pace of development in the country's pursuit of economic diversification (Bernard & Adenuga, 2016). Most of these challenges arise as a result of the unfavourable nature of the Nigerian business environment (Ehie & Muogboh, 2016). The lack of infrastructural facilities, especially stable power supply (electricity) contribute immensely to the high operating costs of the manufacturing firms (Adewunmi, Omirin & Koleoso, 2015; Rahimian, Goulding, Akintoye & Kolo, 2017).

This chapter reviews related literature on the manufacturing sector. An historical overview of the manufacturing sector in Nigeria with special reference to Lagos Metropolis is examined. The major challenges confronting the sector are reviewed. Related literature on sustainable manufacturing is also examined, and the influence of the various development

plans of successive government in Nigeria on the manufacturing sector development are discussed.

2.2 HISTORICAL OVERVIEW OF THE MANUFACTURING SECTOR IN NIGERIA

Manufacturing activities is traced to the nineteenth century industrial revolution in Europe (Harley, 2018; Yao & Lin, 2016). This period marked the beginning of a new order in economic growth and development in the Western world (Harley, 2018; Hartwell, 2017). The manufacturing sector is viewed as the engine room of industrialisation around the world (Mike, 2010). Governments in developing countries of Africa see the sector as a springboard of modernisation with a knack of creating employment for the people (Tybout, 2000). A study conducted by Newman, Page, Rand and Shimeles (2016) revealed that, between 1992 and 2012, one third of the global manufacturing output were produced in the developing countries of Asia and Africa with China leading the pack. Corroborating the study, Balchin, Gelb, Kennan, Martin, te Velde and Williams (2016), argue that output, employment and foreign direct investment (FDI) in the manufacturing sector since 2005 in Sub-Sahara Africa have increased. The researchers revealed further that new opportunities are emerging in manufacturing subsector such as textiles, agro-allied, automobiles and consumer goods. The same cannot be said of the manufacturing sector in Nigeria. Despite the enormous potential in human and natural resources, various impediments such as corruption, inadequate power supply, high energy costs, an inconsistent regulatory and legal environment, insecurity and ineffective judicial system have continued to plague development of the manufacturing sector in Nigeria (USDS, 2015). A study Raphael and Gabriel (2015) revealed that listed manufacturing companies with the Manufacturers' Association of Nigeria (MAN) has continued to drop, from 4,850 in the 1980s to 2000 in 2010. Raphael and Gabriel (2015), further argued that capacity utilisation of the sector dropped from 70.1% in 1980 to 52.8% in 2005 and 48.0% in 2009.

It is argued that hardly can any nation experience meaningful economic development without a strong and vibrant manufacturing sector (Emmanuel & Oladiran, 2015). This is because the sector is noted to contribute in no small measure to the economic growth and development of most countries of the world (Maiyaki, 2013). Sola, Obamuyi, Adekunjo and Ogunleye (2013) explained that the sector is very relevant to the development of all countries especially the developing countries of Africa. The presence of thriving manufacturing sector ensures the growth of an economy through the production of quality

goods for local consumption and export to earn foreign revenue (Okoiye, Onah, & Atsaka, 2015).

The manufacturing sector in Nigeria has a chequered history. The sector has continued to evolve through different stages before the country attainment of independence in 1960 to the present day (Maiyaki, 2013). Before independence, the manufacturing sector focus was characterised by agricultural production for local consumption and export (Mike, 2010). During this period, raw materials were produced for foreign companies while the finished products were imported for local consumption. Mike (2010), further explained that the post-independence Nigerians witnessed an emphasis on rapid industrialisation in the policy framework of the government. Import substitution strategy was introduced to encourage local production of imported goods. The strategy consolidated in Nigeria's second National Development Plan period of 1970 to 1974 which was the period the country was experiencing boom in the oil and gas sector (Sola et al., 2013). The oil boom of the era attracted many investors globally as there was an increase in foreign direct investment. The gross domestic product (GDP) from the sector increased from 3.2% in 1960 to 9.5% in 1975 (Mike, 2010). However, the collapse of the global oil market experienced in the early 80s led to a downward trend in the foreign exchange earning of Nigeria with adverse effect on the manufacturing sector (Mike, 2010; Sola et al., 2013). The negative trends in oil revenue and the currency exchange rate between 1982 and 1986 necessitated the rationing of foreign exchange among manufacturing firms (Mike, 2010). The reason for this is alluded to the neglect of the manufacturing and agricultural sectors because of the discovery of crude oil in commercial quantity. The fluctuation in the global oil market often impact on the economy of Nigeria due to the country's over reliance on crude oil as the main source of revenue.

According to MAN (2009), the manufacturing sector has continued to fall short in the expected projection of 18% contribution to GDP by the Federal Government of Nigeria in the year 2008 to 2009. Between year 2000 and 2008 alone, an estimated 820 manufacturing firms liquidated or suspended operation (MAN, 2009). Ehie and Muogboh (2016) affirm that, the annual earnings of the sector to the GDP from the last decade stood at 4% compared to the 46% of the developing countries of Asian-pacific. The prospect of the manufacturing industry to generate employment for the army of unemployed youths in the country has not been fully explored. Also, the projection by the Manufacturing Association of Nigeria (MAN) of 18% contribution of the sector to the country's GDP has not been

attained. The lack of appropriate laws to control the importation of goods into Nigeria has made the country a haven for the dumping of low-quality imported goods with cheaper prices (Ehie & Muogboh, 2016). To a large extent, this has resulted in the low capacity utilisation of the manufacturing sector.

The policy thrust of government in the twenty-first century is the pursuance of industrialisation through continuous development in science and technology, product development, improvement in quality and quantity of manufactured products, the production of products which can produce other products and building manufacturing sector that can withstand competitiveness (Eneh, 2011). This policy thrust can be enhanced by building a sustainable manufacturing sector.

2.3 MANUFACTURING SECTOR: A PANACEA FOR SUSTAINABLE DEVELOPMENT IN NIGERIA

The concept of sustainable development has attracted the interest of scholars globally. Sustainable development was originally traced to the Brundtland Commission in a report titled “*Our Common Future*”; which was published by the World Commission on Environment and Development (WCED) in 1987 (Barkemeyer, Holt, Preuss, & Tsang, 2014; Garetti & Taisch, 2012). Since the publication by the WCED, attempts have been made by scholars to define the concepts taking a cue from the original work. However, most of the definitions put forward are arguably not as detailed as the original one because, they do not capture the comprehensive meaning of the concept, as propounded by the Brundtland Report (Barkemeyer et al., 2014). The seminally defined version is (Brundtland, 1987 p.41):

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- *the concept of ‘needs’, in particular, the essential needs of the world’s poor, to which overriding priority should be given; and*
- *the idea of limitations imposed by the state of technology and social organisation on the environment’s ability to meet present and future needs”.*

The concept of ‘needs’ as used in the definition referred to as the needs of the downtrodden, the wretched or poverty-stricken populace to whom priority should be

accorded. This definition of sustainable development is still very much relevant in the twenty-first century as scholars, organisations and government still refer to the two basic concepts. According to Garetti and Taisch (2012), several international organisations such as International Monetary Funds (IMF), European Unions (EU) and United Nations Organisations (UNO) have funded research on sustainability relating to the manufacturing sector.

As business entities, the manufacturing firms in Nigeria operate in the country's business environment. Kobrin (1976) defines business environment as totality of the conditions that affect the operations of a business in a country. These conditions include political, economic, policy, social and climate. A study revealed a significant relationship between a business environment and the strategy adopted by manufacturing firms to carry out their operation (Prajogo, 2016). The environmental factors in the developing countries of Africa may vary from what is obtainable in Europe and developed countries of North America. Europe and North American are more industrialised and are noted to have more robust policies for sustainability of the manufacturing sector (Lee, 2009; Prajogo, 2016).

The manufacturing sector is linked to sustainable development as the engine room of economic growth and the springboard of economic development globally (Kirkby, 2018; Sauv e, Bernard & Sloan, 2016; Yi, 2015). It is the dominant sector in developed countries of the West and, the developing countries of Sub-Sahara Africa and Asia. For instance, empirical evidence revealed that the manufacturing sector in Europe is a major employer of labour with the creation of 34 million jobs representing 70% of all jobs and contributing 22% to the GDP (Bueno, Girot & Guti errez-Orrantia, 2017; Sautter, 2016). A study conducted by Sola et al. (2013) in Nigeria also revealed a positive correlation between manufacturing sector performance and capacity utilisation. This evidence stems from the view that, manufacturing goes beyond the transformation of primary product to finished goods, but substantially contribute to the world economy (Garetti & Taisch, 2012).

The opportunities in the manufacturing sector is limitless as more innovation will continue to emerge through ground breaking inventions (Gebauer, Ren, Valtakoski, & Reynoso, 2012). The manufacturing sector is regarded as the productive sector in any economy. For the sector to achieve sustainable development, all hands must be on deck in providing business support to the manufacturing firms. According to Oginni and Adesanya (2013), firms operate in complex environments in which there are interplay of networks of

relations, between human and material resources as well as other systems. As such, for an organisation to thrive and stay competitive, it needs the support of other institution and factors.

Manufacturing activities are linked to modern inventions which make life worth living (Harley, 2018; Yao & Lin, 2016). The various means of transportation, food production, the development in science and technology are linked to sustainable development which is an offshoot of manufacturing. This brings to fore, the impact of manufacturing on the ‘environment’ which is the second key concept of the Brundtland definition. Manufacturing firms have become conscious on the impact their productive activities have on the environment. In the words of Zirra (2015), as society continue to develop, environmental issues are increasingly given attention. The researcher explained that all productive and social activities irrespective of the sector must take cognisance of the impact they have on the environment thereby developing action plans to curtail the negative outcome and eliminate the source that gave rise to them. This realisation stimulated global efforts to curtail unbearable level of environmental degradation (Eneh, 2011). Mangra, Cotoc, and Trăistaru (2014) suggest effective application of environmental management system as one of the viable ways of ensuring sustainable manufacturing sector. The researchers explained that environmental management system can ensure sustainable manufacturing activity if it is implemented with concepts such as:

- the design of products for an environment that put into consideration, the products life circle
- cost implication of the products to the environment
- complex systems of integrated management (environment-quality, environment-energy, security-environment)
- eco-marking of the products

The manufacturing sector in Nigeria operates under a harsh business atmosphere as virtually all firms are forced to generate electricity for their operation. This is as a result of the poor infrastructure which has taking its toll on the electricity supply in Nigeria. The finding of a study conducted by Oseni (2011) on the power sector in Nigeria revealed that the sector is underperforming, and there is an urgent need for a policy towards achieving quality and functional power supply that can meet the demands of the people. The manufacturing and other sectors of the economy rely on generating plants to power their

business operation. The carbon monoxide flared from the generating plants is contributing to global warming and environmental degradation. Scientists have warned over time that global warming occurs as a result of human activities on the surface of the earth. The idea whereby manufacturing firms rely on generating plants to power their operation aggravate the negative effect on the environment. Bernard and Adenuga (2016) argued that the manufacturing sector in Nigeria cannot sustain economic development with the present reality, but the sector has potential as Nigeria has the largest market for manufactured goods in Sub-Sahara Africa with a population of over one hundred and sixty million people. Consistent with this argument, Oyedepo (2014), identified energy (electricity) as a critical factor in the realisation of the Millennium Development Goals (MDGs). The MDGs includes poverty eradication, universal basic education, gender equality, reduction in child and maternal mortality, eradication of diseases in all forms and environmental sustainability.

Linking sustainable manufacturing to the concept of sustainable development will help to address the second key concept of the Brundtland report. Garetti and Taisch (2012, p. 85), defined sustainable manufacturing

“as the ability to smartly use natural resources for manufacturing, by creating products and solutions that, thanks to new technology, regulatory measures and coherent social behaviours, are able to satisfy economical, environmental and social objectives, thus preserving the environment, while continuing to improve the quality of human life.”

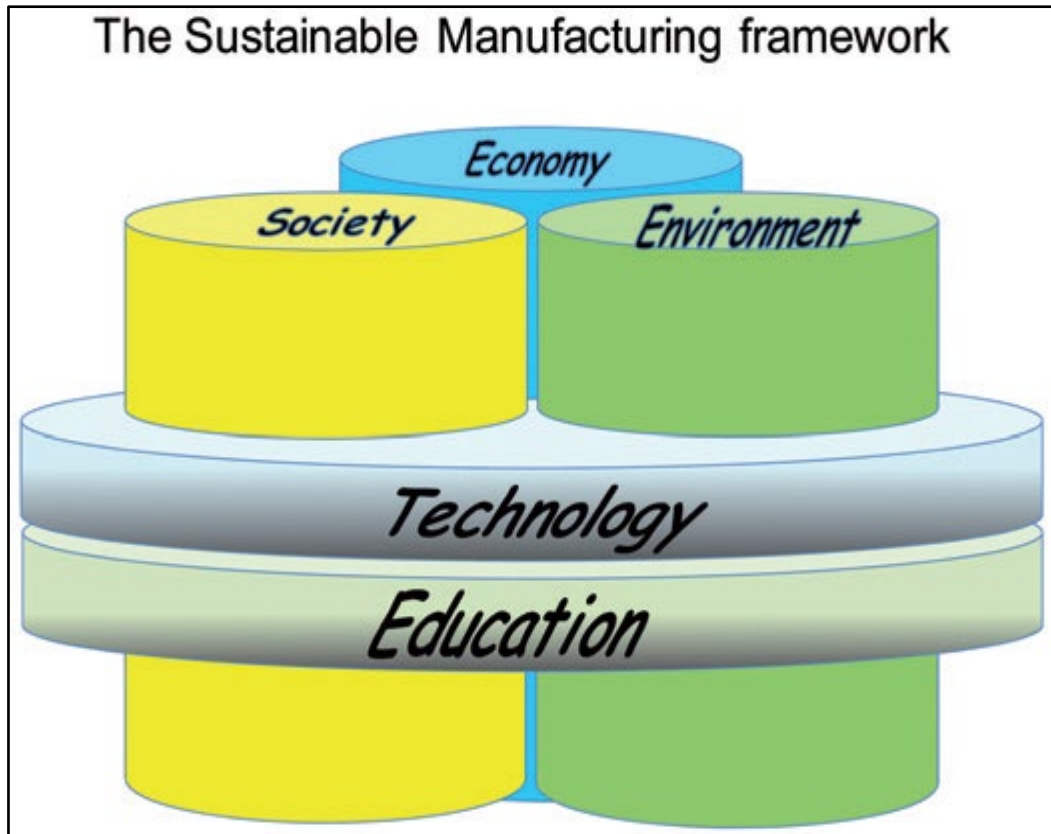


Figure 2.1: Sustainable Manufacturing Framework

Source: Adopted from Garetti and Taisch (2012)

Environmental issues are not just the concern of humanity but affect all living and non-living creatures. The debate over sustainable manufacturing points to the fact that, the technologies employed in production process should be eco-friendly and should have no negative drawback on the environment. One of the greatest issues that poses a challenge to the manufacturing sector globally is on how to curtail the adverse effect of the processes of production to safeguard the environment. According to Eneh (2011), the United Nations Conference of 1992 on environment and development (also known as Earth Summit) provided an action plan for sustainable development. This plan forms the nucleus of environmental policies in countries across the world. For the manufacturing firms to achieve sustainability, reduction in emission should be incorporated into the corporate objectives. In essence, as manufacturers aim at meeting the needs of the stakeholders through product quality and profitability, effort should be made at protecting the environment in the production processes. This is what Mangra et al. (2014, p. 3) referred to as “*green product*”.

As there has been much debate over sustainable development concerning the environment, debate has been rife over sustainable human resource management (HRM) practices (Kossek, Valcour & Lirio, 2014; Rao, 2017). Sustainable HRM practices develops positive social relationship at work and enhances performance, by promoting team spirit among the workforce towards the attainment of common purpose. Kossek et al. (2014 p.298) refer to sustainable workforce as “*one where the work environment is caring and supports employee wellbeing*”. Sustainable development can occur when employees can achieve balance between work and family domain (Rao, 2017). This is because organisational survival depends on the optimal functionality of its employees. Therefore, sustainable development could best be achieved through high performing manufacturing firms, which in turn rely on the commitment and productivity of the workforce (Rao, 2017).

2.4 MANUFACTURING SECTOR AND DEVELOPMENT PLANS IN NIGERIA

Development plans remain key to the economic growth and development of every nation. Jhingan (2005, p. 489) defines development plans as “*deliberate control and direction of the economy by a central authority to achieve definite targets and objectives within a specified period*”. They are necessary tools used by government and corporate bodies to set development agenda via effective direction and control (Marcellus, 2009). Development planning arise as a result of scarcity of resources. Development planning in Nigeria is traced to the colonial era in 1946 when an attempt was made to launch manufacturing activities in the country through a development plan (Anah, 2014). According to Ilori, Adeniyi, Oyewale, Sanni, and Irefin (2002), manufacturing activities during this period revolved around the extractive industry, such as the production of palm oil from palm kernel. The researchers further explained that manufacturing activities later moved into the production of primary products to semi-finished goods for the sole purpose of export to European markets. This development plan was truncated in 1951 as a result of Nigeria adoption of a Federal system of government. According to Anah (2014), the development plans of the colonial era has been criticised for not involving the people of the colony for which the plans were initiated. More so, the centralisation of the development plans could not be sustained as a result of Nigeria adoption of the Federal system of government. But the central and regional government continued to use it as a policy framework until the first National Development Plan was launched in 1962.

The first National Development plan was a six-year plan that was meant to terminate in 1968. It was a synergy between the federal and regional governments with a support from

public and private sectors (Ibietan & Ekhosuehi, 2013). The plan was a reflection of Independent Nigeria as it was expected to replace the development plans of the colonial era. A detailed study of the previous development plans, the financial situations of the public and private sectors were carried out to avert balance of payment crisis. The focal point of the First National Development Plan was to raise the standard of living of the people. The government aimed to achieve this by ensuring a minimum of 4% growth rate of the economy. The First National Development Plan was said to lay the foundation for Nigeria economic growth. The plan was the springboard of Nigeria attainment of industrialisation through its projection that brought about the construction of the Niger Dam, the Port Harcourt Refinery and the Niger Bridge. The Nigerian Security and Minty Company, the Jebba Paper Mill and the Bacinta Sugar Mill were manufacturing companies that were established as part of the projection of the First National Development plans of 1962. The major criticism of the First National Development Plan was that it focused majorly on the public sector while the private sector only had a marginal role which failed to harness the potentials of the private firms' contribution to economic growth (Ibietan & Ekhosuehi, 2013). The coup-de-tat of 1966 which culminated in the civil war of 1967 to 1970 brought the development plan to its end (Anah, 2014).

The Second National Development Plan came into effect after the civil war in Nigeria (1970-1974). It was during this period that the country was making huge earnings from the sale of oil as a result of the "oil-boom" of the era. The major objective of the Second Development Plan was reconstruction (Ekundayo, 2015). Reconstruction was necessitated to correct the destruction to lives and properties brought about by the civil war. This plans also took cognisance of the need to address the shortcomings of the First Development Plan. As a result of this, input was welcomed from the people and agencies of government. It was during this plan period that the Military regime of the era promulgated a decree known as Nigerian Enterprises Promotion Decree to increase the ownerships of Nigerians in some foreign owned companies (Ibietan & Ekhosuehi, 2013). Full foreign ownership of companies was discouraged as private individuals and government bought shares in companies that were hitherto owned by foreign investors. The Second National Development Plan had to be extended till 1975 as a result of difficulties in implementation.

The Third National Development Plan covered the period 1975 to 1980. The five-year development plan was also within the period Nigeria was experiencing an 'oil-boom'. The development plan is acclaimed to be more ambitious than the previous one as it

incorporated some of the objectives of the second development plan (Ibietan & Ekhosuehi, 2013; Lawal & Oluwatoyin, 2011). The main focus of the Third Development Plans was to enhance the people's standard of living through the provision of rural electrification, free universal basic education, the revamping of the agricultural and manufacturing sectors. The Third National Development Plan had a positive effect on Nigeria's quest for economic growth. GDP improved with a growth rate of 5% per annum with the manufacturing sector recording the highest contribution to the GDP with a yearly growth rate of 18.1% per annum (Eneh, 2008).

The Fourth National Development Plan, unlike the preceding plan, was formulated by democratically elected government. It covered the period 1981 to 1985 which coincided with the global economic recession, necessitating urgent stabilisation measures in 1982 (Chete et al., 2016). The development plan was aimed at consolidating the Third National Development Plan. The objectives of the previous plan were retained in the new plan with an investment projection of N82 billion and an annual GDP growth rate of 7.2%. According to Ibietan and Ekhosuehi (2013), the objectives of the plans aimed at the development of the manufacturing sector included:

- The promotion of export driven manufacturing companies
- Local sourcing of raw materials for manufacturing
- The promotion of small and medium scale enterprises
- Investment in science and technology

The above objectives were formulated to enhance capacity utilisation of the manufacturing sector to reduce the high level of youth unemployment in the country. However, a decline of 26% in manufacturing output was recorded in 1983 (Forrest, 1993). The decline result in the closure of some manufacturing firms and loss of jobs. The decline in manufacturing output was linked to the indiscriminate issuance of import license to some unscrupulous investors who used the country as dumping ground for foreign manufactured goods (Adeoti, 2017; Chete et al., 2016; Ehie & Muogboh, 2016).

2.4.1 Structural Adjustment Programme

The Structural Adjustment Programme (SAP) was introduced in 1986 to cushion the effect of the economic downturn through the revitalisation of the manufacturing sector (Loto, 2012). The foreign exchange market was liberalised to make the manufacturing sector competitive through domestic sourcing of raw materials, coupled with the introduction of

monetary and fiscal incentives to ensure this (Imoughele & Ismaila, 2014; Loto, 2012). SAP was aimed at reducing Nigeria excessive reliance on crude oil as the main source of revenue by promoting other sectors of the economy, particularly the manufacturing sector (Sola et al., 2013). According to Chete et al. (2016), the SAP which was introduced by International Monetary Funds (IMF) in Nigeria as a stabilisation policy, has the following as the main objectives:

- Currency devaluations
- Real cuts and reorientation towards agriculture in the government budget
- Reorientation of public expenditures in the productive sectors towards rehabilitation and maintenance
- Increased taxes on consumer goods
- Holding nominal wages fixed and/or raising them by significantly less than required to make up the effects of inflation
- Liberalisation of the import regime
- Substantially raising nominal producer prices for agricultural cash crops to limit real declines
- Reduced price controls
- Increased competition and flexibility in agricultural marketing
- Privatisation of government assets and concentrated efforts to raise efficiency in remaining government institutions

The views on the impact of the SAP on the manufacturing sector has been diverse. The trade liberalisation exposed the manufacturing firms in the Country to unfavourable competition from imported goods with lower prices (Okome, 2013). The reduction in tariffs on imported finished goods at the expense of raw materials for locally manufactured goods enhanced the dumping of goods to the local markets in Nigeria. The productive capacity of manufacturing firms that relied on the foreign sourcing of raw materials were subsequently reduced as a result of the exposure to foreign competition. The negative impacts of the SAP were felt more by the textiles and automobiles subsectors as most had to close shops. The devaluation of local currency also eroded the people's standard of living with adverse effects on their purchasing power. However, emerging manufacturing firms which source raw materials locally were able to compete with foreign manufactured goods.

The harsh business environment the manufacturing firms in Nigeria operate from, place more burden on the employees. The employees are given more workloads to meet up with production deadline and output. The workloads often require employees to work extra hours to meet up with production demands. Overtime work is a common trend in the manufacturing sector. The workload and work hours in the manufacturing firms have been noted to have adverse effect on the ability of the employees to achieve work-life balance (Abdulraheem, 2014; Ganiyu et al., 2017a).

2.5 WORK-LIFE BALANCE

Work-life balance is a complex phenomenon that has constantly continue to spark the interest of scholars worldwide. There is no consensus among researchers as to the origin of work-life balance. Pradhan, Jena and Kumari (2016), argue that the concept of work-family balance emerged in the 1970s in Britain to denote to the capacity of individuals to cope with work and family responsibilities. Munn and Chaudhuri (2016) traced the origin of the concept of work-family in the United States to the 1970s when Kanter (1977) saw the benefits for organisational incorporation of policies to address the work and family life of employees. The scholars argue that the term work-family later metamorphosed to work-life to ensure the inclusiveness of all employees irrespective of the level of family responsibilities. Researchers are increasingly moving away from the notion of Work-family balance, replacing it with ‘work-life balance’ in recent years (Deery & Jago, 2015; Munn & Chaudhuri, 2016; Pradhan et al., 2016). In scholarly articles, work is mostly referred to as paid employment while life is referred to as everything outside of paid employment with emphasis on family ties (Akanji & Ojo, 2015).

The notion of ‘family’ as used in the work-family debate includes extended relatives, parental obligations, same sex relationship, relationship with friends, other community and support network (Amazue & Onyishi 2016). However, while many authors in the twenty-first century prefer to use work-life balance, others prefer to stick to the traditional concept of work-family balance. The use of work-family balance stem from the view that to many individuals, work and the nuclear family are the two domains that required a great deal of attention and are also prone to conflict (Kossek et al., 2014). Kaliannan, Perumal and Dorasamy (2016) argue that work-life balance is the dividing line between work and life by which a separation is ensured in a person’s career and other aspect of the person’s life. Therefore, many scholars and practitioners perceive work-life balance as an important measure of promoting employee commitment and satisfaction with work.

Globalisation and competitiveness have brought to the front burner the issue of work-life balance. Work-life balance is generally viewed as the absence of conflict between work-life and family-life (Pradhan et al., 2016). Organisations globally have realised that, for them to stay competitive, work-life balance can be used as a measure to attract and retain skilled workforce. However, the concept of balance and organisational adoption of WLBS varies from individual to individual and organisation to organisation. As Andysz, Jacukowicz, Stanczak, and Drabek, (2016) put it; what constitutes balance is subjective and depends on various factors which includes values, time and individual perception of balance. The authors argue that individual may still be able to achieve a balance between work and family irrespective of the inequality in time and energy given to the two domains. Organisations perceive work-life balance as an avenue to achieve a healthy balance for employees' work and family lives (Daverth et al., 2016). WLBS are implemented to enhance employees' productivity and commitment which can have a positive impact on organisations' bottom-line.

Work and family are the utmost vital facets of an individual as both domains are interconnected (Saleem 2015). These two domains are such that a deficiency in one could spillover to the other. The harsh economic reality in Nigeria resulting in downsizing by the private sector coupled with the high unemployment rate and job insecurity has increased the level of stressors experienced by employees in the country. The emergence of dual earners family and the 'breadwinner' syndrome brought about by the family system in Nigeria is a contributory factor to the stressors emanating from the family domain. The imbalance in work and family domains leads to conflicting outcomes (Amazue & Onyishi 2016; Armstrong, Atkin-Plunk & Wells 2015). A conflict because of the imbalance results in stressors. Employees experiencing stressors are less satisfied with the job roles with adverse effects on productivity and turnover intention.

Sørensen (2017), argues that the work-life debate is embedded on the assumption that an individual has choice and responsibility that tend to be gender neutral. This gender neutrality feature of work-life balance tends to enhance inequality. Similarly, Rajan-Rankin (2016 p.228) posits that "globalisation and the emergence of the new economy have posed particular tensions in the reconciliation of work and family life, against the background of often contradictory cultural discourse." This is why the European Commission initiated a policy to fill the gender gap challenge of work-life balance to ensure nursing mothers can achieve balance between work and parental responsibilities

(Bouget, Spasova, & Vanhercke, 2016). Pandita and Singhal (2017) argue that the rising diversity in family and work-life indicate the need for HR practitioners to have a clear understanding on how the dynamics can impact on employees' work-life balance and subsequently devise a means to help employees achieve a balance of work and family irrespective of their gender.

2.6 WORK-LIFE BALANCE IN NIGERIA

The concept of work-life balance emerged from the developed countries. It is not surprising therefore that major studies on work-life balance are based on Western contexts (Buchheit et al., 2015; Direnzo, Greenhaus & Weer, 2015; Wayne et al., 2017). Corroborating this argument, Rajan-Rankin (2016) points out that context is important to be able to put in perspectives, WLBS and initiatives within national context and to properly problematize the significance of such discourses within wide-ranging socio-economic milieus. The researcher further explained that globalisation and the emergence of new countries in the economic power blocs have created a stretch between work and family domains such that it has become problematic to reconcile the two domains. The findings of the study conducted in Nigeria by Akanji (2013) revealed that macro-economic factors of any national contexts are key drivers that can impact on the effectiveness or ineffectiveness of WLBS at individual and organisational levels. In other words, the environmental superstructure in Nigeria is not disposed to work-life policies, hence, the reason for the lackadaisical posture of organisations in the implementation of effective WLBS (Akanji, 2013).

The concept of a balance between work and life is still at a budding stage in Nigeria. Although most manufacturing firms in the country are conscious of the need to adopt WLBS as part of the overall organisational HR strategy to attract, retain and motivate employees as employers of choice. Evidence from a field survey revealed that the availability of some policies of WLB does not mean the accessibility and usage by the employees. Akanji (2013) posits that the lack of an institutional support system, neglect of culture that promote WLBS and lack of appropriate policy framework are some of the factors that propel organisations in Nigeria to circumvent the ideals of WLBS. The availability and effective use of WLBS to address employees' work and family stressors is germane to achieve satisfaction with work and family lives.

The concept of work-life balance stems from the view that every individual deserves to have a good life in which time and energy use at work does not encroach on quality time the individual spends on non-work activities. A life with a balance is seen as an ideal life by most practitioners and scholars in HRM. However, work-life balance has been regarded as unachievable, as it is not possible for individuals to be able to divide time and energy equally between work and non-work activities. Kulkarni (2013), argues that the conflicting demands of work and family responsibilities have made it difficult to have quality work-life and quality time to spend with family. MacInnes (2006), affirmed that the conceptual meaning of work-life balance undermines policy relevance and analysis that may be arrived at, in that the debate on work-life balance has extensive appeal and practical application which may contradict the policy objectives of managements.

Abdulraheem (2014), in his study titled “*the changing nature of work in Nigeria Higher Institutions*” concludes that the inability of employee to achieve a balance between work and family is one of the major factors that hinders employees’ performance and productivity. Studies conducted in Nigeria have established that work-life imbalance can contribute to negative outcome such as labour turnover, absenteeism, dissatisfaction with adverse effect on organisational productivity (Akanji, 2013; Ganiyu et al., 2017b; Genty, Bankole & Saka, 2017). The onus rests on government and employers of labour to give work-life balance the attention it deserves through the formulation and effective implementation of policies that will see that organisations incorporate WLBS in their HR policies.

This study aims at developing and validating a conceptual framework to measures the effectiveness of WLBS in the Nigerian Manufacturing sector. A critical review of extant literature on work-family satisfaction is appropriate to be able to establish the link between WLBS and work-family satisfaction and other major constructs such as work stressors, family stressors and WLBS which are discussed in detail in chapter three and four to achieve this.

2.7 WORK-FAMILY SATISFACTION

Stating that work and family are regarded by many as the most important domains is stating the obvious. The work-life debate has encouraged many researchers to study the link between work and family satisfaction. Valcour (2007 p.1512), defined work-family satisfaction as “*an overall level of contentment resulting from an assessment of one’s*

degree of success at meeting work and family role demands". The researcher in his definition does not take cognisance of the effectiveness of WLBS as factors to achieving work-family satisfaction. Availability and effective implementation of WLBS lead to activities that promote employees' satisfaction with work-family life, thereby enhancing performance. An empirical study revealed that work-family satisfaction has additive effects on individuals' perception of quality life, contentment and satisfaction with family (Greenhaus & Powell, 2006).

In essence satisfaction with work-family life is an attitude, which can be enhanced by how well organisations can implement WLBS. The finding of the study conducted by Pattusamy and Jacob (2016) shows that satisfaction with work and family life can be enhanced through WLBS. Thus, workers' satisfaction and welfare both in and out of workplace could best be connected to human resource management practices in the context reciprocal benefits system (Guest, 2002). Satisfied workers have a positive assessment of their work, as a result of observation and emotional involvements in the work process (Sudha, Sheriff & Taqui Syed, 2014). The prospect of corporate creativity hinges on the extent of employees' satisfaction with work and family life.

Satisfaction with work and family lives play an important role in individuals functioning as they both influence work-family conflict (WFC) (Ganiyu et al., 2017a; Kula, 2017). Consistent with this finding, previous studies revealed that satisfaction with work and family influence WFC among the workforce (Namayandeh, Juhari, & Yaacob, 2011). Work-family satisfaction is made the focal points of studies which aimed to establish how the unique features of each domains, such as work stressors and family stressors influence satisfaction in the other domain (Turliuc & Buliga, 2014). Turliuc and Buliga (2014), argue that individuals place more value to a domain that enhances proper functioning within the other domain. The authors explained further that satisfaction with family life have the tendencies to enhance family and work transference of skills such that abilities learnt in the family domain can assist individuals in planning time at the workplace, cope with work stressors, improve communication with colleagues at work and enhance flexibility concerning work responsibilities.

Haar, Russo, Suñe and Ollier-Malaterre (2014) investigated the outcome of WLB on satisfaction with work and family across seven cultures, the finding of their study revealed that WLB is positively correlated with satisfaction with work and family, and negatively

correlated with anxiety for individuals in gender egalitarian cultures. A meta-analytical review of studies on WFC revealed a negative link between WFC and family satisfaction (Kalliath, Kalliath & Chan, 2017). Amstad et al. (2011) in their meta-analysis of WFC and its various outcomes, established a link between life satisfaction and satisfaction with work-family life. Mustapha, Ahmad, Uli, and Idris (2011) examined the mediating effects of work-family facilitation and family satisfaction on the link between job demands and turnover intention. The findings of the study revealed that work-family facilitation and satisfaction with family enhance employees' commitment.

According to Mutsonziwa and Serumaga-Zake (2015), employees' satisfaction should be paramount to the management of an organisation, as they are key factors for its proper functioning. The researchers further outlined the basic elements of employees' satisfaction to include organisational culture, managerial factors, co-workers'/ team factors, information and communication factors, job role, employees' development factors, benefits attached to the job and leadership style within the corporate entity. Lack of job satisfaction may result in employees causing glitches to the business. However, other studies focus on the effect of work and family characteristics on work-family conflict, at the expense of satisfaction with work-family balance (Abendroth & Den Dulk, 2011).

Lee, Zvonkovic, and Crawford (2014) investigated the impact of WFC and facilitation on women's perception of role balance. They found a positive link between women work-family satisfaction and role balance. Employees who are satisfied with work and family roles have the tendencies to experience well-being (Greenhaus & Powell, 2006). The interference of work with family life reduces the satisfaction on the job which result in reduced work commitment and low productivity. Satisfaction with work and family can be enhanced by effective implementation of WLBS. The findings of the study conducted by Guest (2002 p.335) revealed that "*HRM-performance relationship and that certain HR practices are associated with higher work and life satisfaction*". Such practices are important in determining overall employee well-being (Zheng, Kashi, Molineux & Ee, 2016).

2.8 WORK-FAMILY FACILITATION

Studies have examined the spill-over between work and family domains. Many of these studies have focused more on the negative spillover between the two domains. A negative spillover occurs when the performance in one domain as an adverse effect on the proper

functioning in the other domain. For instance, an individual who can meet up with job demands but neglect life or family responsibilities in the process. A negative spillover is based on the assumption that, as individuals strive to meet up with the demands in a particular domain, and as there are continuous pressure in that domain, resources required to meet up with the roles in the other domain continue to dwindle resulting in a negative state of affairs (Boyar & Mosley, 2007; Lambert, 1990). However, focus is being shifted from the negative spillover to positive spillover between work and family domains. Researchers referred to the positive spillover between work and family domains as work-family facilitation (WFF) (Boyar & Mosley, 2007; Frone, 2003; Mustapha et al., 2011). Various studies have investigated WFF, its antecedent and outcome about employees' satisfaction with work-family life and organisational outcomes.

Frone (2003 p.145) defined WFF as “*the extent to which participation at work (or home) is made easier by the experiences, skills, and opportunities gained or developed at home (or work)*”. In essence, performance in one domain can have a positive spillover in the other domain. Positive spillover refers to the transfer of attitude, skills and values from one domain to the other (Allen, 2013). WFF elucidates the effect an individual experience in a particular domain, bring about change in functionality and quality of life in another domain (Greenhouse & Powell, 2006 cited in Mustapha et al., 2011). Karatepe (2014) argues that when HR managers fail to hire employees with requisite personalities, skills and abilities to perform job functions, then it becomes cumbersome to retain employees who can integrate the work and non-work aspect of their lives successfully.

WFF can also be linked to the expansion theory. According to Allen (2013), the expansion theory is of the view that many roles enhanced greater access to resources. The theory “suggests that individuals' supply of energy is expandable and that multiple roles can increase psychological well-being” (Allen, 2013 p.701). Nicklin and McNall (2013), point out that the expansion theory revealed the benefits of engaging in multiple roles which positively aligned organisational behaviour. Luksyte and Avery (2015), argue that WFF could play an essential role in enhancing employees work experience in two major ways: First, it can contribute significantly to improving employees' performance and organisational outcomes in an economy characterised by dual earners families. Second, WFF can help in the promotion of WLBS strategies among employees as organisations strive to ensure the workforce achieve balance between work and family lives. Luksyte and Avery (2015 p.766) emphasised that “organisations that implement and promote WFF

help their demographically diverse employees be productive and happy both in and outside of the workplace”.

Wayne, Grzywacz, Carlson and Kacmar (2007) point out that WFF is bidirectional, such that work provides benefit to the functioning in the family domain (work-to-family facilitation) or family provides benefit that propel the functioning in the work domain (family-to-work facilitation). The authors explained that the resources accumulated or gain in a particular domain can be mutually beneficial to the other domain. Cowlshaw, Birch, McLennan and Hayes (2014 p.172) argue that the mention of “resource” is consistent with Hobfoll (1989), who defined resources as “objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of these objects, personal characteristics, conditions or energies”. Wayne et al. (2007) identify three tenets of WFF as engagement, gains and enhanced functioning. They refer to engagement as the extent to which people invest effort in domain-related actions because such act is the basis of facilitation. In essence, the actions in one domain can aid the proper functioning in the other domain. The engagement results in gains that can help the functioning in the other domain.

A similar study conducted by Carlson, Kacmar, Wayne and Grzywacz (2006) categorised four extensive categories encapsulating gains acquired in family domain as: (1) developmental gains which refer to skill acquisition, knowledge, values or perspectives, (2) affective gains which refer to alteration in mood, behaviour and other aspects of emotion, (3) capital gain which refers to the acquisition of economic or social, or health assets, and (4) efficiency gains which refer to the benefits derived from multiple role responsibilities. Facilitation is arrived at when the gains in one domain have spillover-effect in the other domain, which brings about enhanced functioning of the domain (Wayne et al., 2007).

Researchers have used various constructs to describe the positive interplay between work and family domains (Fellows et al., 2016; Sharma, Dhar, & Tyagi, 2016). Carlson et al. (2006) made a distinction among four of the commonly used constructs, which include enhancement, enrichment, positive spillover and facilitation. Citing Sieber (1974), the authors refer to enhancement as the acquisition of resources and experiences which are of benefits to people in the face of challenges presented by life. Enrichment describes the performance improvement in a domain as a consequence of resource gained in another

domain. Positive spillover refers to experiences gained in one domain which are transferred to another domain to make the two domains similar. The authors explained that facilitation occur when performance in one domain gives impetus to the functioning in another domain. The distinction made by Carlson et al. (2006) helps to put in perspective the interplay between work and family domains.

2.9 WORK-FAMILY ENRICHMENT AND SATISFACTION

Work-family enrichment is another interface in the work-life balance debate that depicts a positive spillover between work and family domains. The rationale behind the enrichment construct stem from the view that work and family domains endowed employees with resources that motivate and enable them to function across domains (Carlson et al., 2006). Greenhaus and Powell (2006 p. 73) defined work-family enrichment as “*the extent to which experiences in one role improve the quality of life in the other role*”. Liu, Ngo and Cheung (2016) distinguish between facilitation and enrichment. They point out that, while facilitation reflects the system of positive changes in a system level of functioning, enrichment places emphasis on improving employee role performance. In other words, the close link between work-family facilitation and work-family enrichment is based on the view that, while work-family facilitation focuses on the positive outcome in the interplay between work and family domain, enrichment is more entrenched in the improvement of employees’ wellbeing (Wayne et al., 2007).

Carlson, Hunter, Ferguson and Whitten (2014) emphasised that work-family enrichment influences employee’s satisfaction with work, performance and wellbeing. The authors argue that the work-family enrichment construct is traditionally explained using role theory which suggests that involvement in multiple roles enhance positive outcomes for individuals. Wayne, Casper, Matthews and Allen (2013) suggest that work-family enrichment bring about mutual benefits to organisations and the workforce in that employees that experience work-family enrichment reciprocate through loyalty and commitment to job. The researcher explained that when organisations give support to the family through the adoption of strategies of work-life balance, it gives impetus for employees to give more in their job performance which invariably leads to satisfaction with family life. This view is best explained by the social exchange theory, which posits that employees reciprocate in the domain perceived as the originator of a resource (Siu et al., 2015). In essence, employees that perceived management as being family supportive tend to reciprocate through improved job performance. Consistent with this argument, Siu

et al. (2015) posit that support from management could spur employees to performance which could enhance satisfaction with work.

Carlson et al. (2014), in their study, affirmed that work-family enrichment is often positively correlated to work-family satisfaction. The finding of the study found a direct link between work-family enrichment and satisfaction with work. Nicklin and McNall (2013) argue that individuals are perceived to experience work-family enrichment because of the benefits they derived from their participation in multiple roles. Carlson et al. (2006) explained the bidirectional feature of work-family enrichment as a situation whereby resources gained in one domain is employed to enhance the functionality in the other domain. Supporting this argument, Tang, Siu and Cheung (2014) argue that the bidirectional feature of the work-family enrichment is distinct and domain specific in the sense that, predictors stem from the originating domain while consequences belong to the receiving domain.

Siu et al. (2015) identified three dimensions to work-family enrichment which includes development, affect and capital. The authors conclude that supervisor support to employees' family lives can enhance affect and capital through the promotion of employees' satisfaction with work. Corroborating this point of view, McNall, Nicklin and Masuda (2010) affirmed that work-family enrichment has the tendencies to create various outcomes such as satisfaction with work, satisfaction with family and affective commitment. These outcomes invariably enhance the physical and mental capacities of the employees. Daniel and Sonnentag (2014), in their investigation of the mediating role of positive affect and positive work reflection on work to non-work enrichment, found that positive affect and positive work reflection mediate the link between work engagement and work-to-life enrichment.

According to Ilies, Wilson and Wagner (2009 p.87), "affective spillover typically means that work-related moods or attitudes are carried home, or that family-related moods or attitudes are carried to work". The authors argue that moods and attitudes are both naturally affective but differ in stability. While mood is suggested to be very transient, attitude is more stable (Ilies et al., 2009). Daniel and Sonnentag (2014), suggest a cognitive pathway as an additional pathway in the work-family enrichment debate. This additional pathway is said to link the work engagement to enrichment in the family domain. Work engagement refers to positive and affective motivational state associated with the work domain which

brings about a positive reaction in the workplace (Schaufeli & Bakker, 2004). Empirical studies have revealed that work engagement is an outcome of work-family enrichment (Marais, De Klerk, Nel & De Beer, 2014).

Although, many studies on work-family enrichment have argued in support of the view that enrichment makes it possible for cross fertilisation of resources (Daniel & Sonnentag, 2014; Marais et al., 2014 & Siu et al., 2015). The unstable and harsh economic realities in Nigeria has exacerbated the inability of the workforce to enjoy the benefits of work-family enrichment. Marais et al. (2014), posit that work-family enrichment goes beyond the transfer of resources across domains; rather transfer or cross fertilisation of resources should be done in a way that it enhances performance of the employees. Studies have shown that organisational HR policies can be fashioned in a way to promote a healthy workplace for the employees, thereby reducing stress that may arise as a result of the interplay between work and family domains (Kossek, Valcour & Lirio, 2014). In other words, organisations' work culture that support work-family enrichment can be an avenue to strengthen employees' mental capabilities such as persistence and resilience which are regarded as tools for coping with stressors (Russo, 2015).

2.10 CHAPTER SUMMARY

This chapter presented an overview of the Nigeria manufacturing sector bringing to the front burner, various challenges confronting the sector. The enormous challenges facing the manufacturing firms in Nigeria requires a holistic approach for the sector to take its pride of place in making a significant contribution to the economic growth of the country. If the challenges are not nipped in the bud, it may continue to hinder the sector from being competitive. These challenges which are multi-dimensional in nature require a political will on the part of the government to surmount.

This chapter also explored related literature on work-family satisfaction. The reviewed literature brought to bear a clear perspective that work-family satisfaction can be achieved through effective implementation of organisational work-life balance strategies. Also, this study explored the positive spillover effect of work and family domains by critically reviewing literatures on work-family facilitation and work-family enrichment. This distinction between work-family facilitation and work-family enrichment helps to establish the positive interplay between work and family domain. The next chapter reviews related literature on work-family stressors and coping strategies.

CHAPTER THREE

WORK-FAMILY STRESSORS AND COPING STRATEGIES

3.1 INTRODUCTION

This study refers to stressors as the psychological factors or strains that inhibit individuals from performing a task. The complexities of modern organisations brought about by globalisation and competitiveness have continued to exacerbate work-family conflict. Over the years, scholars have attempted to unravel a wide array of puzzles concerning the concept of work-family stressors and the impact on employees' achievement of work-life balance. Examining literature on work-family stressors and individual adoption of coping strategies are necessary in developing a conceptual framework to measure the effectiveness of work-life balance strategies in a selected manufacturing sector, Lagos Metropolis. The chapter sets the tone for the review of related literatures on the conceptual framework developed in this study. Empirical studies on stressors, the various dimensions and sources of work-family stressors are critically reviewed. Arguments of scholars on the causes and the bidirectional nature of work-family conflicts are equally reviewed. A clear understanding of work-family conflict is germane to be able to establish the impact it has on stressors.

3.2 BACKGROUND TO STRESS AND STRESSORS

Stress is part of humanity (Lamb & Kwok, 2016; Dawson, O'Brien & Beehr, 2016). In other words, it is human nature to experience stress at a particular point in time. Stress originates from the Latin word 'stringere' to refer to physical hardship, starvation, torture and pain (Sindhu, 2014). "*Stress is a psychological and physical reaction to the ever-increasing demands of life*" (Fares, Al Tabosh, Saadeddin, El Mouhayyar, & Hussam, 2016, p. 76). According to Lazarus and Folkman (1984), the term 'stress' in its everyday usage is traced to the 14th Century to denote hardship, strain, or disorder. The researchers explained that by 1936, Hans Selye used 'stress' to refer to a coordinated set of bodily defences against any form of harmful stimulus. In essence, it is an individual's reaction to the cause of stress and not the stress itself. Supporting this argument, Ren and Zhang (2015) posit that the consequence of stressors may not be connected to the extent of a stressful situation but rather, to the nature of the stressor. Stress have been inversely linked with health-related issue with a behavioural outcome such as substance abuse and insomnia (Dunkley, Solomon-Krakus, & Moroz, 2016). Stress is an individual cognitive

reaction to stressors that cause discomfort. Stressors are the stimuli that propel stress with strain as the consequence (Lepine, Podsakoff, & Marcie, 2005).

Scholars have mostly focused on the negative outcomes of work and family stressors, and their impact on individual well-being (Clark et al., 2017; Marchand et al., 2016; Nohe et al., 2015). There has been an argument that stress/stressors also have positive aspects referred to as eustress, otherwise known as the ‘good stress’ (Kozusznik, Rodríguez, & Peiró, 2015; Le Fevre, Matheny, & Kolt, 2003; Snodgrass et al., 2016). According to Lazarus and Folkman (1984, p. 32) positive stressors “*occur if the outcome of an encounter is construed as positive, that is, if it preserves or enhances well-being or promises to do so*”. Eustress is an individual perception of stressors as a challenge poised to be overcome by effectively mobilising and using coping resources (Simmons & Nelson, 2007). Lockwood (2003) argues that moderation in stress is benevolent and beneficial as individuals have the coping ability to deal with it. When individuals see stressors as challenge that can be surmounted, coping resources are channelled towards motivating self to achieving goals, change the environment and prevail in the face of life challenges.

As individual response to a stressful situation varies, so is the coping strategy adopted to cushion its effect. Ivancevich, Matteson and Preston (1982), categorised stress into a stimulus variable and a response variable. The authors defined stress from the perspective of the stimulus variable as a force acting on an individual to cause strain. This definition has been criticised for limiting stress to environmental and organisational perspectives while ignoring its positive impacts on a personal mental process (Lee & Lee, 2001). Stress may be explained from a personality perspective which triggers health and cognitive effects via mechanism unconnected to environmental factors (Bolger & Schilling, 1991). The response variable sees stress as a physiological response resulting from stressors in which stress are measured with psychological strains such as anxiety, anger and high blood pressure. This perspective fails to take cognisance of cognitive processes (Lee & Lee, 2001).

The scarcity perspective argues that since individuals have limited amount of time and energy, taking part in many roles consequently result in strains (Goode, 1960 cited in Nicklin & McNall, 2013). Karatepe, Beirami, Bouzari, and Safavi (2014, p. 14), identified “*long and anti-social work hours, organisational politics, emotional dissonance, and work-family conflict*” as some of the stresses that employees experience in the world of

work. The researchers further argue that not all stressors impact negatively on employees' job performance. Employees' perceptions and reactions to stressors are subjective. Perceived stressors elicit negative emotions which may propel employees to result to aggressive demeanour as outcome (Fida et al., 2015). Stressors are associated with health-related issues like high blood pressure, weight gain, and dysfunctional coping ability (Cardon & Patel, 2015). Stressors emanating from work and family domains can enhanced employees' pressure which may lead to symptoms of strains (Clark, Michel, Early, & Baltes, 2014). Work and family stressors are discussed in detail in the sections below.

3.3 WORK STRESSORS

Work-related stress is linked to a process whereby employees interact with organisational internal and external environment as a consequence of the imbalance that arise due to ineffective allocation of limited resources to address work and family demands (Zheng et al., 2016). Work stressors occur when the demands of the job exceed the capabilities of the employees. In this case, the job demands are more than what the individuals can offer which may result to psychological and physical exhaustion. A lot of studies have been conducted on work stressors. Most of the studies aimed at appraising and providing solution to the adverse effect of stressors on job performance (González-Morales & Neves, 2015). Jex (1998), defined work stressors as activities that stimulate strains such as anxiety, exhaustion and depression. Work stressors are multi-dimensional and have been predicted to impact on employees' job attitude and performance at work (Lazarus, 1993; Jex & Crossely, 2005 cited in Gilboa, Shirom, Fried, & Cooper, 2008). Employees experiencing work stressors are noted to exhibit psychological reactions such as job dissatisfaction or turnover intention and demeanour such as truancy under flimsy excuses (Fox, Spector, & Miles, 2001). Many studies have revealed a negative effect of work stressors on employees' job performance (Lee & Lee, 2001). Gilboa, Shirom, Fried, and Cooper (2008) in their meta-analysis identified three negative linkages in literature on stressors-performance: First, when employees view stressors as threatening, energy are dissipated to coping with such stressors at the expense of carrying out job task. Second, increase in the level of stressors is linked with unconscious physiological reactions that hinder performance. The third link identified on the stressor-performance is the arguments that stressors produce information overload which may lead to employee neglect of information relating to performance which invariably affect job performance. The adverse effect of stressors is witnessed on employees diverting efforts which are to expend on job

performance to coping with the stressors (Gilboa, Shirom, Fried, & Cooper, 2008). However, a review of extant literature reveals that not all stressors have a negative consequence on employees' performance. Consistent with this argument, Cavanaugh, Boswell, Roehling, and Boudreau (2000) categorised stressors into hindrance and challenge stressors. Hindrance stressors are "*work-related demands or circumstances that tend to constrain or interfere with an individual's work achievement, and which do not tend to be associated with potential gains for the individual.*" Challenge stressors are "*work-related demands or circumstances that, although potentially stressful, have associated potential gains for individuals (p.12).*" The potential gains of challenge stressors are improved productivity, reduce turnover intention and organisational commitment. The findings of the study suggested that hindrance stressors have negative impact on job performance as a result of strain and low level of motivation. Challenge stressors, on the other hand, were found to have a positive impact on job performance (LePine, Podsakoff, & LePine, 2005). To corroborate these findings, a study conducted by Crawford, LePine, and Rich (2010) revealed that hindrance stressors were negatively related to work commitment; while challenge stressors were found to have positive link with job commitment.

However, hindrance and challenge stressors occur simultaneously with the positive outcomes emerging as a control measure for the negative outcomes (Widmer, Semmer, Kälin, Jacobshagen, & Meier, 2012). Challenge stressors have been established to have a positive relationship with job satisfaction and negative with turnover intention, while the reverse is the case with hindrance stressors (Searle & Auton, 2015). The categorisation of stressors has been criticised for deviating from existing studies on stress as it places too much emphasis on the type of stressors and not on the level thereby neglecting individual subjective appraisal (González-Morales & Neves, 2015; Pearsall, Ellis, & Stein, 2009). Stressors have been established to trigger the impairment of job performance either by excessively increasing drive tension or by creating interference or distraction (Lazarus & Folkman, 1984). A clear distinction of the hindrance-challenge stressors has presented researchers with a robust understanding of the link between stressors and job performance (Rodell & Judge, 2009).

Individual perception and response stimulus to stressors vary. A study conducted by Zhao and Ghiselli (2016) revealed that it is difficult to predict individual performance concerning stressors. They argued that predicting performance outcomes entail attention

to the psychological developments that produced individual differences in reaction. Ventura, Salanova, and Llorens (2015) opined that a key factor that enhances individual perception of the work environment and psychological well-being is self-efficacy. Bandura (1986, p. 391) defined self-efficacy as “*people judgments of their capabilities to organise and execute courses of action required to attain designated types of performances*”. In other words, it is an individual’s beliefs in his/her ability to influence situations that affect life. Bandura (1978) explained that self-efficacy determines the extent with which people persist in an unfavourable condition. Self-efficacy influences the level of work stressors when employees are saddled with multiple job demands (Chan et al., 2016). The present study measures work stressors, putting into consideration the subjective perception of individual employee. To examine the link between work stressors and performance, this study identified the various sources of work stressors which are categorised into role-related stressors and interpersonal stressors:

3.3.1 Role-related stressors

Role, as used in this study, refers to responsibilities or tasks that are assigned to employees in an organisational setting (Pluut, Curşeu & Ilies, 2015; Thakur & Kumar, 2015). Role-related stressors refer to a situation whereby employees experience difficulties coping with multiple work responsibilities which compete with one another (Thakur & Kumar, 2015). The competitiveness and complexities of modern organisations have made it difficult for employees to have a single clearly defined role. Three types of role-related stressors can be identified, which are:

3.3.1.1 Role conflict

This refers to the degree of incompatibility in an employee job role. Role conflict also known as inter-role conflict occurs when employees have two roles that are mutually incompatible on the same job (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964). Stress arises when employees are saddled with two conflicting responsibilities and are expected to deliver in both. This may be as a result of inadequate time, training or other resources required to do the job, incompatible work goals, counterproductive instructions by superiors, or rules and regulations that pose obstacles to task fulfilment (Rizzo, House, & Lirtzman, 1970). Schmidt, Roesler, Kusserow, and Rau (2014) argued that role stressor occurs in every work with or without organisational change.

3.3.1.2 Role ambiguity

Role ambiguity refers to lack of clarity on an employee's job responsibilities, chain of command and relationship with co-workers (Abdel-Halim, 1980). Role conflict and role ambiguity have been established to have a negative influence on job performance, work-family satisfaction, turnover intention, job commitment and organisational outcomes (Ren & Zhang, 2015; Schmidt et al., 2014; Searle & Auton, 2015). The lack of clearly defined role causes employee to function less effectively.

3.3.1.3 Role overload

Role overload occurs when employees are saddled with work responsibilities beyond what is stated in the job description or as hitherto presumed. It may involve employees working extra hours, taking work home or working on weekends. Work overload is a common occurrence in Lagos Metropolis. This is because most organisations have introduced overtime. The introduction of overtime by these firms have defeated work-life balance strategies of the organisations such as flexible work options. However, studies have revealed that the impact of role overload can have a diverse impact on individual employees (Arnold, Fletcher & Daniels, 2017; Bliese, Edwards & Sonnentag, 2017; Wang et al., 2017). While role overload may influence the performance of employees with high levels of competency and subordinates supports, the reverse may be the case for another employee with low competency without support. When role overload is not perceived as stressor, it does not hinder job performance.

3.3.2 Interpersonal stressors

Interpersonal stressors occur when an individual finds the relationship that exist with co-workers or superior officer as threatening (Hamilton et al., 2016; Pedersen, 2017). The relationship in the world of work becomes stressful when it is perceived as such. Politics that exists within an organisation can constitute stressor if an employee finds it difficult to comprehend the attitudes of co-workers and leadership style (Kato, 2014). Other interpersonal stressors include sexual harassment, workplace violence and workplace bullying.

3.3.2.1 Sexual harassments in the workplace

Sexual harassment in the workplace refers to an unwanted sexual gesture in organisational settings which affect the flow of work. In the words of Schneider, Swan, and Fitzgerald (1997, p. 401), "*sexual harassment in the workplace is increasingly recognized as a*

stressor with serious consequences for employees and organisations alike". The prevalence of workplace sexual harassment is a global phenomenon (McDonald, Charlesworth, & Graham, 2015; Roberts & Mann, 2015). Sometimes when employees experience stressors in the workplace, it may not be related to role conflict, role ambiguity or role overload, but rather to unwanted sexual gesture from co-workers; which may be detrimental to the work environment with an adverse effect on job performance. However, the development of strategies to address sexual harassment in the workplace has been challenging, as organisations find it difficult to implement remedial actions, as well as the variation in what constitute sexual harassment (McDonald et al., 2015). The experience with respect to sexual harassment is peculiar in a developing country such as Nigeria. A study conducted by Johnson (2010) revealed that thousands of sexual harassments are recorded daily in Nigeria across all sectors, including the manufacturing sector, with many of the victims afraid to report or press charges for fear of losing their jobs if it is brought to the notice of the authority. This challenge has become the bane of human resource management practices in the twenty-first century (DeSouza, Pryor, Mello & Camino, 2017; Schultz, 2018). Sexual harassment is one of the interpersonal stressors employees in the Nigeria manufacturing sector contend with daily.

3.3.2.2 Workplace violence

Workplace violence is multifaceted, and it is a global phenomenon that transcends culture, occupation, religion affiliation and even the borderline of a nation. According to Chappell and Di Martino (2006), a variety of behaviours, which are characterised under workplace violence is too broad, making it difficult to draw the line between appropriate and inappropriate behaviours. The researchers further explained that the perception of the context on what constitute violence at work is relative from culture to culture. This makes it difficult to come up with an appropriate definition of the concept. Public Services Health and Safety Association (2010) categorised workplace violence into four categories. The first category occurs when an individual with no connection to an organisation enters the work environment to commit a criminal act. Those that experience this type of violence are employees at shopping malls and gas stations. The second category occurs when the perpetrator is a recipient of service provided by the target organisation. Social workers and health care providers, such as medical health practitioners are prone to this type of attack. The third type occurs when a disgruntled employee or former employee threatens or

attacks a co-worker. The fourth category is domestic violence, which involves the violence from personal relationship.

For many employees in Nigeria, workplace violence is a daily reality and has been recorded to account for 16% of over 6.5 million violence acts perpetrated by individuals (Azodo, Ezeja, & Ehikhamenor, 2011). Studies revealed that no industry is exempted from workplace violence (Abdullahi, Thomas & Garba, 2018; Douglas & Nkporbu, 2017; Scott, 2012). Empirical studies on workplace violence in Nigeria have been conducted mostly in the service and educational sectors (Adedayo & Ishola, 2018; Ikamaise et al., 2016; Nwanna & Kunnuji, 2016). However, worker-on-worker and domestic spillover (domestic violence spilling into the workplace) have been identified as the common categories of violence in the manufacturing sector (Scott, 2012; Sem, 2008). Workplace violence has been linked to detrimental short and long-term effect on organisational productivity, profitability, morale, reputation and value (Sem, 2008). Workplace violence is a stressor as employees who experience violence on the job have the tendencies to be traumatised, which may affect job outcome and turnover intention.

3.3.2.3 Workplace bullying

Workplace bullying is a stressor that has continued to attract the interest of human resource scholars and practitioners alike since the concept emerged in the 1990s (Giorgi, Leon-Perez, & Arenas, 2015). Workplace bullying is seen as a challenge to organisational human resource department which justifies the attention given to the phenomenon by scholars (Harrington, Warren, & Rayner, 2015). Consistent with Einarsen, Hoel, Zapf, and Cooper (2010), workplace bullying refers to a situation whereby an employee is exposed to perpetual offensive remarks, criticism and physical abuse by co-workers. Little is known on how human resource departments of corporations respond to bullying at the workplace. However, empirical evidence revealed the negative impact of bullying on employees' well-being, satisfaction with work and performance (Giorgi et al., 2015; Harrington et al., 2015). Workplace bullying can affect the victim emotionally, physically and mentally resulting in a low self-esteem of the affected employee (Obicci, 2015; Oghojafor, Muo & Olufayo, 2012).

3.4 FAMILY STRESSORS

A situation arises whereby family demands exceeds the resources to cope with such demands. When such conditions occur, families experience stress which is a time of

disequilibrium and disorientation (Patterson, 2002). The family demands become stressors due to lack of adequate resources to meet the competing demands. Family related stressors may involve a broad spectrum of condition such as psychological and emotional strain which may hinder the functionality of the family. Mc Cubbin and Sussman (2014) refer to family stressors as life events which impact on the family unit resulting in the alteration of the family social system. Stressors may emerge from family response to relational tension, parental workload and extended family pressures. Studies have investigated the family perception and response to the various life events which in many instances affect the emotional state of family members (Edwards & Rothbard, 1999; McCubbin et al., 1980). Family stressors have been regarded as a major source of work-family conflict as employees experiencing stress may find it difficult to balance between work and family responsibilities (Greenhaus & Powell, 2006; Panatik et al., 2012; Sharma et al., 2016).

McCubbin et al. (1980, p. 857) argued that “family stress is not seen as inherent in the event itself, but rather is conceptualized as a function of the response of the distressed family to the stressor and refers to the residue of tensions generated by the stressor which remain unmanaged.” The traditional family structure in Nigeria is being replaced with dual-earner couple in Lagos Metropolis (Akanle, Adesina & Nwaobiala, 2018; Akinbode & Ayodeji, 2017). A study conducted by Adisa et al (2016) revealed that work pressures, heavy family responsibilities and lack of appropriate WLBS are the main causes of work-family conflict in Nigeria. The competitiveness in the labour market makes employees to spend more time on their job at the expense of spending quality time with the family and other personal activities (Saleem, 2015). The ability to be able to work around the clock or at any point in time means the quality time the employee spends with their family are being encroached upon as a result of the job demands. Job inflexibility has been categorised as stressors. Taking a cue from Minnotte, Pedersen, and Mannon (2013), job inflexibility refers to the inability to manage time at work, such that time spent carrying out a job function does not affect family responsibilities. Lack of job flexibility may affect the ability of the family to maintain a balance between work and family resulting in conflict.

The functionality of a couple implies family stressors. The psychological strain experienced by couples who lacks the resources to function may have implications on parental responsibilities. A dual earner family with pressure from work tends to report

overwhelming multiple commitments which may have an adverse effect on parental responsibilities (Watkins, Pittman, & Walsh, 2013).

3.5 WORK-FAMILY CONFLICT

Conflict between the demands of work and family is one of the biggest dilemmas faced by employees in recent times (Liu et al., 2015; Kan, & Yu, 2016). The difficulty to balance work and family lives result in work-family conflict. Greenhaus and Beutell (1985, p. 77) define work-family conflict as “*a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect*”. The debate linking the source of conflict from a particular domain with a spillover effect on the other domain has attracted the interest of scholars (Derks, Bakker, Peters & van Wingerden, 2016). Work-family conflict arguably results from an adverse effect of lack of workable work-life balance strategies by organisations (Zheng et al., 2015). A study conducted by Magee, Stefanic, Caputi, and Iverson (2012) linked work-family conflict as a predictor of poor physical and mental health which invariably lead to employee stress. Nohe, Meier, Sonntag, and Michel (2015) posit that the extent at which work-family conflict is predicted by stressors could be distinguished from the extent at which stressors predict work-family conflict.

A plethora of studies have been conducted linking work-family conflict with stressors and job performance (Minnotte, Minnotte, & Bonstrom, 2015; Nohe et al., 2015). Explaining stressors as psychological responses to environmental challenges, Ganster and Rosen (2013) argued that stressors result in burnout, despair and pain. The lack of family-friendly policies in an organisation enhances work-family conflict. The stressors resulting from work-family conflict engender emotional exhaustion which give rise to burnout (Karatepe, 2013).

Work-family conflict is bidirectional and reciprocally linked (Crain et al., 2014; Frone, Russell, & Cooper, 1992; Greenhaus & Beutell, 1985). In essence, as work interferes with family, family also interferes with work. The bidirectionality is based on the assumption that when work stressors interfere and hinders an individual from performing family responsibilities, the family responsibilities left unperformed become stressors that may begin to interfere with daily job roles (Frone et al., 1992). Citing Frone et al. (1992). Crain et al. (2014) identified three major forms of Work-family conflict, namely: time-based, strain-based, and behaviour-based. Time-based conflict occurs when an individual spends

excessive time in one domain at the expense of the other. The excessive time dissipated in functioning in a particular domain may affect the obligation in the other domain. For instance, an employee that chooses to spend more time to perform a job function may find his/her family responsibilities being affected. Strain-based conflict ensues when the strain experienced as a result of functioning in one domain negatively impact on ones' responsibility in the other domain. Strain experienced as a result of work overload may affect individual obligation in the family domain. Employees confronted with work overload and who cannot cope with the bidirectional attribute of work-family conflict may experience emotional exhaustion (Karatepe, 2013). Behaviour-based conflict occurs when an individual finds it difficult to transit between two domains such that behaviour in a particular domain is not carried over to the other domain. In other words, behaviour exhibited in a particular domain may not be compatible in the other domain (Kan, & Yu, 2016).

According to Carlson, Kacmar, and Williams (2000, p. 250), the bidirectional nature of the three forms of conflict result in six dimensions of work-family conflict: "(1) time-based work interfering with family (WIF), (2) time-based family interfering with work (FIW), (3) strain-based WIF, (4) strain-based FIW, (5) behaviour-based WIF, and (6) behavior-based FIW". WIF and FIW as used by the researchers refer to work interfering with family and family interfering with work respectively. The bidirectional nature and the six dimensions of work-family conflict have been linked to work and family related outcomes such as turnover intention, satisfaction with work, organisational citizenship behaviour, absenteeism burnout and satisfaction with family life (Kazmi & Singh, 2015; LePine, Podsakoff, & LePine, 2005). Conflict emanating from one domain usually have a spillover effect in the other domain. For instance, an employee experiencing WIF that has to spend more time at work may not be able to spend time with family as required (Amstad, Meier, Fasel, Elfering, & Semmer, 2011). An employee that perceives his/her organisation as not being family-friendly tends to experience more work-family conflict (Akinbode & Ayodeji, 2017; Babolola, Oladipo & Chovwen, 2015). In the same vein, an employee that perceives his/her organisation as having family-friendly HRM policy tends to experience less work-family conflict (Amstad et al., 2011). Wayne, Casper, Matthews and Allen (2013) revealed that a reciprocal gain system exists between employees and organisations that have a family-friendly policy as the organisations benefit in the form of job commitment, less turnover intention and improved job performance.

Finding of the study conducted by Lambert, Minor, Wells and Hogan (2015) depicts that work-family conflict is more pronounced among younger employees with role conflict and job overload. The prevalence of work-family conflict has an adverse effect in work and family domains. The major source of work and family stressors have been linked to work-family conflict. This has led individuals to develop coping strategies to cushion the effect of conflict irrespective of its source. Developing coping strategies can be beneficial for employees and organisational outcomes.

3.6 STRESS COPING STRATEGIES

A clear understanding of coping strategies is fundamental to put in perspective, the effects of stress on individuals (Skinner, Edge, Altman, & Sherwood, 2003). This assertion is buttressed by the categorisation of stressors into work and family stressors by researchers. Coping strategies are developed to cushion the effects of stressors on individuals. Lazarus and Folkman (1984), view coping as individual cognitive ability to withstand situations regarded as stressful. For the purpose of this study, the researcher leans on of coping propagated by Zheng et al. (2016, p. 504) in which coping was defined “*as an individual’s ability to deal with stress and anxiety derived from accommodating family and organisational situations, and is considered as the variable that, if exercised effectively, can determine the degree of positive physiological (health) and psychological (well-being) outcomes*”. Over the years, various studies have been conducted on coping with researchers basing their arguments from diverse worldviews and perspectives (Folkman & Moskowitz, 2000; Schantz & Bruk-Lee, 2016). Despite the difference of worldview and perspectives, Folkman and Moskowitz (2000) identified four areas of convergence in literature. These are:

- Coping has many roles which comprise but are not limited to the control of stressors and the management of the sources of stressors
- Coping is enhanced by the evaluated features of the stressful context and the ability to manage it
- Individual coping ability is influenced by personality dispositions such as positivity, sensitivity and sociability
- Coping is influenced by social resources

The source of stressors may vary per individual, but the coping strategies adopted have similarities. However, scholars have argued that the use and effectiveness of coping

strategies may vary in individuals based on the type of stressors (Lazarus & Folkman, 1984; Lipshits-Braziler, Gati, & Tatar, 2016). Coping strategies are aimed at reducing the adverse effects of stressors, as perpetual exposure to stressors may overload individuals' coping resources (Perry-Parrish, Copeland-Linder, Webb, & Sibinga, 2016). "*A resource is an asset that can be drawn on when needed to solve a problem or cope with a challenging situation*" (Greenhaus & Powell, 2006, p. 80). Coping ability can be effectively enhanced with the amount of resources generated. That is, the more the coping resources, the more individuals will be able to cope with stressors as they emerged.

Schantz and Bruk-Lee (2016), examined the mediating role of coping strategy between perceived workplace conflict and substance use, the result of the study depicted an inverse effect on the interplay between work stressors and substance use when coping strategies such avoidance, withdrawal and disengagement are adopted. The outcome of the study brought to the fore, the differential effects of the coping strategies examined. Frydenberg and Lewis (1991) grouped the coping strategies into functional and dysfunctional. The functional aspect is directly aimed at addressing the source of stressors, with or without reference to other people, while the dysfunctional aspect has to do with the use of non-productive strategies (Lipshits-Braziler, Gati, & Tatar, 2016). Kossek, Ruderman, Phillip, and Kelly (2012) proposed boundary demarcation as a strategy for coping with work and family stressors. The demarcation is aimed at limiting the spillover effects of work and family domains thereby reducing the level of work-family conflict (Kossek et al., 2012; Zheng et al., 2016).

Coping is seen as very important in determining whether a stressful experience results in adaptive or maladaptive outcomes (Dardas & Ahmad, 2015). The inclination to pursue emotional care may either be adaptive or maladaptive, contingent on which other coping strategies are employed. Prior studies focusing on coping strategies revealed that individuals' perceptions of stress predict coping behaviour and emotion-focused was found to be more dominant than problem-focused coping strategies (Woodhead, Northrop & Edelstein, 2016; Kariv & Heiman, 2005; Woodhead, Northrop & Edelstein, 2016; Zheng et al., 2016). Burke (1998) establish a significant relationship between problem-focused coping strategy and an increase in employees' satisfaction with work with a reduction in anxiety and mental stress. Clark, Michel, Early, and Baltes (2014) in their findings suggested that individuals may adopt extensive strategies to cope with stressors emanating from work and family domains hitherto presumed. The effectiveness of the

strategies depends on the domain origin of the stressors. Individuals adopt coping strategies to reduce the effect of work and family stressors. This is achieved through an appraisal of the stressors, which are viewed as opportunities before adopting a problem-focused strategy (Lee & Lee, 2001; Pearsall, Ellis, & Stein, 2009). A problem-focused coping strategy refer to individual active determination to resolve challenges, rethink situations and alter the environment (Pienaar, 2008). Problem-focused strategy may be adopted to cope with stressors relating to work overload or ‘toxic boss’ (a manager or supervisor that constantly finds fault and complains about the work of subordinates). The finding of the study conducted by Lee and Lee (2001) revealed that coping strategy is aimed at alleviating work stressors by affirmatively altering the damaging effects in the organisation, while other coping strategies led to the positive influence on work stressors or negative influence on job performance. The researchers further argued that employees or organisational performance resulting from coping strategies adopted in cognisance of work stressors is precipitated by individual perception of the stressful situation. An individual’s ability to cope with stressors is germane for effective performance. A study conducted by Zheng et al. (2016) revealed that coping resources mediate the link between stressors and strain outcomes. An individual’s coping ability can ease or enhance the adverse effects of stressors on life events and conditions both in the short term and long term (Skinner et al., 2003). Figure 3.1 illustrates the Lazarus model of stress, appraisal and coping. Individuals’ appraisal of stressors is placed at the centre of the model, which implies that the appraisal of stressful situation determines the coping strategy to be adopted in cushioning the effect of the stressor.

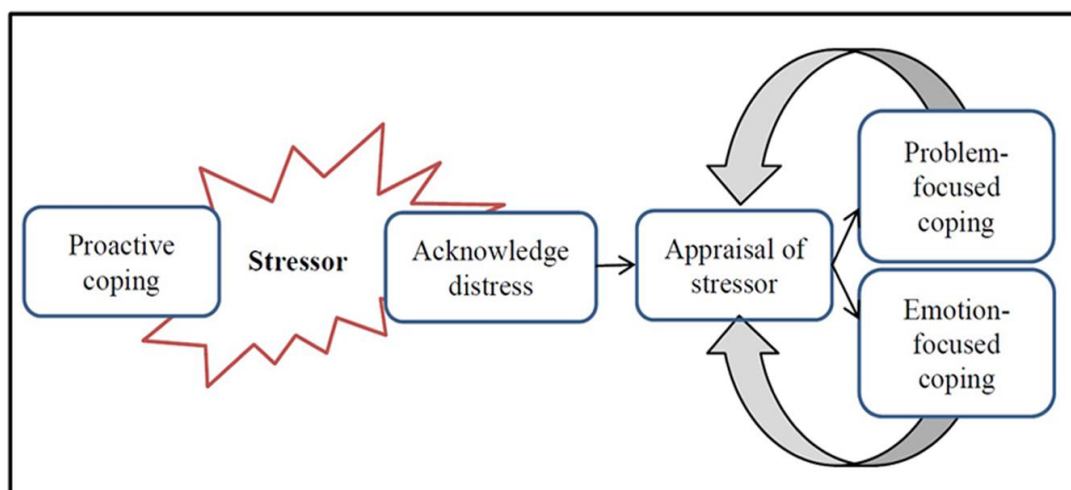


Figure 3.1: Lazarus model of stress

Source: Adopted from Jensen, Forlini, Partridge and Hall (2016, p. 3)

Coping strategies are situational and context determined (Anshel & Kaissidis, 1997; Dardas & Ahmad, 2015). It originates from individual functional reactions to stressors, their assessments of events, their attention, and the outcomes they desire (Zimmer-Gembeck & Skinner, 2008). In a study focusing on the effectiveness of coping strategies in cushioning the adverse effects of stressors in a low-autonomy work environment, Britt et al. (2016) found that the determining factor for engaging in various coping strategies is linked to the environment, situation and time. The researchers identified five coping dimensions as active coping, acceptance of demands, seeking social support, humour and denial. The environment may influence the type of strategies that is effective in coping with stressors because the individual is a product of the environment. Although, the samples for Britt et al. (2016) study were drawn from the U.S. military, the identified coping dimensions are relevant to organisational settings. The lack of social support by many organisations and government in Nigeria results in many individuals experiencing stressful situations to adopt wrong coping strategies such as smoking and/or excessive alcohol drinking (Obokoh, 2018). Active coping and acceptance of demands influence individual ability to cope with the negative effects of stressors while denial exacerbate it (Britt, Crane, Hodson, & Adler, 2016). Seeking social support also referred to as social-based coping, was found to be a key coping strategy. These dimensions represent people's coping responses when experiencing stress. Coping responses refer to "*the mechanisms through which coping has short-term effects on resolution of the stressor as well as long-term effects on mental and physical well-being*" (Skinner et al., 2003, p. 216).

One of the most leading studies on coping strategies was conducted by Skinner, Edge, Altman, and Sherwood (2003) in which over 400 coping strategies were identified. The authors argued that the many coping strategies are multidimensional as such, proposed a motivational theory of coping which were divided into 12 categories of coping strategies aimed at tackling a wide variety of stressors (Lipshits-Braziler, Gati, & Tatar, 2016). Determining effective or ineffective coping strategy may be complex and depends on the context of the situation (Holubova et al., 2016). For instance, a coping strategy found effective by an individual in a particular situation may not work for another because the context, situation and environment differ. This is where the question of individual differences come to play. Lazarus and Folkman (1984) argued that the perceptive appraisal of stressors informs the use of and effectiveness of coping strategies.

This study focuses on individual coping strategies to mitigate the effect of stressors arising from work and family domains.

CHAPTER SUMMARY

The present chapter reviewed related literature on work-family stressors, making a distinction between stress and stressors in the process. The categorisations of stressors into hindrance and challenge stressors were also examined. From the reviewed literature, it was discovered that stressors are the stimuli that propel stress with strain as its outcome. A distinction was made between work and family stressors. This brought to fore, the view that, the effects of stressors to individuals varies. This help to put in perspective, the various sources of work stressors. Similarly, the arguments of scholars on work-family conflict were explored leading us to coping strategies adopted by individuals to cushion the effects of stressors. The Lazarus model of stress, appraisal and coping was valuable in illustrating the various dimensions of stress coping strategies adopted by individuals. The next chapter reviews literatures on work-life balance strategies and employees' achievement of work-life balance.

CHAPTER FOUR

WORK-LIFE BALANCE STRATEGIES

4.1 INTRODUCTION

The quality of life of the workforce in Lagos Metropolis are being hampered by the status of the City as the commercial nerve centre of West Africa and workplace practices that are not disposed to employees' work and life (Ganiyu et al., 2017a; Obokoh, 2018). WLBS has been suggested as the panacea to enhance employees' quality of life and organisational productivity (Neumann et al., 2018; Pandita & Singhal, 2017). For this study, the researcher refers to work-life balance strategies (WLBS) as organisational/government policies aimed at helping employees achieve balance between work and life. The focus of human resource scholars and practitioners in the twenty-first century have been geared towards developing value-added initiatives that can meet the needs of stakeholders through enhanced employees' performance. The alignment of WLBS to human resource strategies presents a win-win situation to the employees and organisation. This chapter aims at reviewing related literature on the origin of WLBS.

4.2 HISTORICAL BACKGROUND

WLBS is traced to the 1930s when the W.K. Kellogg Company introduced four six-hour daily shifts in place of the traditional three eight-hours, which resulted in employees' motivation and productivity (Lockwood, 2003). The period of the industrial revolution of the nineteenth century witnessed the invention of machines for the production of goods and services. The introduction of machines in production processes brought about the establishment of many factories away from home (Voydanoff, 2014). Even after the industrial revolution, work and family functions were performed in different locations and times, with diverse groups of individuals characterised with different norms of behaviour and emotions (Clark, 2000). During this period, men dominated the workforce, while the women managed the home front as it was believed that men could only handle the machines that were introduced in the production process (Naithani, 2010). The industrial revolution of the nineteenth century, the development of electricity and machine resulting in mass production has been identified as major factors that brought about the separation of work and personal life of the workforce (Harley, 2018; Wrigley, 2017)).

Mennino, Rubin, and Brayfield (2005) argue that the genesis of gender structure stem from gendered division of labour, which were as a result of industrialisation. The authors

explained that industrialisation did not only divide work into two spheres; that is market work for males, while domestic work was for females, but it also structures work into hierarchical order with market work topping the hierarchy. The gender disparity in the world of work was reversed in the second half of the twentieth century due to the invention of typewriters and computers (Bose, 2010). The development in science and technology brought about less emphasis on the physical strength for work and more women were offered positions of employment (Snook, 1996 cited in Naithaini, 2010). The development of Internet in the twentieth century totally altered the way people worked and it is presumed to make job functions easier. However, the invention of internet is like a double-edged sword in the sense that, as it makes job functions easier, it also prolonged the number of hours spent on a job. The Internet, electronic devices and gadgets have proved to be useful to work and connect with others. However, these technological developments have obliterated the line between work and home and more and more people are performing functions around the clock.

Parsons and Bales (1995) and Clark (2000), argue that the traditional role of a man as breadwinner and a woman as the homemaker is a contributory factor why early researcher on work-life treated work and family as if they operated independently. Rantanen, Kinnunen, Mauno and Tillemann (2011), traced the genesis of the work-life debate back to the multiple roles of women. Rantanen et al. (2011) argue that the emotional stress linked to rewards and the concerns engendered as a result of the multiple roles of women as employees, wives and mothers were found to be related to role overload, role conflict and anxiety.

The increasing participation of women in the labour force presents new challenges. The challenges emerged from a working mother not being able to perform job functions well due to the demanding family responsibilities such as childcare, spousal role and care for the aged parents. In many traditional societies such as Nigeria, the onus of child care rests with women. This makes it difficult for a career woman with this childcare responsibility to properly function at work due to the spillover between the family and domain. The introduction of WLBS in the 80s and 90s were aimed at primarily supporting nursing mothers (Lockwood, 2003). However, organisations in the twenty-first century are less gender specific, as a broad spectrum of initiatives have been introduced as WLBS to help employees manage work and family domains. Kanter (1977) in her landmark book titled *Work and Family in the United States: A Critical Review and Agenda for Research and*

Policy' was among the researchers that pioneered the arguments that employers should design work in such a way that job demands would not encroach on family demands. According to the author, as organisations are becoming more demographically diverse, the need to incorporate WLBS to the HR strategy becomes germane. If the workforce cannot manage their job and personal responsibilities, it can result in various problems and therefore it is critical to find a way to achieve a balance between the two roles (Mazerolle, Eason, & Trisdale, 2015).

Harrington (2007), argued that the concept of work-life emerged from two basic issues: The first was the childcare programme, which stems from the increasing number of women entering the labour force in the 1970s and 1980s. The second was traced back to the adoption of Employee Assistance Programs (EAP) that were introduced by many organisations in the 1970s. Harrington (2007), explained that the catalyst that propelled the attention given to WLBS in the twenty-first century include the increasing number of women entering the labour force, the media, the attempt to build corporate image and reputation, feedback and demands from employees, and the emergence of professional groups and consortia. Supporting the position, Lewis, Gambles, and Rapoport (2007) argued that the attention accorded WLB in the twenty-first century by researchers, media and organisations brought about the impression in some quarters that WLB is a new area of concern or a transient fad. However, empirical evidences have proved the contrary. The complexities of the twenty-first century and organisational factors such as work schedule and demands propel the copious attentions given WLBS by researchers and practitioners (Mazerolle et al., 2015). Perry-Jenkins, Repetti, and Crouter (2000) cited in Morris and Madsen (2007) argued that the attention given to WLBS by researchers and practitioners are stimulated by high global competition resulting in mergers and acquisitions, downsizing, government policies, demographic changes, the increased complexity of work and family roles, the high number of occupational stress and its impact on workers' health and wellness.

4.3 THE CONCEPT OF WORK-LIFE BALANCE STRATEGIES

Globalisation has brought about demographic shifts in the labour market. The changing demographics mean that employees are saddled with more responsibilities from the family domain, in addition to the concern to achieve success in the work domain (Ko & Hur, 2014). More so, the level of competitiveness, which has made it difficult for organisations to attract and retain the best talent in the labour market has propelled the attention given

to WLBS (Caillier, 2016; Lee & Hong, 2011). Organisations are keeping pace with this trend to enhance performance and create greater competitive advantage (Al-Damoe, Ab Hamid, & Omar, 2015). However, organisations' inability to effectively implement WLBS may result in employees living in perpetual anxiety (Adisa, Gbadamosi & Osabutey, 2016; Zheng et al., 2016). Work-life balance strategies (sometimes referred to as work-life policies or family-friendly policies in literature) are aligned with organisational human resource (HR) strategies to help employees manage work and non-work aspects of their lives. Felstead, Jewson, Phizacklea, and Walters (2002) see WLBS as those factors whether intentionally or otherwise that enhances the flexibility and autonomy of an employee in negotiating attention and presence in employment. Organisations around the world have seen the need to adopt WLBS as part of HR strategies to help employees cope with stressors and attract the best talent in a competitive labour market. As employees struggle to meet work and life demands, the onus rests on HRM scholars and practitioners to examine the challenges associated with WLBS (Morris & Madsen, 2007).

It is generally assumed that employees derive benefits from organisational WLBS. What is not clear is if workers have equal access to it (Budd & Mumford, 2003). The effective implementation of WLBS implies equity. In essence, employees can achieve balance between work and life roles. Life responsibilities vary from one person to another and it is based on many factors, which includes marital status, gender orientation, childcare, extended family demands, hobbies/interests and many other dynamics outside of work (Mazerolle et al., 2015).

The lacklustre performance of the Nigerian economy is forcing many organisations in the country to demand higher productivity from their employees (Okeke, 2017). A study conducted by Perry-Smith and Blum (2000) revealed that organisations that implement WLBS such as flexible work arrangement, on-site day care and dependent care experienced improved performance. Beauregard and Henry (2009) attribute the business case of WLBS to include the attraction and retention of skilled employees to enhance organisational outcomes.

Wise and Bond (2003) highlight four factors that propel organisational adoption of WLBS: (1) to build a goodwill to attract the best talent, (2) to curtail undesirable work practices such as long hours of work, (3) employees' retention; and (4) to develop organisational culture through employees' inclusiveness and motivation. However, empirical evidences

have revealed that many employees are not accessing the WLBS provided by their organisations because of perceived negative consequences (Aziz & Cunningham, 2008; Beauregard & Henry, 2009; Daverth et al., 2016). Consistent with this argument, Russo (2015) argue that employees are reluctant to use flexible policies even when they are entitled to use it, in order to show commitment to the organisation. For instance, an employee that makes use of organisational flexible work arrangements, such as telecommuting and part-time work may not be considered during the time of promotion. This is because telecommuting and working on a part-time basis are said to be incompatible with promotion in an organisation with a greater number of men in managerial positions (Russo, Shteigman, & Carmeli, 2016). The inability to access and use organisational WLBS such as flexible work arrangement may result in low productivity, higher stress, work-family conflict and health disorders (Russo, 2015).

The consciousness of the changing needs of the employees and the provision of effective WLBS is plausible in employees' retention (De Cieri, Holmes, Abbott, & Pettit, 2005). Consistent with this argument, a study conducted by Lee and Hong (2011) revealed that organisational strategies aimed at helping employees cope with the competing demands of work and non-work aspects of employees' lives are reciprocated by the employees through productivity and commitment to job. The assumption is that WLBS is a reciprocal gain system that benefits the organisations and their employees (Caillier, 2016; Las Heras, Bosch, & Raes, 2015). Since imbalance between work and life may influence employees' turnover intentions and absenteeism, WLBS can help address the imbalance thereby enhancing employee motivation and curtailing the rate of turnover and absenteeism. Organisations benefit from WLBS through the reduction in the stress level of employees and turnover intentions with adverse effect on employees' achievement of work-life balance and improved performance for the organisations (Las Heras et al., 2015; Lee & Hong, 2011).

The reality among corporate bodies in the twenty-first century is the view that the alignment of WLBS to HR strategies can enhance employees' productivity with an impact on organisational outcomes (Budd & Mumford, 2006). As such, resources are being invested in various contexts on WLBS to adapting work to the changing employee work-life needs, and as a response to government policies aimed at promoting gender integration in the labour force (Kossek, Lewis, & Hammer, 2009). However, studies have revealed that organisational characteristics such as size, gender composition and management

structure influence the types of WLBS that are put in place (Dancaster, 2014). A study carried out by Konrad and Mangel (2000) among one hundred and ninety-five organisations found that WLBS was positively linked with productivity when women constitute a larger percentage of the employees and higher percentage of professionals. Organisational efforts aimed at helping employees achieve balance may include the implementation of WLBS such as flexible work arrangement, child and elder care options, employees' health and wellness programs, leave options and stress management (De Cieri, Holmes, Abbott, & Pettit, 2005; Subramaniam, Overton, & Maniam, 2015).

Bardoel, Tharenou, and Moss (1999) identified 100 types of WLBS strategies that are adopted by organisations globally to help employees balance work and life domains. Most of these strategies are intended to serve a purpose that may be more beneficial to the organisations than the employees (De Cieri, Holmes, Abbott, & Pettit, 2005). Konrad and Mangel (2000, p. 1230), identified specific WLBS that are adopted by organisations as: *“on-site day care, near-site day care, sick childcare, emergency childcare, sick days for childcare, on-site conveniences, extended maternity leave, gradual return to work, paternity leave, adoption leave, parental leave, spouse placement, supervisory training in work-family sensitivity, flextime, job sharing, part-year work, part-time workforce, voluntary reduced time, and part-time work for professionals”*. For this study, the following WLBS are examined.

4.3.1 Flexible work arrangement

Taking a cue from Allen (2001), flexible work arrangements refer to an organisational strategy aimed at helping employees manage the demands from work and non-work aspects of their lives. Rau and Hyland (2002) cited in Allen, Johnson, Kiburz, and Shockley (2013, p. 345) defined flexible work arrangements *“as work options that permit flexibility in terms of where work is completed (often referred to as telecommuting or flexplace) and/or when work is completed (often referred to as flexitime or scheduling flexibility).”* In essence, telecommuting or flexplace allows job functions to be performed during normal working hours from a location (mostly from home) outside of an organisation suitable for the employee, while flexitime involves the adjustment of the commencement and closing of workdays such that an employee put in the same hours of work at less traditional times (Munsch, Ridgeway, & Williams, 2014). Bond, Thompson, Galinsky, and Prottas (2003) argue that organisational adoption of flexible work arrangement could curtail work-family conflict and enhance performance.

The question on the appropriate working hours for an individual has become a thing of concern to HR practitioners, researchers and governments globally (Bal & De Lange, 2015; Deery & Jago, 2015). While most countries of the world have legislation through various labour acts on appropriate numbers of hours individuals must work on daily basis, the issue of overtime defeated the effectiveness of the act. In most developing countries such as Nigeria, an employee is statutorily allowed to work forty hours a week. However, the law is silent on the legality of overtime as it is regarded as optional. The workforce perceives overtime as an avenue to make extra income, as there is no minimum to the numbers of hours an employee can put in. This defeats the whole essence of WLBS. This is because too much work can result in physical and emotional stress (Lin, Wang & Wang, 2015; Zúñiga, et al., 2015). As this literature is being written, a report was aired on Aljazeera News that an individual committed suicide in Japan due to overwork. The individual whose name was not mentioned in the report was said to be working hundred hours' overtime in a month. He committed suicide due to what is termed '*karoshi*' (overwork death) in Japan. Overwork can be very inimical to health and well-being of employees. As Felstead, Jewson, Phizacklea, and Walters (2002, p. 54) put it, "*the experience of long hours at work and intense working conditions can have detrimental consequences for workers' health, psychological wellbeing and family life*".

The individual singular act brought to the front burner was the work-life balance debate in Japan. This justifies the attention given to work-life balance by all and sundry. Flexible work arrangement is regarded as key in addressing employees' challenges in managing work and non-work demands (Allen et al., 2013). Many organisations are exploring flexible work options as WLBS to meet global best practices and stay competitive as employers of choice. Flexible work arrangements are usually incorporated into the overall corporate objectives to demonstrate organisational sensitivity to employees' work-life balance (Timms et al., 2015). Hayman (2009), argued that when flexible work arrangements impact on employee work-life balance, the apparent availability and usage of flexible work options becomes a key factor in employees' achievement of work-life balance. McNall, Masuda, and Nicklin (2009) examined the mediating role of work-family enrichment on flexible work arrangements, job satisfaction and turnover intention. Their study revealed that the availability of flexible work arrangement as WLBS influence employees' enrichment from work domain with a spillover effect in the non-work domain. This invariably enhances satisfaction with work and reduction in turnover intentions.

Many organisations in Nigeria perceive the implementation of flexible work arrangements as challenging. This justified why Abdulraheem (2014) argued that WLBS about employees' performance has not been given deserved attention in Nigeria. This is due to the notion that flexible work arrangements as WLBS constitute costs, which only benefits the employees. However, empirical studies have linked flexible work options to positive employee outcomes such as reduced stress, enhancement of health and well-being, which impact on absenteeism and the amount spent on employees' health by organisations (SHRM, 2014). The findings of a study conducted by Oludayo et al. (2018) in Nigeria revealed that flexible work arrangement is a predictor of employee satisfaction with work. Shockley and Allen (2012), investigated the motive for employees' use of flexible work arrangements putting into consideration, gender, marital status and family responsibilities of employees. The findings of their study depict that employees are more inclined to use flexible work options for work related motives at the expense of non-work motives. The researchers explained further that employees with marital and family responsibilities have the tendencies to subscribe to non-work motives. Contrary to this view, a society like Nigeria where the cultural practices favour the extended family system; it is commonplace for a gainfully employed individual with marital and other family responsibilities such as childcare to receive a helping hand from family members to care for the children while parents work to sustain the family. So, the use of flexible work arrangement for non-work motives such as childcare may not hold in Nigeria.

Sok, Blomme, and Tromp (2014) argue that organisational adoption of flexible work arrangement can help to guide against the depletion of resources such as time and mental energy, which subsequently result in strain-based and time-based stressors from the domain of work and life. The essence of organisational adoption of flexibility is to enhance flexible deployment of labour as well as to facilitate employees' flexible use of time (Mennino et al., 2005). However, the prevailing reality in the manufacturing sector in Nigeria is that of the "ideal workers" syndrome. As Munsch et al. (2014, p. 44) put it, the *"ideal workers work full-time and long hours. They are committed to their work and employer, available for overtime on short notice, and have few commitments outside of work."* Employees that fall into this category see life as work and work as life. Such employees perceive devotion to work as intrinsically rewarding as they are usually considered for promotion and other benefits at the expense of those that practice flexible work arrangement (Perlow & Kelly, 2014). However, flexible work arrangements are more

effective when employers and their employees perceive job flexibility as a mutually beneficial business process for determining the most appropriate approach on how, where and when work is done (SHRM, 2014).

4.3.1.1 Types of flexible work arrangements

Although the flexible work arrangement varies from one organisation to another, the following are the various types identified in literature:

4.3.1.1.1 Flexitime

Flexitime occurs when flexible work arrangements are made in which workers are given options on when to start and end work. Flexitime does not mean a reduction in the required daily hours of work, but rather, it offers workers alternatives on when to resume and close for work.

4.3.1.1.2 Telecommuting or flexplace

This refers to a situation whereby an employee is allowed to work in another location (mostly from home) outside of an organisation. Evidence presented by the International Data Corporation (IDC) depicts that the global mobile workforce is on the rise from over one billion in 2010 to over 1.3 billion by 2018 (Cousins & Robey, 2015). The development and pervasiveness of mobile communication gadgets with internet facilities have made it possible for some organisations to explore the telecommuting option. The development in mobile telecommunication allows job functions to be performed productively outside a location from organisational settings. Organisations, which adopt telecommuting as WLBS, stand to benefit from employees' productivity who are working from remote location (Cousins & Robey, 2015).

4.3.1.1.3 Compressed work week

A compressed workweek occurs when an employee chooses to work fewer days in a week by working longer hours per day (Mas & Pallais, 2017; Munsch, 2016). In essence, the employee completes the traditional 40-hour (and 5 days) work week to fewer days by spending longer hours on the job on daily basis. For instances, an employee can choose to work for 10-hour pay day at the expense of the traditional 8-hour. When such occur, the employee would have taken four days to complete a week job. Compress work week can help guide against work monotony, reduce stress and enhance productivity (Noback, Broersma & Dijk, 2016; Schooreel & Verbruggen, 2016).

4.3.1.1.4 Job sharing

Job sharing involves the splitting of job responsibilities where individual employee works only part of the week. A job share is a form of part-time work whereby two or more employees share the responsibilities of one regular job and share the benefits accruable for the specific job. Job sharing is usually adopted as a response to WLB and to solve the problem of the high unemployment rate (Gunnigle, Turner, & Morley, 1998). The outcome of the study conducted by Brocklebank and Whitehouse (2003) revealed that over 90 per cent of employees that use the job share option are women.

4.3.1.1.5 Alternative work schedule

This refers to arrangement in which an employee is allowed variation in the time to resume and close for work (Mas & Pallais, 2017). Such arrangement does not alter the normal hours of work the employee is expected to put in on daily basis. Some organisations make these arrangements for employees that have family or personal commitment to be able to meet up with such commitment.

4.3.1.1.6 Result oriented work environment (ROWE)

This refers to a process whereby the employers do not take cognisance of the hours put into performing a job responsibility but rather focus on the productivity (Kossek, Hammer, Kelly, & Moen, 2014). The traditional daily work hours do not hold in a result-oriented work environment due to the importance of productivity, rather than the actual hours on the job. In this instance, if an employee fails to perform a job task or responsibility, the employer will issue the traditional work performance warning.

4.3.1.1.7 Split shift

A split shift occurs when employee split work hours throughout the day (Bae et al., 2017; Yu et al., 2017). For instance, an employee that has an 8-hour work day can choose to work 4 hours in the morning (i.e. 8a to noon) and do another 4 hours in the afternoon (4 pm to 8 pm). This essence of the split may be to allow for employees to meet up with other personal responsibilities. The split shift is synonymous to organisations that have peak hours of work.

4.3.2 Employees health and wellness programs (EHWP)

Every human irrespective of status or race needs good health to be able to function properly. EHWP is an organisational strategy aimed at meeting the health needs of the employees to enhance job commitment and productivity. The concept of employees'

health and wellness emerged in the 70s and gained widespread popularity in the 80s (ILO, 2014). Employee health and wellness are central for achieving organisational profitability and sustainability (von Thiele Schwarz, Augustsson, Hasson, & Stenfors-Hayes, 2015). An empirical study revealed that an average employee spends one third of his or her time in the workplace (Newman et al., 2015). This is why organisations worldwide are giving attention to EHWP, as the workplace is perceived as the rational place for promoting healthy behaviours to a large number of individual (Arena, 2014; Newman et al., 2015).

According to Oke and Asamu (2013, p. 67), “the workplace directly influences the physical, mental, economic and social well-being of workers and in turn the health of their families, communities and society.” Without good health, nothing counts as an individual is subjected to a state of meaninglessness. As the corporate objectives of organisations vary, so are the WLBS concerning EHWP. The disparity in EHWP from organisation to organisation include strategies that are aimed at promoting health and disease prevention in addition to disease management intervention designed to manage employees with chronic conditions (Fronstin & Roebuck, 2015). This disparity in various organisations may bring to fore the argument on the effectiveness of the implementation of the EHWP as WLBS. According to Fonarow et al. (2015), the availability of EHWP in organisations do not determine the effectiveness, as some of the health and wellness programs may be bedevilled by poor design and implementation. The authors further affirmed that the key element for enhancing the effectiveness of wellness programs is to establish a broad base measures and benchmarks that can be adopted for quality assessment and enhancement.

Having a positive attitude to work depends on an employee perception on how much the organisation cares about his/her well-being (Gould-Williams, 2007). The variation in organisations require that a means is devised to meet the health and wellness needs of the employees putting into consideration the culture and environment in which the organisations operate from. Baicker, Cutler, and Song (2010) identified organisational benefits of EHWP to include: (a) reduction in health care costs and amount paid on employee insurance premium; (b) enhanced workers productivity and reduction in absenteeism; and (c) attraction of skilled workforce and reduction in turnover intentions. Supporting this position Borah et al. (2015), affirmed that the motivation for EHWP is to promote long-term health and enhance the health of the employees thereby cutting the amount expend on health care and decrease absenteeism. Despite empirical findings that

EHWP significantly enhance the health profile of the employees, there is a need to justify further research inquiry to clarify ideal EHWP framework (Cahalin et al., 2015).

According to Kilpatrick, Blizzard, Sanderson, Teale, and Venn (2015), one of the key elements of organisational health and wellness programs is to design a framework whereby employees' health needs are provided irrespective of status or cadre within an organisation. Citing the World Health Organisation and Work Economic Forum joint report (2008), Oke and Asamu (2013, p. 71) "*concluded that workplace health promotion programmes targeting physical activity and diet are effective in promoting lifestyle behaviours (e.g., increasing physical activity participation and improving nutritional choices); improving risk factors for non-communicable diseases (e.g., reducing BMI, reducing blood pressure); and facilitating organisational-level changes (e.g., reducing absenteeism)*". The EHWP should take cognisance of the need to provide a safe and healthy environment for every employee while taking into account the different needs of the employees irrespective of their gender (ILO, 2014).

However, much is not known regarding EHWP in Nigeria, as there is a dearth of studies that focused on the initiatives among the employers in the country (Oke & Asamu, 2013). The reason for this may be due in part to the fact that not many organisations in Nigeria have a well-structured EHWP despite the immense benefits to both the employers and employees. The few corporate bodies that have EHWP in place rely mostly on Health Maintenance Organisations (HMO) to cater for the health needs of their employees. The HMO, which are regulated by the National Health Insurance Council (NHIC), receive contributions from the employers and employees. A certain percentage of the amount collected are paid to the regulatory body NHIC, and the other portion of the money known as capitation is paid to the health care providers (Ibiwoye & Adeleke, 2008). The health care providers cater for the health needs of the employees that are enrolled on the HMO by their organisations. The finding of the study conducted by Kehl (2012) revealed that the most successful companies are those that promote employee health and wellness at work and home.

4.3.3 Employee assistance programs (EAP)

Walsh (1982, p. 494) defined employee assistance programs "as a set of company policies and procedures for identifying, or responding to, personal or emotional problems of employees which interfere, directly or indirectly, with job performance." EAP aims at

establishing the interface between individual work and personal life and provide counselling to employees where necessary to address stressors that may hinder employees from performance (Goetzl et al., 2014). Arthur (2000) traced the history of EAP to United States when attempt was made to address employee alcohol abuse in the 19 and 20th centuries, and the Hawthorne studies on employee productivity conducted at Western Electricity in the 1920s and 1930s. Arthur (2000) explained that an estimated twenty thousand employees that were interviewed as part of productivity study were able to properly articulate themselves, which result in rekindled interest for work.

EAP are targeted at improving organisational performance by making it a concern and providing solutions to issues that affect employees (Winston & Winegar, 2014). However, it is worthy of note to state that, EAP do not only benefits the employees, employers to a large extent also benefit from the programs. The implementation of EAP can contribute to organisational bottom line, as employer can identify problems proactively thereby providing solutions. Empirical findings revealed that EAP provide solutions to issues relating to absenteeism, workplace accidents, compensation, employee retention, dispute resolution, and WLB (Arthur, 2000; Axelrod, 2016; Winston & Winegar, 2014).

EAP in the twenty-first century vary from organisations to organisations. EAP today are designed based on the needs of the employees and the environment the organisations operate from. The EAP adopted by the various organisations ranges from issues relating to substance abuse, harassment, marital challenges, the demise of loved ones, child care issue, stress and financial needs (Adigun & Bello, 2012; Axelrod, 2016). Organisation are adopting the EAP as WLBS to address myriads of problems employees are confronted with on a regular basis. A study conducted by Adigun and Bello (2012) in among manufacturing firms in Lagos, Nigeria on the influence of EAP on job commitment, it was found that EAP is positively correlated to job commitment in the selected firms. In essence, adoption of EAP as strategy of work-life balance can enhance productivity, reduce turnover intention and enhance job commitment.

4.4 WORK-LIFE BALANCE STRATEGIES AND THE CONCEPT OF WORKAHOLISM

Workaholism, as used in this study, refers to a life without balance. McMillan, O'Driscoll, Marsh, and Brady (2001, p. 69), define workaholism as the “*reluctance to disengage from work, which is evidenced by the tendency to work irrespective of external demands*”. The

concept of workaholism emerged in 1971 when Oates coined the word ‘workaholic’ to refer to an individual whose heightened penchant for work hinders various life functions (Aziz & Cunningham, 2008). According to Ljungholm (2015), a workaholic employee works more strenuously than other employees work and more than required to enhance organisational outcome. Ljungholm (2015) explained further that a workaholic is motivated by avoidance incentives, which is an indication of a deterrence concern, and are responsive to the existence of damaging consequences. The notion that ‘work does not kill poverty does’, is a cliché in Nigeria that every worker lives by. In essence, working excessively is regarded as a yardstick for success. This notion contradicts the belief in other countries such as Japan, where *Karoshi* (death due to overwork) and *karo-jisato* (suicide due to work overload) have proved otherwise (Kanai, 2006). Ljungholm (2015) argued that workaholism has a negative relationship with satisfaction with work and job performance, and a positive relationship with turnover intention.

The concept of workaholism originated from the assumption that excessive working stem from an innate addiction that involves obsessive and compulsive tendencies (Aziz, Adkins, Walker, & Wuensch, 2010; McMillan et al., 2001). The advancement in technology makes it possible for workers always to stay connected to work, making the 40-hour work per week to fade away (Aziz et al., 2010). Workaholism tends to hinder interpersonal relationship with adverse effect on marital dissatisfaction (Aziz & Cunningham, 2008). A study conducted by Carroll, Robinson, and Flowers (2002) cited in Aziz and Cunningham (2008, p.554) found that “*women married to workaholics reported higher marital estrangement and fewer positive feelings toward their husbands*”. Consistent with this finding, the result of a study conducted by Porter (2001) revealed that the spouse of workaholics felt ignored, unloved, and emotionally/ and physically abandoned. Also, the result of the study conducted by Aziz et al. (2010) to establish the relationship on workaholism, work stress, and work-life imbalance found that work stress and work-life imbalance correlate with workaholism, irrespective of gender.

Often, a workaholic does necessarily have to work for long hours but chooses to do so at the expense of other life demands. Sometimes workaholics do not see themselves as such; they just buried themselves in work losing track of time, which becomes a regular occurrence in the process. Work to a workaholic employee is life and life is work. Such employees may find it difficult to distinguish between work and life as they strive for perfection in work demands. Perfectionism is seen as a personality disposition when an

individual strives to be flawless in a bid to set high standards for performance to earn overly critical appraisal (Stoeber & Damian, 2016). Perfectionism has been found to be significantly correlated to workaholism and job burnout (Stoeber & Damian, 2016). The availability and effective implementation of WLBS can help put a workaholic in check. A supportive organisation culture for WLBS can help employees to prioritise between work and life demands to achieve a balance (Cegarra-Navarro, Sánchez-Vidal, & Cegarra-Leiva, 2016). The study conducted by Duxbury and Higgins (2001) revealed that WLBS can make employees achieve a balance between work and family domains and enhances job performance. Flexible work arrangement is considered as WLBS that can be adopted by organisations to enable employees meet with job demands and cope with family life without necessarily turning to workaholics (Ljungholm, 2015; Stoeber & Damian, 2016; Utom & Oko, 2016).

4.5 THEORETICAL/ CONCEPTUAL RESEARCH MODEL DEVELOPMENT AND HYPOTHESES FORMULATION

This section presents the theories underpinning the study, which is to develop a model to measure the effectiveness of WLBS in selected manufacturing firms, Lagos, Nigeria. The formulated hypotheses are also presented in this section.

4.5.1 Theoretical research model development

Work and life domains are interconnected such that the functionality in one domain may have a spill over effect on the other (Chan et al., 2016; Clark, 2000; Mishra et al., 2017). One of the major puzzles of the work-life debate is the difficulty of scholars to rely on a single key theoretical framework. This is because reliance on a single theoretical framework implies that there is only one single approach to solving a problem which, does not assist in a comprehensive development of knowledge. The theories that will be examined in this study are (1) institutional theory, (2) organisational adaptation theory, (3) high commitment theory, (4) social exchange theory, (5) compensation theory, (6) spillover theory, (7) integration theory; and (8) border theory. These theories were carefully selected as they have been drawn on by scholars in the development of knowledge on WLBS (Clark, 2000; Felstead et al., 2002; Lajtman, 2016; Mushfiqur et al., 2018).

4.5.1 Institutional theory

The institutional theory as proposed by Meyer and Rowan (1977), posits that organisations come up with certain information about their operations based on what they think will be acceptable to their stakeholders to be seen as legitimate. In other words, organisations adopt certain practices such as WLBS, that may not be functionally effective, but are adopted so as to be seen as legitimate (Hambrick, Finkelstein, Cho & Jackson, 2004). Organisations in their pursuit of legitimacy are subjected to isomorphic pressures which produce increasing similarity among peer organisations over time. DiMaggio and Powell (2012) identified three forces which result in isomorphism. These includes normative, coercive and mimetic forces.

Normative isomorphism refers to professionalisation among organisational management or the tendencies for management to enact the ideas, norms, and language expected of members of their managerial class (Hambrick et al., 2004). Organisations adopt WLBS in conformity to normative pressure from the environment in which the business operates (Wood, 1999). In other words, the organisational decision to adopt WLBS is based on certain factors in society such as the size of the organisation, labour unions' influence, ownership structure, competitiveness and employees' retention. The variations in factors are determined by organisation size and the extent to which the management of the organisation strive to maintain legitimacy in the society (Felstead et al., 2002). Felstead et al. (2002) argue that small organisations are less likely to be influence by the factors to adopt WLBS, as they are not under any pressure. However, organisations that operate in the same industry may choose to 'conform' for relevance and to avoid the loss of highly skilled employees to competing firm with human resource practices, which they are lacking. The variety in the organisational adoption of WLBS is precipitated by the level at which the maintenance of social acceptability is relevant to such organisations (Wood, 1999). The assumption is that big privately-owned corporations and the public sector usually conform to the adoption of WLBS due to their visibility and the benefits accruable in the adoption of WLBS as part of overall human resource strategy of the organisation.

Coercive isomorphism involves both direct and indirect pressures exerted on organisations by other organisations upon which the organisations are dependent, and by the expectations of the societies in which the organisations operate (Buchko, 2011; Currie, 2012; DiMaggio & Powell, 1983). *“Coercive isomorphism stems from political influence*

and organizational legitimacy, often conveyed through laws, regulations, and accreditation process” (Caravella, 2011 p.33) A good example of coercive force is a government policy aimed at promoting favourable labour practices among organisations. Mimetic isomorphism implies the imitation of the characteristics of other organisations (DiMaggio & Powell, 2012; Mohamed, 2017). In other words, mimetic processes showcase the influence of uncertainty in encouraging imitation such that when organisational goals are ambiguous thereby creating uncertainty in the process, organisations may model themselves on other organisations ((Buchko, 2011; Currie, 2012).

Institutional theory provides a deeper understanding of social structure by considering the process through which structures such as schemas, rules, norms and routines become the standard for social behaviour (Scott, 2005). Drawing on institutional theory, a study conducted by Arthur (2003) found a significant positive association between WLBS and share price of large organisations. It was further revealed that, when WLBS is institutionalised in an organisation, it becomes a source of legitimacy and a sign that such organisation is conforming to social norm (Arthur, 2003; Beauregard & Henry, 2009). Ingram and Simons (1995) conducted a study on institutional and resource dependence determinants of responsiveness to work-family issues. The outcome of their study revealed that organisational responsiveness to work-family issues was determined by both the institutional environment and the demands for WLBS from stakeholders.

Institutional theory explains the various frameworks within which family and work-related questions occur in relation to economic and social environment (Mushfiqur et al., 2018). It provides explanation on the isomorphism of organisational fields in relation to institutional norms (Mohamed, 2017). Organisations that conform to these institutional norms become efficient and prolong their survival by making use of these norms (Mohamed, 2017). However, Buchko (2011 p.33) argue that, *“while each of the three institutional forces derive from separate sources – coercive from dependence, mimetic from uncertainty, and normative from professionalization – in practice these are often intertwined and difficult to separate.”*

4.5.2 Organisational adaptation theory

WLBS emerged from the rationale of jointly benefiting the well-being and effectiveness of employees and employers on and off the job (Kossek, Lewis & Hammer, 2010). The

organisational adaptation theory linked organisational response to internal organisational factors that influence the adoption or otherwise of WLBS. The theory emerged from Child's (1972) view on the amalgamation of institutional strategic choice on organisations (Wood, 1999). According to Felstead et al. (2002), the theory proposes that gender structure of employees' impacts on the way work is structured and organisational attitude towards the adoption of WLBS. Wood (1999) argues that the starting point of the theory emerged from the assumption of institutional theory that organisations must comply with the needs of regulations, norms, laws and social expectation. The author posits that organisational adaptation theory differ from institutional theory from two perspectives: First, organisational non-conformity to normative pressure is passive, which allows management to use their discretion as to how organisations respond to environmental challenges. This is achievable through interpretations that are given to environmental processes such as information gathering, assessing the benefits of certain issues that emerged and arriving at a conclusion with a clear understanding of the issues at stake (Daft & Weick, 1984; Wood, 1999). Second, organisational perception and interpretation of institutional environment must put into consideration in respect of response to normative influences, technical issues, competitive pressures and social factors during management discussion. Felstead et al. (2002) suggest that perception among senior management members influence the interpretation given to societal norms and determine the adoption and implementation of WLBS.

4.5.3 High commitment theory

The high commitment theory was popularised by Walton (1985) as high commitment model and Lawler (1986) as high-involvement management. The scholars both characterised the theory as relating to the use of certain HR practices such as WLBS, problem-solving groups, and teamwork, with the assumption that their effect on commitment influences organisational outcome (Wood, 1999). The theory became a topic of debate because of the critical issue of changes in technology and continuous improvement, which are essential for all organisations to stay competitive due to globalisation and an unstable business atmosphere (Wood & De Menezes, 1998). High commitment theory emerged to explain the various uses of WLBS across various organisations (Felstead, Jewson, Phizacklea, & Walters, 2002). This stems from the notion that high commitment HR practices enhances organisational effectiveness by creating work environment whereby employees' involvement in the decision-making process of an

organisation is high, and greater effort are made to achieve set goals (Mostafa, Gould-Williams, & Bottomley, 2015; Whitener, 2001).

Nielsen, Rasmussen, Chiang, Han, and Chuang (2011) categorised HR practices into “low cost” and high commitment. The low-cost HR focuses on operation efficiency at the least possible cost. As such, a clear control measure is put in place whereby employees are giving limited job training with distinct job responsibilities. On the other hand, low-cost system with high commitment HR practices strive to attract and recruit the best talent with an impetus for employees to be creative and achieve innovative goals. Wood (1999), linked organisational commitment with other attributes considered desirable for modern business practices which includes a high level of quality consciousness, open mindedness and willingness to change. Felstead et al. (2002) argue that organisational commitment can be enhanced if management can demonstrate to the employees that they comprehend and are tolerant to the issue of conflict that occur between work and life domains. Adopting WLBS as part of organisational HR practices may go a long way in enhancing high commitment. Chiang, Han, and Chuang (2011), found that high commitment HR practices was positively correlated with perceived organisational support; and perceived organisational support was linked to organisational trust and commitment. Therefore, a relationship exists between organisational performance and the availability, and effective implementation of WLBS.

4.5.4 Social exchange theory

According to Blau (1964, p. 91), “*social exchange refers to voluntary actions of individuals that are motivated by the returns they are likely to bring and typically do in fact bring from others*”. Social exchange theory is based on the principle of reciprocity between organisations and their employees. Consistent with this argument, Gould-Williams (2007) posits that exchange process produces an obligation on the recipient such that the recipient remains perpetually indebted to the donor until the debt has been repaid in kind. This is referred to as the norm of reciprocity (Goulder, 1960 cited in Gould-Williams, 2007). Citing Aselage and Eisenberger (2003), Chiang et al. (2011) highlighted three assumptions in the exchange process. First, in the exchange process between organisations and the employees, valued socio-emotional resources are considered sacrosanct. Second, organisations and employees’ contribution in the exchange process are valuable. Third, procedural justice is revered as antecedent of the relationship between high valued employees and the organisation. In essence, social exchange theory give

recognition to a situation in which employees are under obligation to reciprocate when they are benefited by their organisations.

Organisational adoption and effective implementation of WLBS may stir positive attitudes on the part of the employees, which may enhance employees' job performance. This is because WLBS may be perceived by the employees as the organisation's way of caring for them, which they could reciprocate through hard work. As Gould-Williams and Davies (2005, p. 2) put it, "*positive social exchange can result in mutual benefits to the employing organisation and the workforce.*" In essence, employees may tend to establish a social exchange relationship with their organisations when a mechanism (WLBS) is put in place to address stressors emanating from work and family domains. According to Mostafa et al. (2015), social exchange involves the building of symbiotic and bidirectional relationships such that when something desirable is received, the receiver of the valuable is expected to reciprocate. Such bidirectional and continuous exchanges allow organisations and employees to build a long-lasting relationship based on mutual trust and commitment (Bagger & Li, 2014).

Slack, Corlett, and Morris (2015) argue that social exchange is established based on subjective, financial or non-financial, cost benefits analysis to organisations and the employees. Citing Blau (1964), the authors explained further that economic exchanges and financial rewards are often explicit via contractually agreed terms; social exchanges are more implied, satisfying unspecified obligations. Employees are disposed to positive attitude towards work when exposed to good work environment and required benefits; however, the attitudes are altered negatively in response to adverse treatment (Ko & Hur, 2014). In other words, mutual benefits occur between the workforce and their employers when the social exchange process is positive. The findings of an empirical study revealed that positive exchanges result in enhanced employee attitude and behaviour, while negative exchanges result in stressors, reduced motivation and increase turnover intention (Gould-Williams, 2007). Consistent with this finding, Ko and Hur (2014) found that WLBS (otherwise referred to as family-friendly benefits in the study) and managerial trustworthiness was negatively correlated to employees' turnover intentions.

4.5.5 Compensation theory

This is another theory relevant to the work-life debate. Compensation theory refers the process or measure taken to cushion the negative effect in a particular domain to enhance

effort put in another domain. For instance, an individual that experiences dissatisfaction in a marital relationship may choose to compensate for it by putting more effort in work thereby spending time at work at the expense of the family. On the other hand, an employee that finds work monotonous may choose to compensate for it in the family domain (Lajtman, 2016). In essence, individuals compensate for deficit in one domain by committing more resources such as time in another domain (Lajtman, 2016). Zedeck and Mosier (1990), categorised compensation into supplemental and reactive: Supplemental compensation occurs when a positive experience an individual experienced at work is pursued at home. Reactive refers to a situation when an individual compensates for the negative experience at work with a positive experience from the family domain. Compensation theory is of the view that the negativity or otherwise in one domain is compensated for in another domain. In this way, employees can achieve balance by compensating for situations in work and life domains (Zedeck & Mosier, 1990).

4.5.6 Spillover theory

Spillover refers to a situation in which experiences in one domain have a ripple effect on another domain. Staines (1980, p. 111) refers to spill over as *“workers’ experiences on the job carry over into nonwork arena, and possibly vice versa, such that there develops a similarity in the patterning of work and nonwork life”*. Studies have examined the effect of spillover on mood, values, skill and behaviours with a majority of the studies focusing on mood spillover (Edwards and Rothbard, 2000). Williams and Alliger (1994) argue that mood spill over from the work domain to family domain and vice versa. Experiences from spillover can be either positively or negatively manifested in individual (Morris & Madsen, 2007). Hanson, Hammer, and Colton (2006, p. 251) defined Positive spill over *“as the transfer of positively valenced affect, skills, behaviours, and values from the originating domain to the receiving domain, thus having beneficial effects on the receiving domain”*. Negative spill over occur when experiences from one domain to another are mutually incompatible (Sok, Blomme, & Tromp, 2014).

According to Staines (1980), employees who spend a relatively great amount of physical effort at work, are less involved in nonwork activities and have the tendency to be less physically active away from their jobs. The tendency that employees who experience work overload resulting in stressors may transfer the unpleasant situation to the family domain. The stress experienced at work may result in an unnecessary aggression or irritation at home (Martinez-Corts, Demerouti, Bakker, & Boz, 2015). Also, unpleasant family

situation may spill over to performance at work, as employee may ruminate over the home event, which can result in adverse effect at work. Lee et al. (2015) argue that the spillover experience tends to exacerbate or improve employees' health in various ways. The finding of the study conducted by Sok et al. (2014), revealed that supportive organisational culture for flexible work arrangement as WLBS can enhance positive spill over from work domain to family domain and reduce the effect of negative spillover.

4.5.7 Integration theory

The spill over effect of work and family domains have necessitated the interest of researchers on studying the integration between work and non-work roles of employees (Jones, Burke, & Westman, 2013). According to Morris and Madsen (2007, p. 439) *“integration is a solution representing a holistic strategy including effective and efficient coordination of efforts and energies among all stakeholders sharing interest and benefits from workers being able to fulfil their personal, work, family, and personal community obligations.”* The researchers emphasised that a clear understanding of work-life theories can help HR professionals and scholars to contribute to the development of WLBS and intervention that can enrich demands promoting better work-life integration.

The integration approach to the research on work and life involving all stakeholders can yield positive outcomes as it makes the transition from one role to another less cumbersome. However, role integration can also propel confusion of demands of work and family domains resulting in role blurring (Desrochers & Sargent, 2003). Desrochers, Hilton and Larwood, (2002) define work-family blurring as the confusion arising in the process of distinguishing one's work from one's family roles in a given situation whereby both roles are highly integrated such as telecommuting (i.e. doing paid work at home). Morris and Madsen (2007) argue that integration promotes equitable living where individuals irrespective of gender can attain their full potential as they perform work, family and community responsibilities at the expense of gender related assumptions that determine what, where and how responsibilities are performed. The integration of work, family and community is referred to as a 'triciprocal' relationship with bidirectional influences (Morris & Madsen, 2007).

4.5.8 Border theory

Clark (2000, p. 748) introduced the border theory in which he argued that *“the primary connection between work and family systems is not emotional but human.”* The researcher

explained that individual's journey between two worlds on daily basis; the world of work and the world of family. The border theory put in perspective how employees can function between work and family domains and achieve a balance. The border between work and family domains reinforces unique features by hindering external influences while allowing a controlled level of flow between work and life (Clark, 2000 cited in Leung & Zhang, 2016). Three types of border identified in previous research includes temporal, physical and psychological (Clark, 2000). A physical border refers to where domain specific behaviours occur, a temporal border refer to when domain specific behaviour takes place marked by the separation of time and space (Clark, 2000; Leung & Zhang, 2016). The psychological border, on the other hand, refers to mostly self-created social rules which specify the diverse thinking patterns, emotions, and behaviours which are suitable for specific domain (Cousins & Robey, 2015; Leung & Zhang, 2016).

Clark (2000), categorised borders into two: permeability and flexibility. Permeability is defined by the level at which the boundary between work and family allows the behavioural aspects of a particular domain to encroach on another. Flexibility refers to the extent at which a particular domain can accommodate the responsibilities in another domain. In essence, flexibility refers to when an individual can accommodate the demands of work and family and able to function in both domains effectively. A job with a high level of flexibility can make it possible to perform job responsibilities and still be able to function as parent. The job of university academics come with this type of flexibility.

4.6 PROPOSED CONCEPTUAL RESEARCH MODEL

The proposed conceptual research model depicts the constructs measured and empirically tested in this study. The constructs include work-family stressors (work stressors and family stressors), WLBS, work-family satisfaction (work satisfaction and family satisfaction), employee job performance and manufacturing firms' performance (organisational performance). Empirical studies have revealed that work and family are important sources of stress to individuals (Du, Derks & Bakker, 2018; Edwards & Rothbard, 1999; Searle & Auton, 2015). The spillover theory suggests that stressors experienced in the work domain have the tendency to spillover to the family domain (Du et al., 2018). Conversely, stressors experienced in the family domain equally have the tendency to spillover to the work domain. Consistent with the spillover theory, this study examines the interplay between work and family stressors among the employees of the selected manufacturing firms in Lagos Metropolis.

Another key construct in the proposed conceptual framework is WLBS. As earlier explained in section 4.5.1, one of the major issues in the work-life debate is the multiplicity of theoretical framework that have been used by scholars and HR practitioners to explain the construct. The role of WLBS as a predictor of employees' job performance has been extensively discussed in literature (Johari, Yean Tan, Tjik Zulkarnain, 2018). However, the interplay between WLBS and employees' satisfaction with work and family life has not been extensively examined in extant literature. Relying on the institutional theory, this study will test the effectiveness of WLBS put in place by the manufacturing firms to help employees achieve satisfaction with work and family life. The mediating roles of WLBS and work-family satisfaction on the interplay between work-family stressors and manufacturing firms' performance as depicted in the proposed framework, will also be tested.

The proposed conceptual framework is illustrated in Figure 4.1 below.

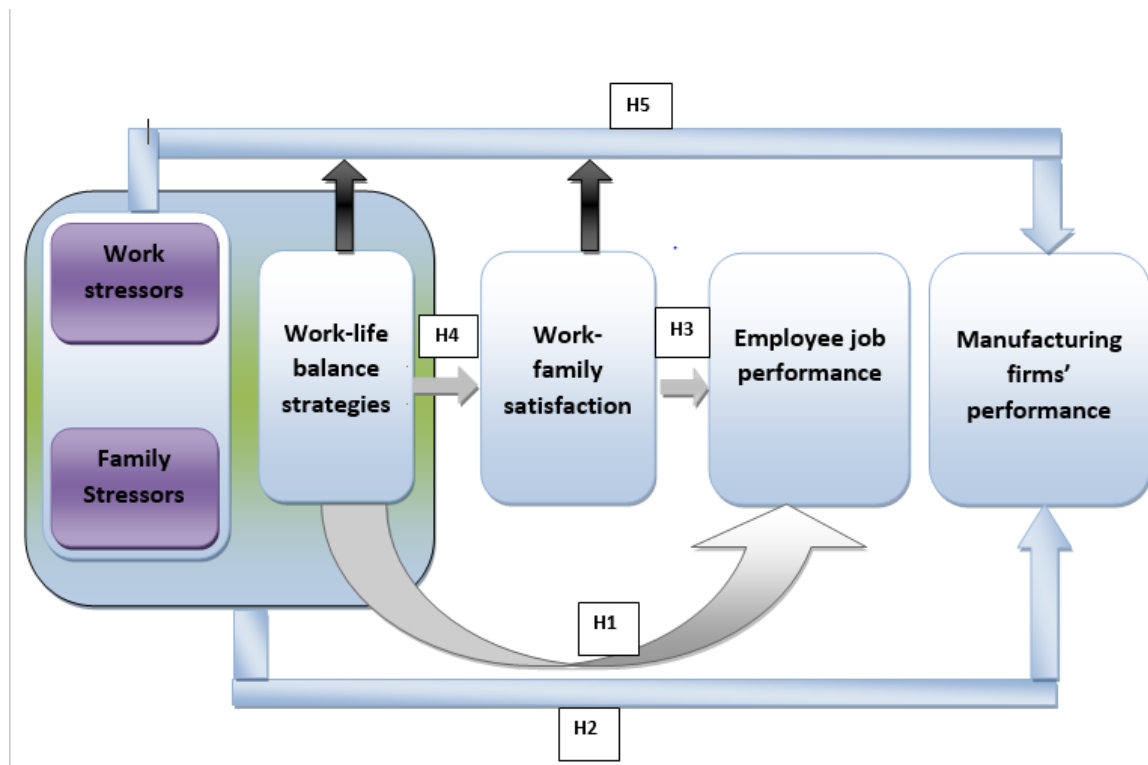


Figure 4.1: A conceptual framework to measure the effectiveness of work-life balance strategies

As shown Figure 4.1, work and family stressors are the exogenous latent variables. WLBS and work-family satisfaction are the two latent variables, while employee job performance and manufacturing firms' performance are the endogenous variable. The framework will be tested with the formulated hypotheses in section 4.6.1 below.

4.6.1 Research hypotheses formulation

Based on the conceptual framework illustrated in Figure 4.1, the interplay among the constructs as specified in the model are examined below.

Previous studies on work-life balance have mostly focused on measuring the effectiveness of organisational WLBS in achieving organisational performance via employee's satisfaction with work (Zheng et al., 2016). There has been dearth of studies examining the influence of WLBS on employee's job performance. Drawing on the social exchange theory, Mas-Machuca, Berbegal-Mirabent and Alegre, (2016) explored work-life balance and its link with organisational pride and satisfaction with work. The finding of the study confirmed that employees' achievement of work-life balance has a significant positive relationship with organisational pride and satisfaction with work. WLBS is seen as viable tool which could be adopted to help employees achieve balance between work and family

life (Ganiyu et al., 2017b; Kim, 2014; Koekemoer & Downes, 2011). Clark et al (2014) in their study found that employees may use a wider variety of WLBS to cope with work and family stressors. Therefore, formulating effective WLBS requires organisational HRM to investigate and comprehend the benefits and challenges associated with the WLBS to be adopted. The outcome of the study by Kim (2014) suggests a link between WLBS and job performance. Therefore, the following hypothesis is proposed:

H1: A significant relationship will exist between WLBS and employees' job performance.

The work-family interface, and the spillover between work and family stressors have been investigated by various scholars (Clark et al. 2017; Ganiyu et al. 2017a; Wood & Michaelides, 2016; Zilioli, Imami & Slatcher, 2016). Many of these studies affirm that work and family stressors influence work performance. For instance, the study by Zilioli et al., (2016) linked work-stressors to individual day-to-day family dynamics, which could influence work performance. Clark et al (2014) affirm that, both employees and organisations benefit when employees are able to cope with work and family stressors. Allen et al., (2013) suggest that stressors relating to individual's job situation directly influence behaviours in the work domain which spillover to the family domain. The various empirical studies recognised WLBS as crucial in helping employees address work and family stressors (Allen et al., 2013; Chan et al., 2015; Minnotte et al., 2013; Zheng et al., 2016). Based on the outcome of these empirical studies, hypothesis (H2) below is proposed.

H2: Work-family stressors and WLBS will influence the performance of the manufacturing firms.

Work-family satisfaction refers to “an overall level of contentment resulting from an assessment of one's degree of success at meeting work and family role demands” (Valcour, 2007 p. 1512). The changing structure of work presents difficulty to many employees to achieve balance between work and family domain. Ganiyu et al., (2017a) posit that satisfaction with work and family is an attitude which could be enhanced by how much organisations are able to effectively manage WLBS. Studies have shown that both positive and negative interaction between work and family domains are linked with employees' well-being in and out of the workplace (Chan et al. 2015; Cho & Tay, 2016; Pattusamy & Jacob, 2016).

H3: A significant relationship will exist between work-family satisfaction and employees' job performance.

The inability to achieve balance between work and family roles could be overwhelming to individual, which may result in conflict (Goodman, Mazerolle & Pitney, 2015). Organisational adoption of WLBS is aimed at helping employees achieve satisfaction with work and family life (Zheng et al., 2016). The finding of the study by Zheng et al. (2015) revealed that employees that make use of organisational WLBS showed improved wellbeing which invariably result in the achievement of satisfaction with work and family life. This justifies why many organisations in the twenty-first century view the adoption of effective WLBS as viable HR tool which could enhance employees' satisfaction with work and family life (Casper, Vaziri, Wayne, DeHauw & Greenhaus, 2018; Pradhan et al., 2016). Based on the foregoing empirical studies, the following hypothesis is proposed:

H4: There will be a significant relationship between WLBS and work-family satisfaction.

Pattusamy and Jacob (2016) examined the mediating influence of work-life balance on the link between work-family satisfaction and work-family conflict using bootstrapping method to test mediation. The finding of the study revealed that work-life balance partially mediates the link between work-family satisfaction and work-family conflict. Chan et al., (2015) investigated the mediating role of self-efficacy and work-life balance on the interplay between work-family enrichment and work-family satisfaction. The outcome of the study revealed that self-efficacy and work-life balance fully mediate the interplay between work-family enrichment and work-family satisfaction.

Despite the many documented evidence of the association between work-family satisfaction and work-life balance in relation with other constructs, many of the documented evidence have been inconsistent (Chan et al. 2015; Ganiyu et al. 2017b; Pattusamy & Jacob, 2016). There is a need to examine the mediating influences of WLBS and work-family satisfaction on the interplay between work-family stressors and organisational performance (manufacturing firms' performance). Therefore, this study hypothesised as follow:

H5: WLBS and work-family satisfaction will mediate the relationship between work-family stressors and manufacturing firms' performance.

Hypothesis five (H5) is sub-divided into three for ease as analysis as follows:

H5A: WLBS will mediate the relationship between work-family stressors and manufacturing firms' performance.

H5B: Work-family satisfaction will mediate the relationship between work-family stressors and manufacturing firms' performance.

H5C: WLBS and work-family satisfaction will mediate the relationship between work-family stressors and manufacturing firms' performance.

4.7 CHAPTER SUMMARY

This chapter explored the historical background and a general overview of WLBS. A review of literature on WLBS and the various strategies of work-life balance adopted by organisations were discussed. Flexible work arrangement as a strategy of WLB and the various types were extensively discussed. The link between excessive work as explained by the concept of workaholism and WLBS were also examined. The various theories of WLB that relates to the present study were also presented. The conceptual framework and the study hypotheses were also discussed and presented in this chapter.

The next chapter presents the research methodology that guides this study. The research methodology presented in the next chapter was guided by the research onion of Saunder et al. (2009).

CHAPTER FIVE

RESEARCH METHODOLOGY

5.1 INTRODUCTION

This chapter focuses on the research methodology that underpins this study. A scientific inquiry is carried out by implementing a set of fundamental assumptions. The study takes cognisance of these fundamental assumptions, which serve as guidelines in adopting the most appropriate methods to provide response to the research questions, achieve the research objectives and test the hypotheses. Research methodology refers to the approaches and processes of conducting a research, which stems from the research design to the data collection and analysis (Creswell, 2014). This study adopted the research onion of Saunders, Lewis and Thornhill (2012) depicted in Figure 5.1.

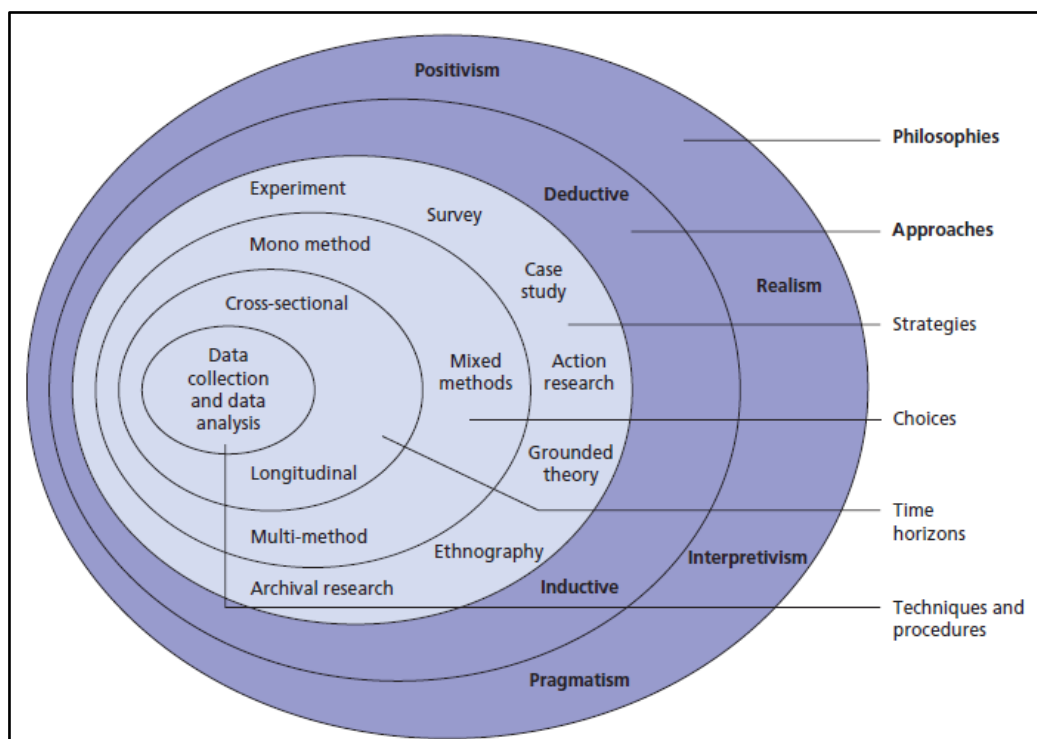


Figure 5.1: Research Onion
Source: Saunders et al. (2009, p. 108)

The research onion provides a guide in achieving the research outcome, which aims to develop and validate a framework to measure the effectiveness of WLBS in selected manufacturing firms in the Lagos Metropolis.

The discussion of the research methodology brought to bear, the strengths, weaknesses and significance of each method before the adoption of appropriate methods for this study. The discussion is relevant to be able to make informed choice on the appropriate methods which helps in achieving the study objectives and test the hypotheses, thereby responding to the research questions.

5.2 RESEARCH PHILOSOPHIES

Methods adopted for every research are linked to research philosophy (Eriksson & Kovalainen, 2015; Wilson, 2014; Gardner, 2013). Research philosophies refer to underlying assumptions that guide the conduct of a research. According to Saunders et al. (2016), the assumptions, which stem from an individual worldview involves the research strategy and methodology that underpin the study. The research philosophy a researcher adopts is sometimes influenced by the interpretation a researcher gives to the link between knowledge and the process of the knowledge development (Eriksson & Kovalainen, 2015; Saunders et al., 2012). The branches of research philosophies, which will be discussed in detail in the next subsections include: (a) positivism, (b) realism, (c) interpretivism, and (d) pragmatism.

5.2.1 Positivism

Positivism is a research philosophy that affirms scientific methods as the best methods to arrive at objective truth (Saunders et al., 2016; Sekaran & Bougie, 2016). The positivists are of the view that the universe operate by the law of cause and effect which are discernible through scientific methods (Sekaran & Bougie, 2016). Positivism relies on quantitative observation as a means of data collection and analysis. It takes a cue from the empiricist school of thought, which affirms that the method to acquire knowledge is through sense experience. A positivist researches a scientific manner and follows a set of laid down guidelines to conclude (Wilson, 2014). In other words, positivists adopt deductive approach which relies on the testing of existing theory through hypotheses formulation and statistical analyses (Sekaran & Bougie, 2016; Wilson, 2014). Dudovskiy (2016), summarised the basic principles of positivism as follows:

- The processes of investigation follow the same logic across sciences

- The aims of studies should be to provide explanations and make predictions
- It is based on empirical observation with the application of inductive logic to the development and formulation hypotheses
- Scientific methods must be value-free and be judged by logic

The lack of flexibility in positivism makes it possible to disregard unobservable phenomena (Sekaran & Bougie, 2016; Wilson, 2014). Consistent with this argument, Dudovskiy (2016), posits that positivists researches are descriptive; hence the lack of insights and in-depth findings on issues. Positivism is not adopted for this study because of the need to collect in-depth information for analysis on work-family stressors, WLBS, work-family satisfaction and the selected firms' performance in Lagos Metropolis. Such information is valuable in meeting the main objective of study, which is to develop a framework to measure the effectiveness of WLBS in selected manufacturing firms, Lagos Metropolis.

5.2.2 Realism

This refers to research philosophy that affirms an objective truth independent of the human mind (Bryman & Bell, 2015; Dudovskiy 2016; Sekaran & Bougie, 2016). To a realist, reality is what it is; nothing more. Similar to positivism, realism alludes to scientific approach as the best methods of conducting research. The realists' school of thought is of the view that, what we perceive as reality is truth. In other word, objects have existence which are independent of the human mind (Sunderset al., 2014). Realism as a branch of epistemology has similarity with positivism in their adoption of scientific approach in knowledge development (Saunderset al., 2016). Realism are categorised into two, namely; direct realism and critical realism.

Direct realism views objective truth through sensory perception. In other words, knowledge acquired through sense experience describes the world correctly. In the criticism of direct realism, critical realism argues that what we perceive through our senses as truth can be an illusion which can be deceptive (Dudovskiy 2016; Sunders *et al.*, 2012; Sekaran & Bougie, 2016). Critical realism assumes that a real world exists; but there is no way such assumption can be proved (Easton, 2010). Critical realism argues that measuring certain phenomenon such as emotion, motivation and satisfaction can be subjective (Sekaran & Bougie, 2016). According to Easton (2010 p.122), "*critical realism acknowledges that social phenomena are intrinsically meaningful, and hence that meaning*

is not only externally descriptive of them but constitutive of them (though of course there are usually material constituents too)”. Our knowledge of reality stems from social conditioning and can only be understood through the social actors involved in the knowledge derivation process (Saunders et al., 2012). The notion and acceptance of direct realism of an unchanging world with a single-level study contradicts the view of critical realism call for a multi-level study (Dudovskiy, 2016; Saunders et al., 2016). Realism is not adopted for this study due to the perceived subjective nature of the philosophy.

5.2.3 Interpretivism

Interpretivism otherwise referred to as interpretivist or qualitative or phenomenological research, is a research philosophy that integrates human interest into a study (Dudovskiy, 2016; Gichuru, 2017). Interpretivism argues that research problems exist in a social context such that social consciousness is perceived as human construction of attributes, which are immeasurable quantitatively (Gichuru, 2017; Walsham, 2017). Interpretivism as a research paradigm aims to understand the subjective meaning of individual in the research domain (Goldkuhl, 2012). It is related with the philosophical stand of idealism, and is adopted to cluster diverse approaches, such as social constructivism, phenomenology and hermeneutics; which oppose the view that knowledge is independent of self-consciousness (Dudovskiy, 2016; Saunders et al., 2016).

Klein and Myers (1999), identified seven principles of interpretivist research philosophy: The first is the principle of a hermeneutic circle in which it was argued that human understanding is attained by reiterating between the consideration of meaning of parts and the whole they form. In this case, human understanding is suggested to be more important than the other principles. The second principle, contextualisation, which suggest critical reflection of social research so that the research audience could have a good grasp of how the phenomenon being investigated emerged. The third principle is the interaction between the researchers and the subjects of researches which brings about the method of data collection. The fourth principle is abstraction and generalisation entails linking the idiographic to the data interpretation. The fifth principle is the dialogical reasoning which entails the attention given to the contradictions discovered between theoretical supposition and research findings. The sixth principle is multiple interpretations which is the varied responses provided by study participants. The seventh principle is suspicion which suggests sensitivity to biases that may arise in the course of a study. Interpretivism is synonymous with studies that adopt qualitative and/or secondary data as means of data

collection and analysis. Citing Pizam and Mansfeld (2009), Dudovskiy (2016) identified the differences between positivism and interpretivism in Table 5.1 below:

TABLE 5.1: DIFFERENCES BETWEEN POSITIVISM AND INTERPRETIVISM

Assumption	Positivism	Interpretivism
Nature of reality	Objective, tangible, single	Socially constructed, multiple
Goal of research	Explanation, strong prediction	Understanding, weak prediction
Focus of interest	What is general, average and representative	What is specific, unique, and deviant
Knowledge generated	Laws	Understanding and interpretation

To achieve the objectives of this study, quantitative and qualitative data were collected and analysed. As such, interpretivism research philosophy was found not to be appropriate for this study.

5.2.4 Pragmatism

Pragmatism as a research philosophy argumentation for a holistic approach in the conduct of research. Pragmatism do not favour a standpoint, as they argue that research on objective, observable phenomena and subjective meaning can produce useful knowledge tailored towards the research questions (Sekaran & Bougie, 2016; Creswell, 2014). Pragmatist researchers are of the view that, there are multiplicity of ways of interpreting the world and that no single way can provide the entire picture (Dudovskiy, 2016; Saunders et al., 2016). This argument contradicts the positions of positivism and interpretivism who maintain two extreme and contradictory position on the sources of knowledge. Pragmatism is disposed to the combination of positivism and interpretivism in research. The combination of both philosophies implies that the bias that may arise in the adoption of the single method that are alluded to by each of the school are avoided.

Researchers that adopt pragmatism are drawing insight from pragmatist philosophers such as John Dewey, William James, Charles Sanders Peirce and Richard Rorty (Bishop, 2015). Pragmatist researchers adopt mixed methods approaches as methods of inquiry. In other words, pragmatism is a research philosophy that underpins mixed methods research. Saunders et al. (2012), posit that the most appropriate consideration in determining the philosophy to be adopted for a study, is the research question, as one approach may be more appropriate in responding to a research question. Mixed methods research affirmed

the uniqueness and disparity between qualitative and quantitative approaches and argue for a shared aim of all researches that will help to minimise bias (Bishop, 2015). Pragmatist researchers avail themselves the freewill to adopt either quantitative or qualitative method taking cognisance of the bias inherent in the use of a single technique. A pragmatic approach for data collection and analysis present an opportunity for data triangulation. This is why pragmatism is found to be the appropriate research philosophy for this study. The justification for adopting pragmatism is provided below.

5.2.5 Research philosophy underpinning this study

This study aimed at developing a conceptual framework to measure the effectiveness of WLBS at selected manufacturing firms, Lagos Metropolis. After thorough examination of the advantages and disadvantages of the various research philosophy, pragmatism was found to be appropriate to investigate the mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and the selected manufacturing firms' performance in Lagos Metropolis. This enabled the researcher to collect quantitative data using structured questionnaire with a follow up in-depth interview conducted among top management members of the two selected manufacturing firms. Pragmatism as a research philosophy underpins mixed methods research design (Creswell, 2014; Saunders et al., 2016; Wilson, 2014). Studies suggest that good research often adopt qualitative and quantitative techniques for data collection and analysis, as both methods are compatible (Creswell, 2014; Saunders et al., 2012; Wilson 2014). This study adopted a mixed methods research design, which allows for the combination of qualitative and quantitative methods for data collection and analyses. Collecting qualitative and quantitative data in a single study helped to reduce the bias synonymous with the use of a single method and provide adequate information on the study constructs.

However, researchers have argued that the nature of a study and choice of research questions determines the method to be adopted (Saunders et al., 2012; Sekaran & Bougie, 2016). The justification for adopting mixed methods in a study of this nature stems from the benefits of combining the elements of quantitative and qualitative which enable the study to reduce the bias inherent in the use of a single method. Developing a conceptual framework to measure the effectiveness of WLBS in manufacturing firms informed the collection of quantitative and qualitative data, to be able to provide appropriate response to the research questions. Also, the collection of qualitative data helped to provide more explanation to research objective one, which was aimed at establishing the relationship

between WLBS and employees' job performance in the selected manufacturing firms. A follow-up data search collected through the interview (qualitative data) of management of the selected firms, provided the researcher the required information on why there was no correlation between WLBS and employees' job performance in the firms, as shown by the statistical analysis of the quantitative data in chapter seven of this thesis. This follow up interview questions justified the appropriateness and the adoption of pragmatist philosophy, which is a philosophy that underpins mixed methods (Creswell, 2014; Wilson, 2014).

5.3 RESEARCH APPROACHES TO THEORY DEVELOPMENT

Theory and observation are the key components of scientific research (Bhattacharjee, 2012). The theoretical component involves developing abstract concepts about a phenomenon association between those concepts, while the empirical components involves testing theoretical concepts and association examine their explanation of reality with the aim of developing improved theories (Bhattacharjee, 2012, Saunders et al., 2016). Based on a researcher's worldview, scientific research may three approaches; inductive deductive and abductive approaches (Creswell, 2014; Saunders et al., 2016; Wilson, 2014).

An inductive approach is a theory-building process commencing from observations of specific problem and aims at generalising the phenomenon being investigated (Wilson, 2014). A researcher adopting inductive approach is more concerned about the context from which an event occurred rather than the event itself (Saunders et al., 2016). The researcher tries to develop a theory with empirical data. A deductive approach stems from a theoretical statement. In other words, it begins with the application of a theory (Wilson, 2014). The theory is then subjected to test through hypothesis. A hypothesis is a tentative statement which are observable in the event of a theory turning out to be true (Kalof, Dan & Dietz, 2008).

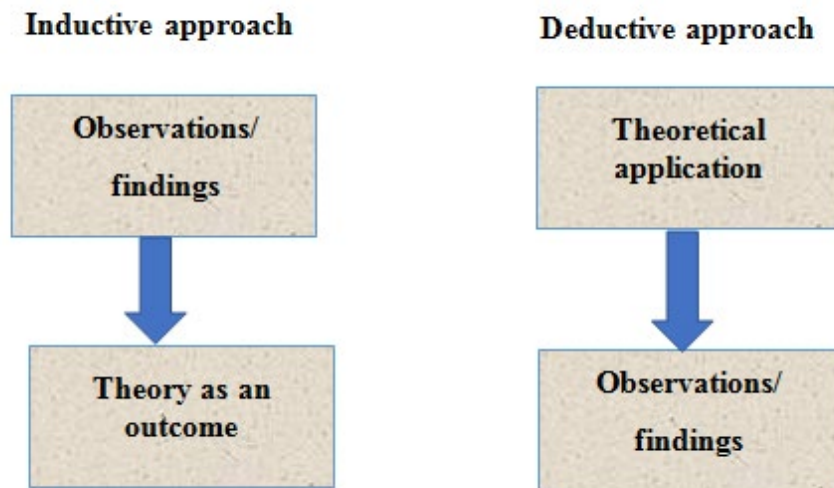


Figure 5.2: Inductive and deductive approach
 Source: Wilson (2014 p. 13)

5.3.1 Distinction between inductive and deductive approaches

The deductive approach adopts deductive reasoning. Deductive reasoning is a logical process that commences from general to specifics. The approach allows a study to link the correlation in a study (Saunders et al., 2016). Deductive reasoning infer conclusion from multiple premises. The approach aims at testing hypothesis using existing theory, thereby formulating research strategy to test the hypothesis. Deductive approach is linked to scientific methods of inquiry. Deductive commences by establishing patterns which are tested against observation through hypothesis formulation.

An inductive approach to research commences with data collection from which generalisation are made based on the data collected (Bryman & Bell, 2015; Morgan, 2007). It does not require hypothesis formulation but rather focuses on research questions which help in achieving research objectives (Dudovski, 2016). A unique feature of the inductive approach is the process of gathering qualitative data which allows similar features from the sample to be combined. The abductive or integration approach refers to the process whereby clarification is provided in an incomplete observation highlighted at the commencement of a study. In other words, it involves planning on the appropriate inference that can be deduced from a set of observations. The abductive or integrative approach arises out of the need to create a synergy between the deductive and inductive approaches for a comprehensive explanation and reduction in the bias synonymous with the use of a single approach in a study.

Saunders et al. (2012), identified the major differences of the research approaches in Table 5.2.

TABLE 5.2: COMPARISON OF THE APPROACHES

	Deduction	Induction	Abduction
Logic	In deductive inference, when the premises are true, the conclusion must be true	In an inductive inference, known premises used to generate untested conclusions	In an abductive inference, known premises are used to generate testable conclusions
Generalizability	Generalising from the general to the specific	Generalising from the specific to the general	Generalising from the interactions between the specific and the general
Use of data	Data collection is used to evaluate propositions or hypotheses related to an existing theory	Data collection is used to explore a phenomenon, identify themes and pattern to and create a conceptual framework	Data collection is used to explore a phenomenon, identify themes and patterns, locate these in a conceptual framework and test this through subsequent data collection
Theory	Theory falsification or verification	Theory generation and building	Theory generation or modification; incorporating existing theory where appropriate, to build new theory or modify existing theory

Source: Saunders et al. (2016 p.145)

5.3.2 Approach adopted in this study

The abductive approach was found appropriate to achieve the objectives of this study, which aims to develop and validate a conceptual framework to measure the effectiveness of WLBS in selected manufacturing firms, in the Lagos Metropolis, Nigeria. The abductive approach allows for the combination of inductive (qualitative method) and deductive (quantitative method) in a single study. The combination of both methods in a study is referred to as mixed methods (Creswell, 2014). The abductive approach is consistent with the pragmatic research philosophy, which underpins this study.

To investigate the influences of work-family stressors and WLBS on the performance of the selected manufacturing firms, quantitative data were collected and analysed for hypothesis testing. Subsequently, qualitative data were collected to identify themes, patterns and sub-themes in a bid to develop the conceptual framework to measure the effectiveness of WLBS in the selected manufacturing firms.

The major variables in the study are work-family stressors, WLBS, work-family satisfaction, employee's job performance and organisational performance (manufacturing firms' performance). The abduction method provides a more descriptive explanations of the linkages among the variables in this study (Abe, 2015; Bryman & Bell, 2015). It combines both cognitive and and numerical reasoning to explain the theories and variables in developing and validating the conceptual framework to measure the effectiveness of WLBS (Bryman & Bell, 2015; Saunders et al., 2016). The quantitative data collected was analysed using SPSS (Ver. 25) and IBM AMOS (Ver. 25). Structural Equation Modeling (SEM) employing IBM AMOS as a tool of statistical analysis helps to showcase the cause and effect links among the constructs because of the two mediating variables (WLBS and work-family satisfaction) which, revealed the the interplay between work-family stressors and organisational performance (manufacturing firms' performance). Qualitative data was analysed using NVivo.

5.4 RESEARCH STRATEGIES

A research strategy refers to the plan and process to conducting a study resulting in the attainment of research objectives (Sekaran & Bougie, 2016). Research strategy provides a guide to conduct a research; the type of strategy adopted is guided by research questions and objectives (Creswell, 2014; Saunders et al., 2012; Sekaran & Bougie, 2016). The major types of research strategy are discussed below.

5.4.1 Experimental design

Experimental research aims at studying the causal relationship between variables to establish the degree of influence they have on one another (Saunders et al., 2012; Sekaran & Bougie, 2016). It seeks to determine if a specific treatment influences an outcome (Creswell, 2014). This type of research is synonymous to quantitative studies. Saunders et al. (2012), affirmed that experiments are applicable in exploratory or explanatory research to respond to the 'how' or 'why' questions. This research design allows the manipulation of an independent variable to establish the causal effect on the dependent variable (Saunders

et al., 2016; Sekaran & Bougie, 2016). This is achieved by altering certain variable to determine if it would affect another variable. Experimental research design is aimed at minimising bias and predicting phenomenon.

Sekaran and Bougie (2016), argue that experimental design is not often applicable in applied research where research aims to provide solution to organisational problem. For instance, this study aimed at developing a conceptual framework to measure the effectiveness of WLBS. It would be inappropriate to increase the stress level, experience by the employees in the manufacturing sector to be able to measure the effectiveness of WLBS available in the manufacturing firms, which is one of the research objectives. This is consistent with Sekaran and Bougie (2016 p.97), who argue that *“we do not want (for obvious reasons) to assign customers to a low service quality treatment to study the effect of service quality on customer retention or assign workers to highly stressful situations to investigate the effect of work-related stress on personal and professional relations.”* This is the justification for not adopting experimental design in this study, as the researcher did not manipulate any of the variables.

5.4.2 Survey research

A survey is a technique for gathering data to able to describe, compare, or explain the knowledge derived (Sekaran & Bougie, 2016). It involves acquiring information about one or more groups of people with respect their characteristics, views, attitude or experience by asking certain questions and tabulating the responses (Leedy, & Ormrod, 2014). In other words, survey research design is aimed at collecting information from sample of people to be able to make generalisation of findings back to the population. It allows both quantitative and qualitative data to be collected using structured questionnaire, in-depth interview and focus group discussion (Check & Schutt, 2012; Creswell, 2014; Ponto, 2015). This is consistent with Berg (2009) who argued that survey designs include qualitative and quantitative data collection. Survey is assumed to be strategically beneficial, as it allows researcher to have control over the research process and make generalisation from sample (Saunders et al., 2012). Panto (2015, P.169) affirmed that *Survey research can use quantitative research strategies, qualitative research strategies or both strategies (i.e., mixed methods).* This study adopted survey design to collect quantitative and qualitative data using structure questionnaire and in-depth interview.

5.4.3 Case study

A case study refers to a method of inquiry that allows for an in-depth understanding of specific phenomenon in a real-world context (Wilson 2014; Yin, 2013; Zainal, 2007). It seeks to analyse specific subjects within a specific environment, situation or organisation (Dudovskiy, 2016, Creswell, 2014). Zainal (2007), argue that case study goes beyond quantitative statistical outcome; but able to provide explanation of the processes and results of phenomenon via extensive observation, reconstruction and analysis of cases being investigated by combining quantitative and qualitative data. A case as used in case study refers to the subject of research which may be individual, organisation, group, event or situation under investigation (Sekaran & Bougie, 2016). This research strategy is a robust method of inquiry when considering a holistic and in-depth study (Zainal, 2007).

The strength of the case study has been identified as its ability in addressing complex and contextual circumstances making it a more viable alternative to other research strategies (Yin, 2014). Despite the identified strength, Flyvbjerg (2006), identified five misunderstandings of case study research:

- Theoretical knowledge is more valuable than practical knowledge
- One cannot generalise from a single case; therefore, the single case study cannot contribute to scientific development
- The case study is most useful for generating hypotheses testing and theory building
- The case study contains a bias toward verification
- It is often difficult to summarise specific case studies

Despite the misunderstandings identified by Flyvbjerg (2006), a careful plan of a case study research strategy has the capacity to generate insights from intensive research into the study of a phenomenon in its real life context, resulting in comprehensive empirical description and development of a theory (Saunders et al., 2016). This is why Zainal (2007 p.2) posit that in adopting a case study design, the researcher must be able to establish that:

- It is the only viable method to elicit implicit and explicit data from the subjects
- It is appropriate to the research question
- It follows the set of procedures with proper application
- The scientific conventions used in social sciences are strictly followed

- A ‘chain of evidence’, either quantitatively or qualitatively, are systematically recorded and archived particularly when interviews and direct observation by the researcher are the main sources of data
- The case study is linked to a theoretical framework

In line with the argument of Zainal (2007), this study adopted some attributes of case study research design to develop a conceptual framework to measure the effectiveness of WLBS in selected manufacturing firms in the Lagos Metropolis. The robustness of the case study method of inquiry is found appropriate in exploring the interplay among work-family stressors, WLBS, work-family satisfaction and the selected manufacturing firms’ performance. The outcome of this study was not compared or generalised to other sectors of the Nigeria economy but limited to the manufacturing sector.

5.4.4 Action research

Baskerville and Wood-Harper (2016) traced the origin of action research to the devastating effect of World War II which brought about massive change in social science research. Lewis in 1946 was the first person to use the term ‘action research’, but this has been subjected to modification by researchers in management and social sciences over time (Saunders et al., 2012). Ferrance (2000 p.1), defines action research as “a process in which participants examine their own educational practice systematically and carefully, using the techniques of research”. Sekaran and Bougie (2014) argue that action research is adopted by practitioners who aimed at initiating change processes in organisations. It is directed towards aiding practitioners to learn and grow by engaging in reflecting on their experience as they seek to solve real-life problems in their own organisational settings (Coughlan & Coughlan, 2010). Action research links research with practice by creating synergy between theoretical and practical knowledge (Baskerville & Wood-Harper, 2016; McNiff & Whitehead, 2016; Somekh, 1995).

Baskerville and Wood-Harper (2016), argue that action research is an interventionist approach rooted in the post-positivist school. McNiff and Whitehead (2016) posit that action research about two things: action and research. Action refers to what you do, while research refers to how you go about explaining what you do. The authors further argue that the action aspect is about improving practice, while the research aspect is about creating on practice. Thus, action research is a constantly evolving project with interplay among problem, solution, effects or consequences, and new solution (Sekaran & Bougie, 2016).

This study proposed a conceptual framework to measure WLBS in selected manufacturing firms. To achieve this, the effectiveness of available WLBS in place at selected firms were tested to be able to develop the framework. Action research was found not to be appropriate in developing the framework to measure the effectiveness of the WLBS in place at the selected firms.

5.4.5 Grounded theory

Grounded theory is traced to the work of Glaser and Strauss (1967) titled, 'Discovery of Grounded Theory' (Morse et al., 2016). Charmaz (2014), refers to grounded theory as an approach consisting of organised, but flexible guidelines for qualitative data collection and analysis to be able to formulate theories from the data. Central to grounded theory are theoretical sampling, coding, and constant comparison (Sekaran & Bougie, 2016). Theoretical sampling is defined as "the process of data collection for generating theory whereby the analyst jointly collects, codes, and analyses the data and decides what to collect next and where to find them to develop theory as it emerges" (Glaser & Strauss, 1967 cited in Sekaran & Bougie, 2016 p. 98). Grounded theory is rooted in interpretivist philosophy as it is derived from qualitative data source.

Morse (2009) argues that grounded theory has gained overarching acceptance in social science research which has resulted in the development of several novel ideas. Consistent with this argument, Saunders et al. (2012) posit that it is more logical to view grounded theory as a theory building, which combines inductive and deductive reasoning, while also aid researchers to make predictions. Citing Suddaby (2006), Saunders et al. (2012) outline six misconceptions about grounded theory:

- Grounded theory should not be considered as an excuse to ignore literature or existing theory
- Grounded theory should be distinguished from presentation of raw data
- Grounded theory is different from theory testing, content analysis or word counts
- Grounded theory is not a routine application of formulaic procedures to data, rather involves procedures for data collection and analysis
- Grounded theory is prone to error as it is imperfect
- The assumption that grounded theory is easy should be jettison

Birks and Mills (2015) argue that the pool of information available on grounded theory has made the theory complicated to emerging researchers. The scholars posit that the first step to becoming a grounded theorist is to identify your research philosophy. This method was found appropriate to be able to achieve the research objectives and provide response to the research questions. Some of the assumptions of grounded theory were applied in this study for data collection and analyses. The qualitative data collected via in-depth interview were coded analysed with the outcome compared to the quantitative data.

5.4.6 Ethnography

Pelto (2016 p.1) defines ethnography as “the branch of anthropology that deals with the systematic description of specific human culture.” Ethnography, as emerged from anthropology, refers to a research approach, which seeks to explain the behavioural patterns and other ways of life of group of people over a long period (Creswell, 2014; Sekaran & Bougie, 2016; Saunders et al., 2012). Ethnography as a research strategy is time consuming, as it requires a researcher to absorb the social world to be able to obtain a holistic data about subject of investigation (Creswell, 2014; Saunders et al., 2012). In other words, it requires immersion in the culture of the group under investigation to be able to comprehend the behavioural patter of the social group from an insider perspective (Sekaran & Bougie, 2016).

Star and Goodale (2016) posit that ethnography is a study that evolves. They argue that ethnographic research does not end when the study end; it is continuum as researcher encounters new challenges about the nature and meaning of study outcomes. Ethnography seeks to determine and characterise the true nature of social phenomenon (Pelto, 2016). This is achieved through the immersion of ethnographic researcher in the culture of the group being investigated.

Saunders et al. (2016) categorised ethnography research into realist ethnography, interpretive ethnography and critical ethnography. Realist ethnography is concerned with with objectivity and factual reporting of true meaning of a phenomenon (Saunders et al., 2016). Interpretive ethnography is interested in multiple meanings at the expense of a single objective truth (Saunders et al., 2016; Delamont, 2007). In other words, interpretive ethnography adopts pluralistic approach in comprehending meanings with individuals being observed treated as participants rather than subjects (Saunders et al., 2016). Critical realist, on the other hand, adopts a radical approach to explore and provide understanding

on the influence of power and authority to those who are being subjected to such influences.

Ethnography was not adopted for this study because the culture of the target population was not among the variable measured. As such, there was no need for the researcher to immerse himself into the culture of the employees of the manufacturing firms to gain perspectives in operationalising and developing a conceptual framework to measure WLBS.

5.4.7 Archival research

Archives are where historical documents are kept, to make them available to the present or future generation. Archival research refers to a study that involves the seeking and extracting material evidence from documents or records. Citing Bryman (1989), Saunders et al. (2012) argue that the term ‘archival’ refers to historical and recent documents. Archival research in management involves research activities aimed at studying documents about an organisation. The importance of archival study is seen in its ability in providing society a clear understanding of the past which can give individual insight on the present and some aspect of the future (Moore, Salter, Stanley & Tamboukou, 2016).

According to Saunders et al. (2012), archival research enables responses to be a provided for research questions which focuses and change over time. Archival research technique was not adopted in this study, because the objectives of this study do not require extracting historical documents of the selected manufacturing firms in Lagos Metropolis.

5.5 RESEARCH METHODOLOGICAL CHOICES

Research methodological choices are the approaches adopted by a researcher for data collection and analysis. Saunders et al. (2012) defined research methodological choices as the way by which qualitative and quantitative approaches are applied in a study. These are categorised into mono method and multiple methods. A Mono method refers to the use of a single method (qualitative or quantitative) for data collection and analysis in a study (Saunders et al., 2014). Multiple methods, on the other hand, refer to the adoption of more than one technique for data collection and analysis in a quantitative or qualitative study (Saunders et al., 2012). For instance, a qualitative study that adopted the in-depth interview and focus group discussion and use NVivo as tool of data analysis is a multiple method qualitative study. However, Saunders et al. (2012) refer to a multiple method that combines quantitative and qualitative methods as means of data collection and analysis as mixed

methods design. This study adopted mixed methods for data collection and analysis. A more detail explanation and types of mixed methods are discussed below.

5.5.1 Mixed methods research

Mixed methods research is a research that collects, analyse and combines qualitative and quantitative data in the same study (Sekaran & Bougie, 2016). A study adopting mixed methods design requires more rigor than the one adopting only quantitative or qualitative (Leedy & Ormrod, 2014). The decision on whether to adopt mixed in a study should be informed by the research problem and objectives. Overtime, researchers, have given different classifications of mixed methods design that can be adopted. For this study, the three basic types of mixed methods identified by Creswell (2014) are discussed below.

5.5.1.1 Convergent parallel mixed methods

A convergent parallel mixed methods design refers to a situation in which qualitative and quantitative data are collected at the same time but analysed separately (Creswell, 2014; Leedy & Ormrod, 2014). The collection of quantitative and qualitative data simultaneously allows for the data collected to complement each other, such that the weakness of one data is provided for by the strength of the other (Creswell, 2014; Leedy & Ormrod, 2014). An important factor in this design is the sample size for quantitative and qualitative data collection. Usually, quantitative survey requires large sample is required to conduct meaningful statistical analysis, while qualitative requires small sample (Creswell, 2014). This does not adopt convergent parallel mixed methods as the quantitative and qualitative data are not collected simultaneously.

5.5.1.2 Explanatory sequential mixed methods

This is a two-phase data collection process in which a quantitative data is collected and analysed in the first phase. The outcome of the analysed data collected in the first phase, informs a follow-up qualitative data that is collected purposively in the second phase (Creswell, 2014). The rationale behind this method is to enable the data for the qualitative data to explain the findings of the quantitative data (Creswell, 2014). These methods can help researcher give substance to research findings (Leedy & Ormrod, 2014). Explanatory sequential mixed methods are found appropriate for this study because the benefits combining two forms of data

5.5.1.3 Exploratory sequential mixed methods

Exploratory sequential mixed methods are also a two-phase data collection and analysis mechanism. In this case, qualitative data is collected in the first phase via in-depth interview, or observation or both. The second phase is the collection of a quantitative data which builds on the findings of qualitative data analysis (Creswell, 2014). Leedy & Ormrod (2014) argue that a qualitative observation of a phenomenon in the real world might help a researcher formulate hypotheses which may be tested in a study. They further posit that the outcome of qualitative data can assist a researcher to develop appropriate questions for a survey. This method is not adopted in this study because qualitative data was not collected first.

5.5.2 Method adopted in this study

The study adopted explanatory sequential mixed methods to be able to develop and validate the conceptual framework to measure the effectiveness of WLBS. In this study, priority was given to the quantitative data collected via structured questionnaire; the qualitative data aimed to complement and provide more explanation to the outcome of the statistical analysis of the quantitative data to test the proposed framework (Creswell, 2014; Ivankova, Creswell & Stick, 2006; Wilson, 2014). Quantitative data was collected first and analysed. Investigating the relationship between WLBS and employees' job performance in the selected manufacturing firms informed the collection of quantitative data first. The outcome of the analysed quantitative data was helpful in asking the appropriate questions for qualitative data. The data for qualitative data was gathered through in-depth interview. Six members of management members in the two manufacturing firms in Lagos Metropolis were purposively selected to respond to the types, accessibility, usage and challenges faced in implementing WLBS in the firms.

5.6 TIME HORIZONS

Time horizon refers to estimated length of time taken to complete a study (Saunders et al. 2016; Sekaran & Bougie, 2016; Wilson). The two types of time horizon as identified by Saunders et al., (2016) are discussed below.

5.6.1 Longitudinal study

A longitudinal study is a study in which data gathering are repeatedly done over a long period. In other words, longitudinal study ensures data are collected more than a single time. This study allows research subject to be followed for several months or years and

data related to the subject under investigation are collected at various times (Leedy & Ormrod, 2014). For instance, a study aimed at measuring the effectiveness of organisational introduction of WLBS on employees' performance, may need to study employees' performance before the introduction of WLBS and after the introduction. Data on employees' performance before and after the introduction of WLBS would have to be collected which may span over a long period.

Saunders et al. (2012), argue that the strength of longitudinal study is its capacity to investigate change and development. It seeks to explore changes that occur over time by building one data base on another, and alternate data base to be able to achieve research objectives (Creswell, 2014; Wilson, 2014). Invariably, experimental designs are regarded as longitudinal studies as data collection are done prior and after manipulation (Sekaran & Bougie, 2016). Despite, the strength of longitudinal study, it also has some weaknesses. The major weakness of the study is that a respondent may withdraw from the study before its completion rendering research study inconclusive (Wilson, 2014). Also, longitudinal study is more expensive and time consuming (Saunders et al., 2012; Sekaran & Bougie, 2016). This study did not adopt longitudinal study because it does not support the main objective of this study, which is to develop a conceptual framework to measure the effectiveness of WLBS.

5.6.2 Cross-sectional study

A cross-sectional study refers to a study in which data gathering are done simultaneously at a point in time (Sekaran & Bougie, 2016). Across-sectional study is also referred to as survey design as it often adopts survey questionnaire to gather data (Wilson, 2014). The study allows a researcher to draw measurement of all variables on a single occasion with no follow-up (Hulley, Newman, & Cummings, 2001). Cross-sectional study can be descriptive or analytical. Descriptive cross-sectional study occurs when study outcome is characterised in a specific population over specific point in time or a defined period (Bryman & Bell, 2015).

The major strength of this study is that it is cost effective and consumes less time to conduct (Hulley, Newman, & Cummings, 2001; Wilson, 2014). Cross-sectional study is found appropriate for this study because the main objective of study does not require data to be repeatedly collected over a long period (Wilson, 2014). The constructs measured in this study allows quantitative and qualitative data to be collected sequentially once.

Exploring the mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and the selected manufacturing firms' performance does not require data to be repeatedly collected over a long period. In other words, adopting a cross-sectional design was found appropriate to provide responses to the research questions and achieve the research objectives of this study.

5.7 DATA COLLECTION AND DATA ANALYSIS PROCEDURES

Data collection and data analysis procedures refer to the steps involved in verifying, organising and transforming data to provide explanations and test hypotheses (Saunders et al. 2014; Wilson, 2014). These procedures for data collection and analysis are discussed in this section. The target population, sampling frame, sampling techniques, sample size, data collection, measurement and data analysis procedures are discussed in the preceding subsections.

5.7.1 Target population

Target population of a research is described as the people, event or thing of interest that is the subject of investigation (Sekaran & Bougie, 2016). Wilson (2014 p.210) refers to the target population as "research subjects that are being sampled". In social research, it is imperative to establish the target population from which samples are drawn. It is from the samples that data is collected to be able to generalise to the population.

The target population for this study are the employees based in the headquarters of two selected manufacturing firms in Lagos Metropolis, Nigeria. The choice of Lagos is borne out of the fact that, it is the commercial hub of Nigeria. Most of the manufacturing firms have their headquarters located in Lagos (Bernard & Adenuga, 2016; Emmanuel & Oladiran, 2015; Sola et al., 2013). Although, the manufacturing firms have branch operations in other regions of the country, these branch operations are basically for distribution purposes. The employees in the manufacturing firms' headquarters provide representation of the demographic details such as departments/units, educational qualifications, work experience and age group required for analysis. This informs why data collection was limited to the corporate headquarters in Lagos Metropolis. The organisations' workforce captures the diverse major ethnic groups in Nigeria, such as Yoruba, Hausa and Igbo. The diversity of the workforce with different but similar cultural orientation contributed to the enhancement of the attainment of the study objective which is to develop and validate a conceptual framework to measure the effectiveness WLBS.

5.7.2 Sampling frame

The sampling frame refers to all the elements in a target population from which sample is drawn (Sekaran and Bougie). The list of employees in the two selected manufacturing firms as at the time of collecting the data for this study in April 2017 are depicted in Table 5.3.

Table 5.3: List of employees in the manufacturing firms

Company name	Number of employees
Charvet Nigeria Limited	178
Rida National Plastics Limited	330
Total	508

Source: Field survey 2017

Based on the list of employees depicted in Table 5.3, the sampling frame for this study is 508. The sampling frame is based on the total number of employees at the head quarters of the two selected manufacturing firms in Lagos Mropolis. The sampling techniques employed to arrive at the sample size are presented in the section 5.7.3.

5.7.3 Sampling techniques

Sampling technique refers to the approach by which a sample for a study is arrived at. There are two main forms of designs; probability and nonprobability sampling techniques (Sekaran & Bougie, 2016). Wilson (2014), refer to sampling as a subset of a population which are aims at making generation about the population. Sekaran & Bougie (2016) affirmed that probability sampling occurs when the population elements possess a known or nonzero chance of being selected as a subject. The elements in nonprobability sampling, on the other hand, do not have a known chance of being selected. A further distinction between probability and non-probability sampling techniques are discussed below.

5.7.3.1 Probability sampling techniques

Probability sampling simply infer that every element of a population has equal chance of being selected in a study. The types of probability sampling techniques as identified by Sekaran and Bougie (2016) are discussed below.

5.7.3.1.1 Simple random sampling

In a simple random sampling technique, all the element in a population have a known equal chance of being selected in a study (Bhattacharjee, 2012; Wilson, 2014). Sekaran and Bougie (2016), illustrated that in a population of 1000 where 100 sample is required. If

each of the names of the population is dropped in a hat and 100 names are blindly drawn. The first name selected has 1/1000 of being drawn and the second has 1/999, the third has 1/998 and so on. In essence, the probability of any names be drawn is one, in the number of the entire population.

The strength of this sampling techniques lies in the fact that it is the most appropriate in generalising and has the least chance of being bias in sample selection (Tashakkori & Ciark, 2010). This justifies the reason for the adoption of this technique in selecting the respondents who participated in the survey for this study. To measure the effectiveness of WLBS strategies in the selected manufacturing firms in Lagos Metropolis, a simple random sampling technique was found appropriate to administer survey questionnaires to the employees of the firms. In other words, the simple random sampling was valuable in drawing sample from the sampling frame of 508 employees of the manufacturing firms. The reason for adopting simple random sampling technique is because of its lack of bias in selecting each individual who make up the sampling frame to participate in the quantitative data collection for this study (Sekaran & Bougie, 2016; Wilson, 2014).

5.7.3.1.2 Systematic sampling

This is a type of probability sampling technique in which samples are drawn at a random starting point and consistent interval until the required samples are attained (Wilson, 2014). For example, where 100 samples are required from a population of 1000 using systematic sampling. Once a starting point is determined at random, every 10th person will be selected. This is arrived at by dividing 1000 by 100 which gives 10. So, if the starting point is 15, the 25th person is selected, followed by the 35th person, and so on. In systematic sampling technique, certain population demographics such as age, gender, race, education and department may be put into consideration in the selection process. Systematic sampling was not adopted because the sample for this study was not drawn at intervals.

5.7.3.1.3 Stratified random sampling

This refers to a process of stratification or segregation from which samples are drawn from each stratum (Sekaran & Bougie, 2016). In stratified random sampling technique, the target population is divided into strata with samples being drawn from each of the stratum that made up the strata. To measure the performance of the department within an organisation, the strata may be the various departments such as marketing, production, finance, and quality control within such organisation.

Stratified random sampling are grouped into two: proportionate and disproportionate stratified random sampling. A proportionate stratified random sampling occurs when samples are established in each stratum in proportion to the population of that stratum. While in disproportionate stratified random sampling, number of elements within each stratum are not proportionate to the population (Garg & Kothari, 2014; Tashakkori & Ciark, 2010). This method was not adopted for this as it was found not to be relevant in achieving the study objectives and providing answers to the research questions.

5.7.3.1.4 Cluster sampling

A cluster sampling refers to a technique by which the target population are divided into groups of people, rather than individuals, based on the membership in a group, geography, or some other variable. (Sekaran & Bougie, 2016; Vanderstoep & Johnston, 2009). Creswell (2014), argues that cluster sampling is more appropriate when it is difficult to establish the list of elements in a target population. In this sampling technique, the sampling frame is regarded as the clusters, rather than individual element in the population (Saunders et al., 2012). In other words, the frame in cluster sampling is the comprehensive list of cases in the target population. Saunders et al. (2012 p. 230), identified three stages in cluster sampling processes:

- Select the cluster grouping for your sampling frame
- Number each of the clusters with a unique number. The first cluster is numbered 0, the second 1 and so on
- Select your sample using some form of random sampling

The common justification for adopting cluster sampling in a research is to reduce cost and guide against ineffective sampling procedure. However, the shortcoming of the cluster sampling in representing the cluster sampling less accurately is the reason for not adopting it for this study.

5.7.3.1.4.1 Multistage cluster sampling

Cluster sampling can also be done in many stages otherwise referred to as multistage cluster sampling. A multistage cluster sampling is a sampling technique adopted to provide solution to challenges associated with target population which are dispersed in different location but requires one on one contact or where it is cumbersome to establish sampling frame as a result large area to be covered (Sunders et al., 2012). In multistage sampling, large cluster of target population is broken down into many smaller clusters for ease of

data collection in a survey. The strength of cluster sampling is that it is less expensive to conduct and consumes less time to gather data when compared to simple random (Dudovskiy, 2016; Saunders, 2016). Multistage cluster sampling was found not to be appropriate in selecting sample respondents for this study.

5.7.3.2 Non-probability sampling

In non-probability sampling technique, the element in a population does not have a known chance of being chosen in a study (Sekaran & Bougie, 2016). In other words, non-probability sampling technique offers alternative means for samples selection based on the researcher's subjective view (Saunders et al., 2012). Non-probability sampling technique makes it impossible to generalise as samples are not usually the representation of the entire population (Creswell, 2014; Saunders et al., 2012; Sekaran & Bougie, 2016). The decision on the adoption of non-probability sampling technique is determined by the nature of the research problem and objectives. The types of non-probability sampling are explained below.

5.7.3.2.1 Convenience sampling

Convenience sampling is a non-probability sampling type whereby samples are selected from a target population based on ease of access ((Sekaran & Bougie, 2016). As Saunders et al. (2016) put it, convenience sampling is a process of selecting haphazardly the element of population that are available during data collection for ease of access. This sampling technique is said to be appropriate in gathering specific information that may be difficult when simple random sampling technique is not adopted. Some researchers adopt convenience sampling in a study because it is less time consuming and less expensive to use. Despite some of the benefits of adopting this technique in a study, Sekaran and Bougie (2016) identified the shortcoming of convenience sampling as the inability to make a generalisation based on the findings of the study that adopted convenience sampling for data collection.

Having access to manufacturing firms to collect data for this study was a herculean task as only two from the five manufacturing firms approached granted access for the study survey to be conducted, which justifies the use of convenience sampling to select the two firms.

5.7.3.2.2 Purposive sampling

A purposive sampling is a non-probability sampling technique in which a researcher uses own judgement to select samples on who have adequate knowledge about research

objectives and able to respond to the research questions (Sekaran & Bougie, 2016; Wilson, 2014). Purpose sampling is referred as judgemental, selective or subjective sampling because it relies on the judgement of researcher which could be subjective to select samples for a study. The aim of purposive sampling is to place emphasis on specific element of a target population who can respond to the research questions. The reason for adopting purposive sampling technique in this study was based on its uniqueness in selecting study sample based on researchers judgement of those that have adequate knowledge of the research problems, and who are able to provide response to the research questions. The years of experience and position occupied on the job were considered in selecting management members with adequate knowledge on the available WLBS and challenges of implementing WLBS in the selected manufacturing firms, to participate in interview for qualitative data (Saunders et al., 2016; Sekaran & Bougie, 2015; Wilson, 2014).

5.7.3.2.3 Quota sampling

Sekaran and Bougie (2016), refer to quota sampling as a type of proportionate stratified sampling technique, in which a predetermined proportion of the population are sampled from diverse groups but on a convenience basis. In essence, quota sampling is therefore seen as a type of stratified sampling in which subjects are selected from strata non-randomly (Saunders et al., 2016). Saunders et al. (2012 p.235) argue that quota sampling follows the following steps:

- Division of target population into specific groups
- Calculate a quota for each group based on relevant and available data
- Give each interviewer an assignment, which states the number of cases in each quota from which they must collect data
- Combine the data collected by interviewers to provide the full sample

Quota sampling is appropriate to be adopted among a diverse population group. The outcome of a study adopting quota sampling may not be reliable in generalising. However, such study presents information from which further study can be conducted (Sekaran & Bougie, 2016). Quota sampling was found not to be appropriate in this study as the issue of demographic or cultural differences was not considered in the research questions.

5.7.3.2.4 Snowball sampling

Snowball sampling refers to a non-probability sampling technique whereby research participants recruit or refer other participants to participate in a study (Creswell, 2014; Saunders et al., 2016; Wilson 2014). Snowball sampling is adopted when it is difficult to recruit participants to participate in a study due to the secrecy or sensitivity of the data required. The benefits of adopting this sampling technique is that the referral process gives the researcher the leverage to reach target population that difficult to locate. The major shortcoming of this technique is that the research findings may be bias as the researcher does not have control over the sampling process. Snowball sampling was not adopted in this because there was no secrecy in the data collection process in the selected manufacturing firms, Lagos Metropolis.

5.7.4 Sampling techniques adopted for this study

A combination of probability and non-probability sampling techniques were adopted to achieve the objectives of this study. Convenience sampling (a type of non-probability sampling) was adopted to select two manufacturing firms in Lagos Metropolis. A simple random sampling (probability) technique was employed to select employees of the two manufacturing firms who participated in the survey for quantitative data. A purposive sampling (non-probability) technique was helpful to select six members of management who participated in in-depth interview for qualitative data. The reason for adopting purposive sampling was to enable the researcher use own judgement to select members of management who have adequate knowledge of the research problems to participate in interview for the qualitative data. A mixed method research design was adopted to achieve the objectives of study.

5.7.5 Sample size

A sample is a subset of the total element in a population (Creswell, 2014). Two manufacturing firms in Lagos Metropolis with a total employee of 508 were surveyed in this study. Bartlett, Kotrlik and Higgins (2001) posit that sample size could be estimated using tables to establish the minimum sample size of a target population for categorical and continuous data. Using Krejcie and Morgan's (1970) table, a sample size of 312 were arrived at from the target population of 508 employees. Krejcie and Morgan's (1970) table sample size determination was calculated at 95% confidence level for various population.

In-depth interviews were conducted for six top management staff members of the selected manufacturing firms in Lagos Metropolis. Guest, Bunce and Johnson, (2006), argue that data saturation could be attained by as little as six interviews. Data saturation is attained when there is adequate information to replicate the study (Fusch & Ness, 2015; Hennink, Kaiser & Marconi, 2017). According to Bernard (2012), the number of interviews required to attain data saturation is based on what the researcher can find. Data saturation is attained not by the numbers of interview conducted but based on the depth of the data collected (Fusch & Ness, 2015; Nelson, 2017). For this study, six top management members with adequate knowledge of the WLBS adopted by the selected manufacturing firms provided the information required for the qualitative data analysis.

Table 5.4: Questionnaires completed in each firm

Company name	Completed questionnaire	Interview participants
Charvet Nigeria Limited	133	03
Rida National Plastics Limited	189	03
Total	312	06

Source: Field survey 2017

The top management interviewed in the selected manufacturing firms included the HR Director, General Manager, Production Manager, Quality Control Manager, Marketing Manager and Head of Finance.

5.7.6 DATA COLLECTION METHODS

This study adopted the mixed methods research design. The principle of explanatory sequential mixed methods as proposed by Creswell et al. (2003) were followed for data collection. Figure 5.3 below depicts the processes for data collection and analysis.

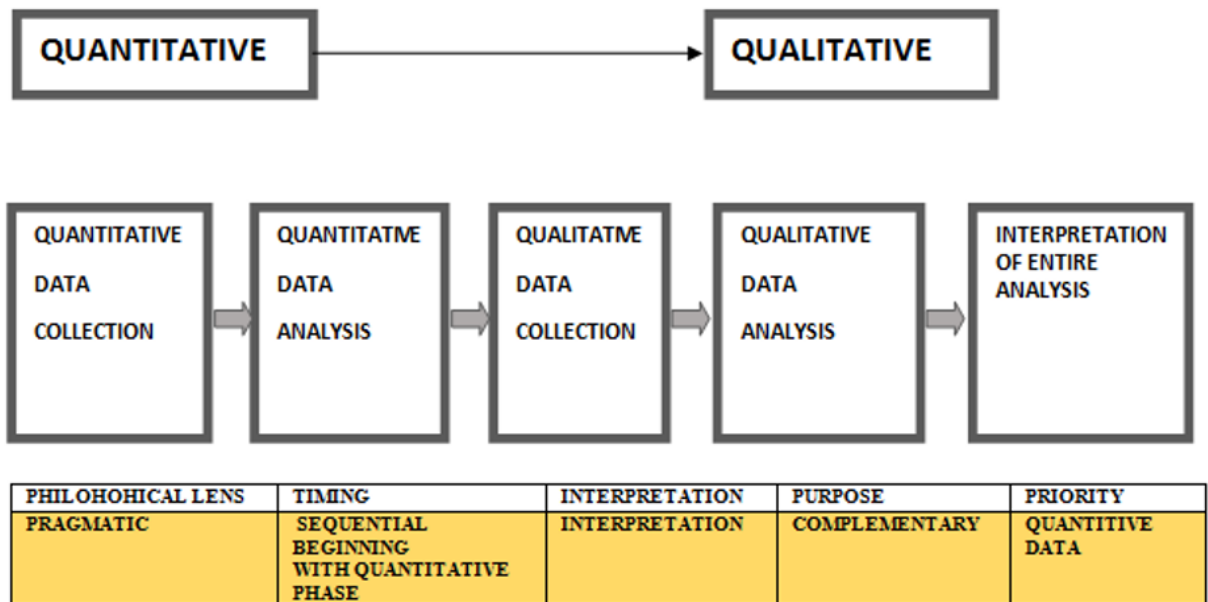


Figure 5.3: Explanatory sequential mixed methods
Source: Adapted from Creswell et al. (2003, p. 225)

Quantitative data was collected through the administration and collection of structured questionnaires. This study followed the principle of explanatory sequential mixed methods to gather data. Quantitative data were collected first using structured questionnaire. Subsequently, an in-depth interview was conducted with audio recorder among six top management members (three from each company) for qualitative data. The reason for conducting the interview was to collect more information and accommodate differences in opinions from top management members who have adequate knowledge of the research topic.

5.7.6.1 Quantitative data collection

The structured questionnaire was instrumental to gather data for quantitative data. The items in the questionnaire were designed to elicit appropriate and relevant responses from respondents in line with the research objectives and problems. The survey questionnaire was divided into two sections, namely 'A' and 'B'. Section 'A' focused on the demographic detail of respondents. The demographic questions included gender, marital status, department/unit, educational qualification, work experience and age group.

Section 'B' contains items which were aimed to elicit responses from the respondents about the main objective of study, which is to develop framework to measure the effectiveness of WLBS in the selected manufacturing firms, Lagos Metropolis. The study

adopted 5-point Likert rating scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The rating scale which was developed in 1932 by American Psychologist, was named after its architect, Rensis Likert (Wilson, 2014). A Likert scale is commonly used in survey research that employs questionnaires (Carifio & Perla, 2007).

The items were adapted to measure the seven constructs in this study. The Cronbach's alpha coefficients of the scales were above the threshold of 0.7. The seven constructs included work stressors, family stressors, WLBS, satisfaction with family, satisfaction with work, job performance and organisational performance. Items measuring each of the constructs were grouped under the constructs with respondents requested to respond to each item on a 5-Likert scale. In all, eighty-three (83) items were drawn to elicit responses from respondents who participated in the survey. The scales adapted to measure each of the constructs in this study are presented in the section below.

5.7.6.2 Measurement adapted for this study

Seven constructs were measured in this study. The constructs include work stressor, family stressors, WLBS, satisfaction with work, satisfaction with family, job performance and organisational performance. The various scales adapted in each of the constructs are explained below:

5.7.6.2.1 Work stressors

Work stressors were measured by 15-item adapted from Rizzo, House and Lirtzman (1970). The 30-item developed by Rizzo et al. (1970) measured role conflict and role ambiguity. Specifically, 15-item from the scale centred on role conflict while the other 15-item focuses on role ambiguity. The 30-item scale, developed by Rizzo et al. (1970), was validated by González-Romá and Lloret (1998). The respondents were asked to respond to the items indicating the degree to which they are affected by each item at work.

5.7.6.2.2 Family stressors

Family stressors were measured according to the adapted scale developed by Kopelman, Greenhaus and Connolly (1983). This scale by Kopelman et al. (1983) was supported by another scale developed by Diener, Emmons, Larsen and Griffin (1985). A 5-point Likert-type rating scale from 1 (strongly disagree) to 5 (strongly agree) was employed to elicit responses from respondents on the stressors experienced from work and family domains.

5.7.6.2.3 Work-life balance strategies

To measure WLBS, the researchers draw insight from the WLBS scale developed by De Cieri et al. (2005). The scale was divided into two dimensions; the first-dimension focus on 13-item to elicit information relating to availability of WLBS while the second dimension contained 12-item aimed at measuring the effectiveness of WLBS. The Cronbach's alpha test of reliability for the two-dimensional scales were .87 and .79 respectively. The reliability test shows that both scales are very reliable. However, the 13-items scale was found to be more relevant to measure the relationship between WLBS and work-family satisfaction as predictors of employee's job performance in the manufacturing sector in Lagos Metropolis. The questionnaire included items such as flexible work options, paid maternity/paternity leave, health and wellness policies, child care facility for nursing mothers and HIV/AIDS counselling.

5.7.6.2.4 Satisfaction with work

A combination of the revised version of the Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ) were adapted to measure Work satisfaction. The JDI as developed by Smith, Kendall and Hulin (1969), measures various dimensions of work satisfaction. Smith et al. (1969) defined satisfaction "as the feelings a worker has about his job". The validation study conducted by Kinicki, McKee-Ryan, Schriesheim and Carson (2002, p.16) revealed that the JDI has adequate internal consistency reliability. The researcher further stated that the "average reliability for the revised JDI were .87, .88, .86, .88, and .89 for satisfaction with Pay, Promotion, Coworkers, Work, and Supervision, respectively." 5-item from the 20-item scale of MSQ were selected. Items such as 'the chance to do something that makes use of my abilities' was adapted to 'I am satisfied with the way I can use my skills and abilities in my job'.

5.7.6.2.5 Satisfaction with family

Satisfaction with family life was adapted from the 3-item scale developed by Edwards and Rothbard, (1999:101). It included items such as; 'I am satisfied with the conditions of my family-life'. The scale is very reliable with a Cronbach's alpha coefficient of .97. The scale was supported by 3-item family satisfaction scale developed by Diener, Emmons, Larsen and Sharon (1985). The reliability tests for the scale was .85 and .87 respectively. Responses were provided on a Likert-type rating scale from strongly disagree (1) to strongly agree (5). The least score represents lack of family satisfaction while the highest score in the rating scale represent high level of family satisfaction. Overall, the adapted

scale for this study amounted to a 10-item scale each that was used to measure satisfaction with work and satisfaction with family. The Cronbach's alpha coefficient test of reliability for the two scales are .902 and .918 respectively. The reliability test is consistent with the rule of thumb as alpha coefficients ranged from acceptable to excellent at point .902 and 918 (Pallant 2011 as cited in Atiku & Fields 2015).

5.7.6.2.6 Job performance

Employees' job performance was measured with the adaptation of 12-item from the organisational commitment scale developed by Williams and Anderson (1991). The 21-item scale was appropriate for this study because it primarily measured dimensions of employees' individual performance and performance of employees that have direct bearing on the organisation. The scale shows high reliability with a Cronbach's alphacoefficient of .91. Items such as; "adequately completes assigned duties" was adapted to "I adequately complete all duties assigned to me", "fulfils responsibilities specified in job description" was adapted as "I fulfil responsibilities specified in my job description", "helps others who have heavy work loads" was written as "I help colleagues who have heavy workloads". Other items adapted for this study followed the same sequence. The 12-items administered to respondents shows high reliability with Cronbach's alpha coefficient of .837.

5.7.6.2.7 Organisational performance

Some 6-items were developed to measure organisational performance. The reliability of the items was ascertained to ensure they measure what they were supposed to measure. The Cronbach's alpha for the organisational performance scale was above 0.8, which is considered very good. This shows the scale was very reliable in measuring the performance of the selected manufacturing firms. Cronbach's alpha coefficient test of reliability is discussed in detail in section 5.12.

5.7.6.3 Interviews

In-depth interview was conducted to gather qualitative data relating to the research questions and objectives. The interview was conducted at the corporate headquarter of the two selected manufacturing firms in Lagos, Nigeria. Audio recorder was helpful to record the interview responses from top management members who participated in the study. The outcome of the analysed data for quantitative informed the choice of questions that were asked for qualitative data. Participants were asked questions relating to the WLBS adopted

by the manufacturing firms, the most widely used WLBS, the challenges encountered in the implementation of WLBS and the influence of the adopted WLBS on employees' performance. Participants were allowed to respond to all questions freely. This is in line with explanatory sequential mixed methods which were adopted in this study (Creswell, 2012).

The interview which took approximately forty minutes per participant helped to establish personal contact with the top management of the two selected manufacturing firms in Lagos Metropolis. The personal contact presented an opportunity to probe questions relating to the objectives of this research (Saunders et al., 2016). The aim of conducting the interview was explained to the participants before the commencement. The anonymity of each participant was guaranteed. The interviewees were made to sign the informed consent form.

5.7.8 Methods of data analysis

This section shed light on the various tools used to analyse the quantitative and qualitative data collected through structured questionnaires and in-depth interviews.

5.7.8.1 Structured questionnaire

The IBM Statistical Package for Social Sciences (SPSS Version 25), was used to code and conduct preliminary analysis such as descriptive statistics, correlation coefficient, exploratory factor analysis (EFA) and multiple regression. Structural Equation Modeling (SEM), a multivariate statistical tool was adopted to test hypothesis five and achieve objective five of this study. This also informed the use of the extended IBM analysis software of moment structures (AMOS) to run path analysis and confirmatory factor analysis (CFA). A detailed explanation of the statistical tools adopted in this study to analyse the quantitative data are discussed below.

5.7.8.1.1 Descriptive statistics

Wilson (2014 p.232) defines statistics as 'a branch of mathematics that is applied to quantitative data to draw conclusions and make predictions.' In other words, descriptive statistics gives a brief description of data with the aim of providing representation to the target population. It helps to present raw data in a meaningful way. Descriptive statistics is grouped into two; measure of central tendency and measure of variability (Sekaran & Bougie, 2016; Wilson, 2014). Measure of central tendency refers to mean, mode and

median of a distribution. Measure of variability involves standard deviation, the minimum and the maximum value, the kurtosis and skewness.

Descriptive statistics was adopted in this study to analyse section 'A', which represent the demographic section of the questionnaire. This helps to put in perspective, the pattern of responses in line with gender, age, educational qualification, department/unit and experience. Measure of central tendency and dispersion were combined to gain a useful insight of the data set (Wilson, 2014).

5.7.8.1.2 Inferential statistics

Sekaran and Bougie (2016) refers to inferential statistics as a branch of statistics that allows a researcher to conclude a population from a given sample. Inferential statistics is more valuable in a study where the population is large, as it allows researcher to make inferences about a population from sample drawn from it. Inferential statistics is also valuable in testing hypotheses (Sekaran & Bougie, 2016; Wilson, 2014). Research hypotheses can be tested by parametric or non-parametric test. A parametric test occurs when assumptions are drawn based on the parameters of a given population being studied, while non-parametric test does not make assumption (Wilson, 2014). Saunders et al. (2009) argue that it more appropriate to use parametric statistics in numerical data when the following assumptions are met:

- Data selection cases should be independent such that the selection of a particular case should not affect the probability of selecting another
- Data should be drawn from a given population
- The variance of the population from which data are drawn should be equal
- The data should be numerical

Saunders et al. (2009) affirmed that when the assumptions are not met, then it is appropriate to consider using non-parametric statistics. Parametric inferential statistics which are explained below were adopted in this study to provide response to the research questions, test the hypotheses and achieve the research objectives.

Pearson's Product-Moment Correlation Coefficient

Pearson's Product-Moment Correlation Coefficient (PPMC) was employed in this study to answer the research questions. PPMC is a common statistical tool used to analyse and explore the strength of the link between two variables (Puth, Neuhäuser, & Ruxton, 2014).

Chok (2010 p.4) defined PPMC “as the ratio of the covariance of the two variables to the product of their respective standard deviations, commonly denoted by the Greek letter ρ (rho)”. Covariance measures the linear correlation between the variables (Lee Rodgers & Nicewander, 1988; Wilson, 2014). “*Corrleation provides an indication that there is a relationship between two variables; it not, however, indicate that one variable causes the other*” (Pallant, 2013 p.123)

PPMC can either be positively or negatively correlated. A positive correlation occurs when an increase in one variable results in the increase of another, while negative correlation occurs when an increase in one variable results in the decrease of another variable (Pallant, 2013). Correlation coefficient is a number between -1 and +1, which point to the direction and the extent of association between two variables under consideration (Leedy & Ormrod, 2014; Sekaran & Bougie, 2016). Value of ‘0’ implies correlation does not exist between two variables. This study proposed a conceptual framework to measure the effectiveness of WLBS in selected manufacturing firms, Lagos Metropolis, Nigeria. PPMC using IBM SPSS (Version 25) was used to respond to the research questions.

Multiple regression analysis

According to Saunders et al. (2016), regression refers to the procedure for calculating the coefficient of regression equation using one independent variable. Multiple regression, on the other hand, is the process of calculating regression equation using two or more independent variables (Saunders et al., 2016). Multiple regression is aimed at making prediction and establishing causal effect of independent and dependent variables (Allison, 1999; Leedy & Ormrod, 2014; Sekaran & Bougie, 2016). Consistent with this argument, Saunders et al. (2016) points out that regression analysis could be used to predict the values of a dependent variable when the value of one or more independent variables are given by calculating the regression equation. Multiple regression can be calculated using the formula below (Wilson, 2014):

$$Y = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + \dots + b_n x_n$$

Where; x = independent variable

y = dependent variable

a = point where the line intersects the y axis

b = gradient of the line

Multiple regression was adopted in this study to test hypotheses and achieve research objectives one to four. For instance, multiple regression was helpful in establishing if a significant relationship exists between WLBS and employees' job performance. The use of multiple regression in this study allowed the researcher to establish the interconnectedness of the variables in this study.

Structural equation modeling

Structural Equation Modeling (SEM) is a multivariate statistical technique which is used to establish the path analysis among constructs (variables). According to Hox and Bechger (2007 p. 354), SEM “*provides a very general and convenient framework for statistical analysis that includes several traditional multivariate procedures, for example, factor analysis, regression analysis, discriminant analysis, and canonical correlation, as special cases*”. SEM was adopted in the study to establish the mediating influences of WLBS and work-family satisfaction on the interplay between work-family stressors and the selected manufacturing firms' performance. The six constructs considered in the model are work stressors, family stressors, WLBS, satisfaction with work, satisfaction with family and organisational performance. The path analysis of the constructs is presented in chapter seven of this study.

EFA was conducted to establish the factor structure of the observed constructs. The EFA conducted helped to determine the factors to be included in the CFA. IBM AMOS (Version 24) was used to perform CFA. CFA is a statistical technique that establishes the factor structure of a set of observed constructs (Suhr, 2006). The main aim of conducting CFA is to assess the structural model (Herman, 2016). Also, the convergent and discriminant validity of the CFA were conducted. The convergent and discriminant validity were established, based on the analysis of the multitrait-multimethod matrix (Marsh & Hocevar, 1988). SEM was employed in hypotheses testing and re-specifying the proposed model before final results are achieved.

5.7.8.2 Content analysis

The qualitative data which were collected through in-depth interview were analysed using content analysis. Du Plessis and Mbunyuza (2014), argue that qualitative study place emphasis on social phenomenon through direct observation or communication with participants and analysis of texts. Content analysis is a research technique aimed at making

inferences through interpretation and coding of transcript (Leedy & Ormrod, 2014; Struwig & Stead, 2013). Krippendorff (2012 p.18) defines content analysis as “as a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use.” In content analysis, data are viewed as pictures of texts, images, and expressions that are formed to be read, interpreted, and acted on for their meanings, and must, therefore, be analysed with such in mind (Krippendorff, 2012).

For this study, the non-numerical data collected via audio recorder in the personal interviews were transcribed. Subsequently, the transcribed data were coded by grouping them into themes and sub-themes. The analytical software NVivo (Version 11) was used to analyse the qualitative data, while content analysis was adopted to interpret texts. The nodes in the NVivo software provides a more simplistic way of generating codes and discovering themes in the qualitative data collected. The NVivo analysis is presented in chapter seven (data analysis chapter).

5.8 RELIABILITY

In social research, it is not enough to measure variables used in a study but necessary to test the scales to ensure that the scale measure the variables consistently and precisely (Bhattacharjee, 2012). Saunders et al. (2016), defines reliability as the extent to which measuring instruments yield consistent outcome. In other words, measuring instruments may be considered reliable if they yield the same result in other cases. Cronbach’s alpha was adopted in this study to test the reliability of the measuring instruments.

Cronbach’s alpha, which was named after its inventor was developed in 1951 by Lee Cronbach (Tavakol & Dennick, 2011). It measures the internal consistency of the scale used in research instrument to gather data. Internal consistency explains the degree to which all items in a scale measure the constructs, which enhance the connexion of the items within the test (Tavakol & Dennick, 2011). In research, a Cronbach’s alpha coefficient of 0.7 and above are considered acceptable (Leedy & Ormrod, 2014; Sekaran & Bougie, 2016; Wilson, 2014)). The closer the coefficient alpha is to 1, the better it is. The Cronbach’s alpha coefficients of all but one of the constructs measured in this study are greater than 0.8; work stressors has a marginally lower Cronbach’s alpha coefficient of 0.791.

The internal consistency of the items measuring the major constructs was double checked using composite reliability coefficients (CRC). The rationale for conducting composite reliability is based on its unique feature in providing a more appropriate measure of internal reliability of the instrument used in measuring the latent variables (Hair, Sarstedh, Hopkins & Kuppelwieser, 2014). The composite reliability shows that the measuring instruments are reliable, with the CRC for the constructs greater than the threshold of 0.7.

5.9 VALIDITY

Validity in research refers to the extent the survey instrument measures what it was intended to measure (Saunders et al., 2016; Sekaran & Bougie, 2016; Wilson, 2014). Validity refers to congruence or a ‘goodness of fit’ between the details of the research, the evidence, and the conclusions drawn by the researchers (Kalof et al., 2008). Saunders et al. (2016) identified four scenarios that occur to ensure validity of measuring instruments:

- Researcher must have a clear understanding of the data required and subsequently design the questionnaire
- Respondents can decode the questionnaires appropriately
- Respondents respond to the questions
- Researcher can decode response appropriately

Convergent and discriminant validity were conducted to test the validity of constructs in this study. Bagozzi and Phillips (1991), refer to discriminant validity as the extent to which measures of different concept are different. The validity of the constructs was achieved using the Average Variance Extracted (AVE). The AVE provided evidence to the internal consistency of all constructs as each value is greater than the threshold of 0.5. The AVE calculated revealed that the loading for all constructs is a greater than the acceptable level of 0.50. This means that each construct explained over 50% of its item’s variance. Fornell and Larcker (1981) criterion was applied to ensure discriminant validity of all constructs. This was achieved by comparing the cross loading of all constructs to the square roots of AVE. The analysis revealed that all constructs in this study did not violate discriminant validity. SEM showcasing the beta loadings and adjusted R^2 from one path to another is presented in chapter seven.

5.10 LIMITATION OF THE METHODOLOGY

Data collection for this study was limited to the two manufacturing firms in Lagos Metropolis, Nigeria. The reason for this was that from the five manufacturing firms approached; only the two firms granted access for the survey to be conducted in their firm through the issuance of gatekeepers' letter. The data gathered from the two firms were used to develop the conceptual framework to measure the effectiveness of WLBS in Lagos Metropolis, Nigeria. In other words, the study was generalised to the manufacturing firms in Lagos Metropolis. Nigeria is a very big country; however, future research may look at the effectiveness of WLBS among all the manufacturing firms in the whole of Nigeria.

Another limitation of this study was the adoption of the crosssectional approach. There is a need to conduct a longitudinal study which will be able to establish the influences of the two mediate variables (WLBS and work-family satisfaction) on the endogenous variable (organisational performance).

5.11 ETHICAL CONSIDERATION

The University of Kwazulu-Natal ethical guidelines for conducting a research study was strictly adhered to in this study. Gatekeepers' letters were collected from the two manufacturing firms. The Ethical Clearance Application form was completed. The research instruments together with the gatekeeper's letter and completed Ethical Clearance Application forms were submitted to the Humanity and Social Sciences Research Ethics Administration of the University of KwaZulu-Natal. Ethical Clearance Certificate with reference number: HSS/0104/016D was issued on 09 February 2016. The following are the steps taken to ensure that, the research did not violate the ethical requirement of the University of KwaZulu-Natal:

- Ethical clearance application form was completed
- A written request to conduct survey was sent to the selected manufacturing firms and approval was granted through the signing of the gatekeepers' letter
- The anonymity of the selected manufacturing firms was ensured in this study
- The survey was conducted among all levels of employees of the manufacturing firms on the date approved for the questionnaires to be distributed
- The anonymity of the employees was ensured through the signing of the informed consent forms, which guarantees their voluntary participation in this study

- The consent of the interview participants was sought before the commencement of each interview with a full disclosure that the interview was being recorded
- The hard copies of the data collected will be kept with the University of KwaZulu-Natal for posterity

5.12 CHAPTER SUMMARY

This chapter presented a detailed discussion of the various methods adopted to achieve the objectives of study. The various philosophical lenses with strengths and shortcomings were discussed before adopting pragmatism as the appropriate research philosophy for this study. The research approaches such as deductive, inductive and abductive (integrative) approaches were discussed with a justification for adopting the abductive approach explained. After a careful consideration of the various research strategies, a cross-sectional research design was found appropriate for this study. An explanatory mixed methods research design was adopted. The mixed methods research design adopted informed the use of simple random sampling to select respondents for the quantitative data while purposive sampling techniques was adopted to select participants for interview (qualitative data).

The various tools of analysing this data such as SPSS version 25, SEM AMOS version 24 and NVivo 11 for qualitative data were explained in this chapter. The validity and reliability of the research instrument were tested. The limitation of the methodology and ethical consideration of this study were also discussed in this chapter. The results of data analyses using descriptive and inferential statistics, as well as contents analysis is presented in the next chapter.

CHAPTER SIX

DATA ANALYSIS AND INTERPRETATION OF RESULTS

6.1 INTRODUCTION

This study adopted a mixed methods research design, which informed the collection of quantitative data via structured questionnaires and in-depth interview conducted for qualitative data using audio recorder. This chapter conducts the data analysis and interpretation of results, having collected the required data from the respondents.

The IBM SPSS (Version 25) was used to quantitative analysis data. The data collected were coded in excel spreadsheet and imported into the SPSS software for statistical analysis. The data imported into SPSS was subjected to preliminary analysis to ascertain the level of missing data and outliers. Descriptive statistics was employed to analyse the demographic section (section 'A') of the questionnaire. PPMC was employed to respond to the research questions. Linear and multiple regression were used to test the research hypotheses and achieve research objectives one to four. Subsequently, a multivariate statistical tool (SEM) using AMOS version 24 was adopted to test hypothesis five and achieve research objective five.

NVivo version 11 was employed to analyse qualitative data collected through in-depth interview. The responses from the interview participants were transcribed. Thematic analysis was conducted to identify themes and sub-themes within the qualitative data. Subsequently, the transcribed data were coded under the various themes and sub-themes that emerged. In NVivo, a theme is denoted with parent nod, while a sub-theme is denoted with child nod.

6.2 RESPONSE RATE

A total of 350 questionnaires were administered among the study respondents, 315 were duly completed and returned. Among the 315 returned, three were incomplete and subsequently discarded. The remaining 312 which constitute a usable response rate of 89%, were coded and analysed. This response rate is considered acceptable as it exceeds the 60% response rate acceptable threshold recommended by Johnson and Wislar (2012). The reason for the high response rate was probably due to the adequate notice given to the management of the firms before the commencement of data collection and the interests shown by the management and employees on the outcome of this research findings. There

was an arrangement to give a copy of this thesis to the firms' management after examination.

6.3 ANALYSIS OF DEMOGRAPHIC DATA

The structured questionnaire used to collect quantitative data elicited six categories of demographic data from the respondents. These included gender, marital status, department/unit, educational qualification, work experience and age group. The analysis of the demographic data which were achieved with descriptive statistics are presented below.

6.3.1 Gender

The frequency distribution of respondents by gender is depicted in Table 6.2 below. Of the 312 responses some 221 (70.8%) of the respondents were male and 91 (29.2%) were female. This shows a higher number of male respondents.

Table 6.1: Frequency distribution of respondents by gender

	Frequency	Percent
Male	221	70.8
Female	91	29.2
Total	312	100.0

Source: Author's own compilation

6.3.2 Marital status

The frequency distribution of the marital status of the respondents that participated in the survey are shown in Table 6.3.

Table 6.2: Marital status of respondents

	Frequency	Percent
Single	84	26.9
Married	223	71.5
Divorced/Separated	3	1.0
Widowed	2	0.6
Total	312	100.0

Source: Author's own compilation

From Table 6.3, 26.9% of the respondents were single while 71.5% were married. One percent (1%) of the respondents were either divorced or separated, and 0.6% of the respondents were widowed. The outcome of this statistical analysis indicates that the majority of the respondents (71.5%) were married, while 28.5% were single.

6.3.3 Department/Unit

The frequency distribution of respondents based on department/unit are shown in table 6.4.

Table 6.3: Respondents department

	Frequency	Percent
Production	84	26.9
Marketing	51	16.3
HR	33	10.6
Finance/Accounts	39	12.5
Others	105	33.7
Total	312	100.0

Source: Author's own compilation

From Table 6.4, the percentage of the respondents from each department were 26.9% for production departments, 16.3% for marketing, 10.6% for HR, 12.5% for finance/accounts and 33.7% for others. The results of the statistical analysis indicated that the majority of the respondents were mostly from production and others (such as maintenance, inventory, and quality control) with 60.6%, while respondents from marketing, HR, finance/accounts accounted for 39.4% of the sample. These results are not surprising, as production and quality control have the highest number of employees manufacturing firms.

6.3.4 Educational qualifications

The frequency distribution of the respondents based on educational qualifications is represented in Table 6.5.

Table 6.4: Distribution of the educational qualification of respondents

	Frequency	Percent
School cert.& below	20	6.4
National diploma	65	20.8
HND/B.Sc.	173	55.4
Master's degree	54	17.3
Total	312	100.0

Source: Author's own compilation

The results show that, 20 respondents representing 6.4% had a school certificate and below. This set of respondents were ranked lowest in educational qualification. This was followed by National Diploma holders with 65 respondents representing 20.8%, respondents with HND/B.Sc. comprise 173 of the sample representing 55.4% of total respondents, while those with Masters' degree constituted 54 of the respondents

representing 17.3%. Overall, the results show that the majority of the respondents (93.5%) had college/university qualification and 6.4% had senior school certificates and below.

6.3.5 Work experience

The frequency distribution of respondents based on work experiences in the manufacturing firms is illustrated in Table 6.6.

Table 6.5: Frequency distribution of respondents work experience

	Frequency	Percent
0-5 years	62	19.9
6-10 years	107	34.3
11-15 years	80	25.6
16-20 years	38	12.2
21 years and above	25	8.0
Total	312	100.0

Source: Author's own compilation

The descriptive statistics revealed that respondents with five years of experience and below were 62 from the total respondents of 312, while respondents with 6 to 10 years on the job were 107. According to the results, 80 respondents had 11 to 15 years of experience and 38 respondents had 16 to 20 years of experience in the selected manufacturing firms in Lagos Metropolis, Nigeria. Respondents with 21 years and above were 25 in number. The result of the analysis shows that respondents with 6 to 10 years on the job form the majority of the sample. This could be due either to the retention strategy in place or limited employment opportunities in Nigeria.

6.3.6 Respondents' Age distribution

Table 6.7 below illustrated the respondents' age distribution.

Table 6.6: Age distribution of respondents

	Frequency	Percent
18-30 years	69	22.1
31-40 years	137	43.9
41-50 years	93	29.8
51-60 years	12	3.8
61 years & above	1	.3
Total	312	100.0

Source: Author's own compilation

Respondents within the age category of 18 to 30 years of age were 69 representing 22.1% of the total respondents. Some 137 respondents were within 31 to 40 years of age representing 43.9% of sampled respondents. Respondents within the age category of 41 to 50 years of age were 93 representing 29.8%, while 51 to 60 years were 12 representing 3.8%. Only one respondent falls within the age category of 60 years and above representing 0.3%. The results show that 65% of the total respondents were youths who fall within the age category of 18 to 40 years, while other age categories were 35% of total respondents.

6.4 DESCRIPTIVE STATISTICS FOR THE MEASURES OF THE RESEARCH CONSTRUCTS

Table 6.7 to 6.13 illustrate the responses provided by the survey respondents on the items adapted to measure the study constructs.

Table 6.7: Work stressors

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.1	I am pressured to work long hours	40 (12.8%)	103 (33%)	49 (15.7%)	96 (30.8%)	24 (7.7%)
1.2	I am unable to take sufficient breaks	21 (6.7%)	90 (28.8%)	52 (16.7%)	112 (35.9%)	37 (11.9%)
1.3	I feel overloaded at work	20 (6.4%)	121 (38.8%)	62 (19.9%)	87 (27.9%)	22 (7.1%)
1.4	I have unachievable deadlines	51 (16.3%)	125 (40.1%)	58 (18.6%)	67 (21.5%)	11 (3.5%)
1.5	My duties and responsibilities are not clear to me	99 (31.7%)	149 (47.8%)	37 (11.9%)	19 (6.1%)	8 (2.6%)
1.6	I do not have adequate control or input over my work duties.	67 (21.5%)	137 (43.9%)	60 (19.2%)	35 (11.2%)	13 (4.2%)

1.7	I do not receive assistance from colleagues when work gets difficult	72 (23.1%)	149 (47.8%)	42 (13.5%)	42 (13.5%)	7 (2.2%)
1.8	I am not given supportive feedback on the work I do	55 (17.6%)	141 (45.2%)	48 (15.4%)	45 (14.4%)	23 (7.4%)
1.9	I am expected to work overtime	38 (12.2%)	68 (21.8%)	44 (14.1%)	130 (41.7%)	32 (10.3%)
1.10	My work environment is not favourable	63 (20.2%)	104 (33.3%)	65 (20.8%)	54 (17.3%)	26 (8.3%)
1.11	I often need to take work home to complete	100 (32.1%)	110 (35.3%)	38 (12.2%)	45 (14.4%)	19 (6.1%)
1.12	I have a limited hope for promotion	35 (11.2%)	82 (26.3%)	74 (23.7%)	75 (24%)	46 (14.7%)
1.13	I am sometimes given conflicting instructions by management	34 (10.9%)	85 (27.2%)	66 (21.2%)	97 (31.1%)	30 (9.6%)
1.14	I receive an assignment without the manpower to complete it	41 (13.1%)	115 (36.9%)	52 (16.7%)	79 (25.3%)	25 (8%)
1.15	I often work under vague directives or orders	29 (9.3%)	95 (30.4%)	71 (22.8%)	97 (31.1%)	20 (6.4%)

Table 6.8: Family stressors

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
2.1	I am responsible for the care of my aged parents	11 (3.5%)	33 (10.6%)	40 (12.8%)	151 (48.4%)	77 (24.7%)
2.2	I am emotionally affected by my family responsibility	23 (7.4%)	71 (22.8%)	70 (22.4%)	115 (36.9%)	33 (10.6%)
2.3	I do not spend adequate time with my family	22 (7.1%)	87 (27.9%)	72 (23.1%)	100 (32.1%)	31 (9.9%)
2.4	I do not have time for my interests and hobbies	22 (7.1%)	82 (26.3%)	53 (17%)	122 (39.1%)	33 (10.6%)
2.5	I do not have time to relax and unwind	25 (8%)	95 (30.4%)	66 (21.2%)	86 (27.6%)	40 (12.8%)
2.6	I am affected by problems in my family	39 (12.5%)	104 (33.3%)	79 (25.3%)	73 (23.4%)	17 (5.4%)
2.7	I struggle and worry about childcare for my children	29 (9.3%)	96 (30.8%)	68 (21.8%)	83 (26.6%)	36 (11.5%)
2.8	I worry about the health and other needs of my spouse's parents	26 (8.3%)	88 (28.2%)	85 (27.2%)	99 (31.7%)	14 (4.5%)

2.9	I worry about the health condition of my family members	16 (5.1%)	72 (23.1%)	63 (20.2%)	125 (40.1%)	36 (11.5%)
2.10	I do not have time for my friends and other social activities	15 (4.8%)	95 (30.4%)	70 (22.4%)	100 (32.1%)	32 (10.3%)
2.11	I am emotionally affected by difficulties I experience in my relationships	29 (9.3%)	99 (31.7%)	82 (26.3%)	82 (26.3%)	20 (6.4%)
2.12	I worry about the burden place on me by my friends	42 (13.5%)	144 (46.2%)	66 (21.2%)	44 (14.1%)	16 (5.1%)
2.13	I am overburdened by my role as a parent	59 (18.9%)	129 (41.3%)	51 (16.3%)	49 (15.7%)	24 (7.7%)
2.14	I receive no support from my family when I am depressed	63 (20.2%)	125 (40.1%)	55 (17.6%)	54 (17.3%)	15 (4.8%)
2.15	My spouse provides less support than I do in raising our children	69 (22.1%)	123 (39.4%)	49 (15.7%)	49 (15.7%)	22 (7.1%)

Table 6.9: Work-life balance strategies

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
3.1	My organisation has flexible working hours.	32 (10.3%)	92 (29.5%)	62 (19.9)	112 (35.9%)	14 (4.5%)
3.2	There is provision for employee medical aid in my company	39 (12.5%)	37 (11.9%)	31 (9.9%)	158 (50.6%)	47 (15.1%)
3.3	My staff medical aid covers members of my family	89 (28.5%)	85 (27.2%)	29 (9.3%)	79 (25.3%)	30 (9.6%)
3.4	There is provision for paid maternity/paternity leave for employees at my company	68 (21.8%)	67 (21.5%)	38 (12.2)	118 (37.8%)	21 (6.7%)
3.5	There is provision for part-time work in my organisation	84 (26.9%)	99 (31.7%)	40 (12.8%)	77 (24.7%)	12 (3.8%)
3.6	My company makes provision for study leave as a company policy	62 (19.9%)	80 (25.6%)	57 (18.3%)	96 (30.8%)	17 (5.4%)
3.7	Child care facilities are available in my company	98 (31.4%)	107 (34.3%)	41 (13.1%)	51 (16.3%)	15 (4.8%)

3.8	My company provides financial support for elder care	110 (35.3%)	118 (37.8%)	43 (13.8%)	33 (10.6%)	8 (2.6%)
3.9	My company allows job rotation	42 (13.5%)	57 (18.3%)	69 (22.1%)	114 (36.5%)	30 (9.6%)
3.10	My company gives leave on compassionate grounds	17 (5.4%)	58(18.6%)	41 (13.1%)	148 (47.4%)	48 (15.4%)
3.11	My company makes provision for staff development	37 (11.9)	50 (16%)	73 (23.4%)	127 (40.7%)	25 (8%)
3.12	My company makes provision for HIV/AIDS counselling	60 (19.2%)	98 (31.4%)	66 (21.2%)	62 (19.9%)	26 (8.3%)
3.13	Employees in my company are allowed to have a career break, should the need arise	51 (16.3%)	99 (31.7%)	73 (23.4%)	74 (23.7%)	15 (4.8%)
3.14	My company makes provision for employees' stress malmanagement	54 (17.3%)	104 (33.3%)	87 (27.9%)	62 (19.9)	5 (1.6%)
3.15	In general, my organisation has a family friendly policy	44 (14.1%)	76 (24.4%)	76 (24.4%)	93 (29.8%)	23 (7.4%)

Table 6.10: Satisfaction with family

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4.1	In most ways my family-life is close to my ideal	10 (3.2%)	46 (14.7%)	50 (16%)	179 (57.4%)	27 (8.7%)
4.2	I am content with the conditions of my family-life	31 (9.9%)	69 (22.1%)	56 (17.9%)	130 (41.7%)	26 (8.3%)
4.3	I am satisfied with my relationship with my spouse's family	14 (4.5%)	35 (11.2%)	55 (17.6%)	158 (50.6%)	50 (16%)
4.4	I am satisfied with the situation of parents	33 (10.6%)	74 (23.7%)	56 (17.9%)	120 (38.5%)	29 (9.3%)
4.5	If I could live my family-life over, I would not change much	43 (13.8%)	64 (20.5%)	79 (25.3%)	100 (32.1%)	26 (8.3%)
4.6	I am satisfied with my social life and relationships with friends	19 (6.1%)	73 (23.4%)	65 (20.8%)	129 (41.3%)	26 (8.3%)

4.7	I am satisfied with the environment in which I live	34 (10.9%)	73 (23.4%)	69 (22.1%)	122 (39.1%)	14 (4.5%)
4.8	I am satisfied with the health of my family	20 (6.4%)	46 (14.7%)	64 (20.5%)	149 (47.8%)	33 (10.6%)
4.9	I am satisfied with the financial and moral support I am expected to provide my immediate and extended family	47 (15.1%)	87 (27.9%)	68 (21.8%)	87 (27.9%)	23 (7.4%)
4.10	I am enrich by my family life	32 (10.3%)	60 (19.2%)	76 (24.4%)	112 (35.9%)	32 (10.3%)

Table 6.11: Satisfaction with work

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5.1	My job gives me a feeling of personal accomplishment	28 (9%)	54 (17.3%)	53 (17%)	155 (49.7%)	22 (7.1%)
5.2	I am satisfied in the environment in which I work	27 (8.7%)	57 (18.3%)	84 (26.9%)	126 (40.4%)	18 (5.8%)
5.3	I am satisfied with the way I can use my skills and abilities in my work	21 (6.7%)	36 (11.5%)	55 (17.6%)	161 (51.6%)	39 (12.5%)
5.4	I do not think of leaving my job	49 (15.7%)	68 (21.8%)	105 (33.7%)	64 (20.5%)	26 (8.3%)
5.5	I am satisfied with the support I get from my superior	21 (6.7%)	48 (15.4%)	64 (20.5%)	156 (50%)	23 (7.4%)
5.6	I am satisfied with the hours I put into my work	13 (4.2%)	38 (12.2%)	76 (24.4%)	151 (48.4%)	34 (10.9%)
5.7	I am satisfied with my job responsibilities	15 (4.8%)	42 (13.5%)	56 (17.9%)	172 (55.1%)	27 (8.7%)
5.8	I am satisfied with the leave options in my company	41 (13.1%)	56 (17.9%)	58 (18.6%)	123 (39.4%)	34 (10.9%)
5.9	I am satisfied with the support I get from my superiors	29 (9.3%)	34 (10.9%)	75 (24%)	146 (46.8%)	28 (9%)
5.10	I am satisfied with the way I am treated at work by fellow employees	23 (7.4%)	32 (10.3%)	67 (21.5%)	154 (49.4%)	36 (11.5%)

Table 6.12: Job performance

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
6.1	I adequately complete all duties assigned to me	9 (2.9%)	20 (6.4%)	41 (13.1%)	189 (60.6%)	53 (17%)
6.2	When I finish a day at work I often feel I have accomplished something really worthwhile	8 (2.6%)	18 (5.8%)	57 (18.3%)	173 (55.4%)	56 (17.9%)
6.3	The supervision I receive greatly encourages me to put in extra effort	14 (4.5%)	36 (11.5%)	58 (18.6%)	156 (50%)	48 (15.4%)
6.4	I fulfil responsibilities specified in my job description	3 (1%)	22 (7.1%)	46 (14.7%)	176 (56.4%)	65 (20.8%)
6.5	I help colleagues who have heavy workloads	4 (1.3%)	18 (5.8%)	67 (21.5%)	174 (55.8%)	49 (15.7%)
6.6	I go out of my way to help new employees	8 (2.6%)	24 (7.7%)	81 (26%)	145 (46.5%)	54 (17.3%)
6.7	I give advance notice when unable to come to work	11 (3.5%)	6 (1.9%)	31 (9.9%)	164 (52.6%)	100 (32.1%)
6.8	I do not mind staying late in order to complete a task	20 (6.4%)	26 (8.3%)	38 (12.2%)	167 (53.5%)	61 (19.6%)
6.9	I conserve and protect company property	7 (2.2%)	8 (2.6%)	22 (7.1%)	153 (49%)	122 (39.1%)
6.10	I do my job with honesty and integrity	3 (1%)	8 (2.6%)	24 (7.7%)	127 (40.7%)	150 (48.1%)
6.11	I perform tasks even if they are boring	6 (1.9%)	13 (4.2%)	36 (11.5%)	165 (52.9%)	92 (29.5%)
6.12	I always do the best I can in my job	9 (2.9%)	2 (0.6%)	18 (5.8%)	125 (40.1%)	158 (50.6%)

Table 6.13: Organisational performance

S/N	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
7.1	My company measures customer satisfaction on a regular basis	21 (6.7%)	25 (8%)	56 (17.9%)	141 (45.2%)	69 (22.1%)

7.2	In my company, department heads accept responsibility for product quality	15 (4.8%)	18 (5.8%)	50 (16%)	164 (52.6%)	65 (20.8%)
7.3	In my company, employees' satisfaction is regularly measured	36 (11.5%)	42 (13.5%)	54 (17.3%)	123 (39.4%)	57 (18.3%)
7.4	My company constantly monitor and improve on all its products, services and process	14 (4.5%)	15 (4.8%)	36 (11.5%)	169 (54.2%)	78 (25%)
7.5	I feel the goals of my company reflect the interests and needs of the stakeholders	8 (2.6%)	14 (4.5%)	43 (13.8%)	158 (50.6%)	89 (28.5%)
7.6	I feel the performance of my company over the last three years has been excellent in meeting its goals	18 (5.8%)	16 (5.1%)	50 (16%)	131 (42%)	97 (31.1%)

Table 6.7 to 6.13 illustrate the respondents' responses on the items adopted to measure the seven constructs in this study. The results indicate the distribution of the responses on the scale. The responses were valuable in the analysis of the research questions in section 6.5 using PPMC.

6.5 ANALYSIS OF RESEARCH QUESTIONS (RQ)

This section focuses on the analysis of the research questions. To respond to the research questions inferential statistics using Pearson Product-Moment Correlation Coefficient (PPMC) was employed to examine the level of relationship among the variables.

6.5.1 RQ 1 - The relationship between WLBS and employees' job performance

Research question one and objective one was formulated to establish the relations between WLBS and employees' job performance. Table 6.14 shows the mean and the standard deviation as well as the outcome of the PPMC on the relationship between WLBS and employees' job performance of the selected manufacturing firms in Lagos Metropolis, Nigeria.

Table 6.14: Correlation coefficient between WLBS and job performance

	Variables	Mean	Std. Deviation	WLBS	Job performance
1	Work-life balance strategies (WLBS)	16.7596	5.29787	-	
2	Job performance	39.8045	5.85052	-0.082	-

****.** Correlation is significant at the 0.01 level (2-tailed).

The correlation matrix in Table 6.14 revealed that there is no relationship between WLBS and employees' job performance at ($r = -0.082$, $N = 312$, $p < 0.01$). This result implies that the WLBS in place at the selected manufacturing firms does not influence employees' job performance. This could mean that other extraneous factors, which were not considered in this study contributed to employees' job performance at the selected manufacturing firms in Lagos Metropolis, Nigeria. Therefore, research question one which sought to establish the relationship between WLBS and employees' job performance is answered.

6.5.2 RQ 2 - Influences of work-family stressors and WLBS on the performance of the manufacturing firms

Research question two explored the influences of work-family stressors and WLBS on the performance of the selected manufacturing firms in Lagos Metropolis. The scales on work stressors, family stressors, WLBS and organisational performance, were valuable to examine the influences of work-family stressors and WLBS on manufacturing firms' performance. Table 6.15 showcase the outcome of the PPMC analysis.

Table 6.15: Pearson correlation coefficient

		Mean	Std Deviation	1	2	3
1	Work stressors	11.2308	3.64828	-		
2	Family stressors	14.3686	4.24666	0.469**	-	
3	Work-life balance strategies (WLBS)	16.7596	5.29787	-0.367**	-0.169**	-
4	Organisational performance	18.6410	4.42363	-0.308**	-0.263**	0.520**

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Author's own compilation

Table 6.15 revealed the result of Pearson correlation coefficient analysed. According to the statistical analysis illustrated in Table 6.15, the correlation coefficient between work stressors and family stressors depicts a significant positive relationship at ($r = 0.469$, $N = 312$, $p < 0.01$). This result implies that work stressors influence family stressors. This outcome is consistent with the spillover assumption of work and family stressors (Ferguson et al., 2015). The correlation between work stressors and WLBS indicates a significant negative correlation at ($r = -0.367$, $N = 312$, $p < 0.01$). In other words, a higher level of WLBS such as flexible work arrangement, wellness program, paid and unpaid time off, maternity/paternity leave and dependants' care result in reduced work stressors experienced by the workers at the selected manufacturing firms in Lagos Metropolis. These results are indications of the level of the effectiveness of the WLBS in cushioning the adverse effect of work stressors. In similar vein, work stressors and organisational performance reports a significant negative relationship at ($r = -0.308$, $N = 312$, $p < 0.01$). The inverse relationship implies that reduction in work stressors result in improved organisational performance. The outcome also shows the extent of the effectiveness of the WLBS in place at the selected manufacturing firms in addressing work stressors which result in an overall organisational performance. Research question two, which aimed to establish the influences of work-family stressors and WLBS on the performance of the selected manufacturing firms, is answered.

6.5.3 RQ 3 - Relationship between work-family satisfaction and employees' job performance

Research question three sought to establish the relationship between work-family satisfaction and employees' job performance at the selected manufacturing firms. Satisfaction with work was measured by a combination of the revised version of the Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ). A 3-item scale developed by Edwards and Rothbard (1999) were combined with items from Diener et al. (1985) to measure satisfaction with family. Organisation Commitment scale (OCS) developed by Williams and Anderson (1991) was adapted to measure employees' job performance. Table 6.16 illustrate the outcome of the correlation analysis among the constructs.

Table 6.16: Pearson correlation coefficient

		Mean	Std Deviation	1	2
1	Satisfaction with Work	26.4776	6.37112		
2	Satisfaction with Family	25.4295	6.77912	0.527**	
3	job performance	39.8045	5.85052	0.169**	0.169**

****.** Correlation is significant at the 0.01 level (2-tailed).

Table 6.16 depicts the outcome of the Pearson Correlation Coefficient on the relationship between work-family satisfaction and employees' job performance. The correlation matrix revealed a significant positive relationship between satisfaction with work and satisfaction with family at ($r = 0.527$, $N = 312$, $p < 0.01$). This indicates that the satisfaction with work invariably results in the satisfaction with family life. In other words, an increase level of satisfaction with work is associated with an increase in the level of the satisfaction with family life, vice versa. Likewise, the correlation coefficient between satisfaction with work and job performance revealed a significant positive relationship at ($r = 0.169$, $N = 312$, $p < 0.01$). This implies that employees' satisfaction with work and family lives influences job performance. In essence, a higher level of employees' satisfaction with work and family lives result in attitude which spur the workers on to put more efforts into the job which result in enhanced productivity of the employees in selected manufacturing firms, Lagos Metropolis. Based on this result, response has been provided to research question three.

6.5.4 RQ 4 - Relationship between WLBS and work-family satisfaction

Research question four was coined to establish the relationship between WLBS and work-family satisfaction. The scale developed by De Cieri et al. (2005) was adapted to measure WLBS. Table 6.17 illustrate the correlation matrix, mean and standard deviation of WLBS, satisfaction with work and satisfaction with family.

Table 6.17: Pearson correlation coefficient

		Mean	Std Deviation	1	2
1	Work-life balance strategies (WLBS)	16.7596	5.29787	–	
2	Satisfaction with Work	26.4776	6.37112	0.480**	
3	Satisfaction with Family	25.4295	6.77912	0.333**	0.527**

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Author's own compilation

The illustration in Table 6.17 shows the result of the Pearson correlation coefficient between WLBS and work-family satisfaction. The table shows that WLBS has a significant positive relationship with satisfaction with work at ($r = 0.480$, $N = 312$, $p < 0.01$). In similar vein, WLBS has a significant positive association with satisfaction with family ($r = 0.333$, $N = 312$, $p < 0.01$). This empirical finding indicates that WLBS contributes to employees' achievement of satisfaction with work and family lives of the employees. This outcome shows the degree of the effectiveness of WLBS in place at the selected manufacturing firms. In other words, the employees were able to derive satisfaction with the accessibility and usage of the available WLBS such as flexible work options, employees' health and wellness programme, leave options, dependants care, and maternity/paternity leave. However, it is observed from the correlation coefficient in Table 6.14 that the WLBS in place at the selected manufacturing firms contribute more to employees' achievement of satisfaction with work than satisfaction with family, judging from the value of correlation. Based on this outcome, research question four is answered.

6.5.5 RQ 5 - Influences of WLBS and work-family satisfaction on the link between work-family stressors and organisational performance

Research question five of this study explored the extent to which WLBS and work-family satisfaction mediate the relationship between work-family stressors and organisational performance. To respond to the research question, Pearson Correlation Coefficient was conducted. The correlation matrix of the constructs is illustrated in Table 6.18.

Table 6.18: Pearson correlation coefficient among main constructs in this study

		Mean	Std Deviation	1	2	3	4	5
1	Work stressors	11.2308	3.64828	—				
2	Family stressors	14.3686	4.24666	0.469**	—			
3	Work-life balance strategies (WLBS)	16.7596	5.29787	-0.367**	-0.169**	—		
4	Satisfaction with work	26.4776	6.37112	-0.314**	-0.205**	0.480**	—	
5	Satisfaction with family	25.4295	6.77912	-0.293**	-0.236**	0.333**	0.527**	—

6	Organisational performance	18.6410	4.42363	-0.308**	-0.263**	0.520**	0.548**	0.400**
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****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Author's own compilation

Table 6.18 illustrates the mean, standard deviation and correlation coefficient on the mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and organisational performance. The correlation coefficient between family stressors and work stressors revealed a significant positive relationship at ($r = 0.469, p < 0.01$). WLBS was established to have a significant negative correlation between work and family stressors at ($r = -0.367, p < 0.01$) and ($r = -0.169, p < 0.01$) respectively. The significant negative correlation indicates an inverse relationship between WLBS and work and family stressors. In other words, the higher and more effective the WLBS put in place by the selected manufacturing firms in Lagos Metropolis, the lower the work and family stressors experienced by the employees. However, WLBS was found to have a significant positive correlation with organisation performance at ($r = 0.520, p < 0.01$). This outcome implies that WLBS fully mediates between work-family stressors and organisational performance. The correlation coefficient between satisfaction with work and WLBS depicts ($r = 0.480, p < 0.01$), while the correlation between satisfaction with family and WLBS indicated ($r = 0.333, p < 0.01$). In addition, the correlation coefficient between satisfaction with work and organisational performance was ($r = 0.548, p < 0.01$), while satisfaction with family and organisational performance revealed a significant positive relationship at ($r = 0.400, p < 0.01$). Therefore, research question five which aimed to establish the mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and organisational performance has been answered.

6.6 TEST OF HYPOTHESES AND RESEARCH OBJECTIVES

Five hypotheses were formulated and tested in this study. The hypotheses were formulated in such a way that, as the research hypotheses are being tested, the research objectives are also achieved. Hypotheses one to four are tested using regression analysis. SEM is valuable to test hypotheses H5A, H5B and H5C.

6.6.1 Hypothesis one (H1)

Research H1 was formulated to examine the relationship between WLBS and employees' job performance at the selected manufacturing firms in Lagos Metropolis. To test the

hypothesis, WLBS scale and job performance scale were adapted to measure the two constructs. The hypothesis was formulated as follow:

H1: A significant relationship will exist between WLBS and employees' job performance.

The result of the regression analysis is presented in Table 6.19 below.

Table 6.19: Work-life balance strategies as predictor of employees' job performance

Variabl es	R	R square	Adjuste d R square	F	Beta	T	P
Constant	0.082 ^a	0.007	0.004	2.105		37.617	0.148 ^b
WLBS					-0.082	-1.451	0.148

a. Dependent Variable: Job performance; b. Predictors: (Constant), WLBS

Source: Author's own compilation

The outcome of the inferential statistics as illustrated by the regression model in Table 6.19 above indicated R square of 0.007 and adjusted R square of 0.004. This implies that WLBS explain an insignificant 0.4% in the performance of employees at the selected manufacturing firms in Lagos Metropolis. The adjusted R square of 0.4% suggests that there were 99.6% unexplained variations, which were not considered in this study. The result of the regression model is consistent with the outcome of the Pearson Moment Correlation earlier conducted, in which no correlation was found between WLBS and employees' job performance at the selected manufacturing firms in Lagos Metropolis. Therefore, the alternative hypothesis (H1) which stated that '*a significant relationship will exist between WLBS and employees' job performance*' is rejected. The beta value and the corresponding P value is ($\beta = 0.148, p > 0.05$). With this result, the research objective which aimed to establish the relationship between WLBS and employees' job performance is achieved.

6.6.2 Hypothesis two (H2)

H2 aimed to establish if work-family stressors and WLBS impact on the performance of the selected manufacturing firms. The hypothesis was formulated as:

H2: Work-family stressors and WLBS will influence the performance of the selected manufacturing firms

Regression analysis was conducted to test the hypothesis. The outcome of the analysis is illustrated in Table 6.20 below.

Table 6.20: Work-family stressors and WLBS as predictors of manufacturing firms' performance

Variab les	R	R square	Adjuste d R square	F	Beta	T	P
Constant	0.551 ^a	0.304	0.299	67.418		12.230	0.000 ^b
WLBS					0.463	9.287	0.000
Work- family stressors					-0.191	-3.825	0.000

a. Dependent Variable: Organisational performance; b. Predictors: (Constant), WLBS, Work_Family_Stressors

Source: Author's own compilation

The regression model presented in Table 6.20 revealed R square of 0.304 with an adjusted R square of 0.299. This indicates that WLBS and work-family stressors explain 29.9% of the variations in organisational performance. In other words, both WLBS and work-family stressors predict the performance of the selected manufacturing firms' in Lagos Metropolis. The standardised beta value of WLBS and work-family stressors of ($B = 0.463$, $p < 0.001$) and ($\beta = -0.191$, $p < 0.001$) depicted that WLBS contributed more to the model when compared to work-family stressors. Based on this result, the alternative hypothesis (H2), which states that '*work-family stressors and WLBS will influence the performance of the selected manufacturing firm,*' is accepted. From the outcome of these empirical findings, it is safe to conclude that WLBS and work-family stressors predict organisational performance. Therefore, the research objective which sought to examine the influences of WLBS and work-family stressors on the performance of the selected manufacturing firms, is achieved.

6.6.3 Hypothesis three (H3)

H3 aimed at testing the relationship between work-family satisfaction and employees' job performance at the selected manufacturing firms in Lagos Metropolis. H3 was formulated as follows:

H3: A significant relationship will exist between work-family satisfaction and employees' job performance

Table 6.21 below illustrated the result of the regression model.

Table 6.21: Work-family satisfaction as predictor of employees' job performance

Variables	R	R square
Constant	0.193 ^a	0.037
Work-family satisfaction		

a. Dependent Variable: Job performance; b. Predictors: (Constant), Work-family satisfaction

Source: Author's own compilation

The coefficient of determination, otherwise referred to as R square suggests 0.037, while the adjusted R square shows 0.034. This implies that work-family satisfaction predicts 3.4% of employees' job performance at the selected manufacturing firms in Lagos Metropolis. The standardised Beta value of work-family satisfaction revealed ($\beta = 0.193$, $p < 0.01$). Therefore, the alternative hypothesis (H3) is accepted. In addition, the research objective, which aimed to investigate the relationship between work-family satisfaction and employees' job performance at the selected manufacturing firms is achieved.

6.6.4 Hypothesis four (H4)

H4 is formulated as follows:

- H4: There will be a significant relationship between WLBS and work-family satisfaction.

To test H4 and also meet research objective four, the regression model in Table 6.22 below illustrates the relationship between WLBS and work-family satisfaction at the selected manufacturing firms in Lagos Metropolis.

Table 6.22: WLBS as predictor of work-family satisfaction

Variables	R	R square	Adjusted R square	F	Beta	T	P
Constant	0.463 ^a	0.214	0.212	84.444		18.282	0.000 ^b
WLBS					0.463	9.189	0.000

a. Dependent Variable: Work-family satisfaction; b. Predictors: (Constant), WLBS
Source: Author's own compilation

As shown in Table 6.22 above, a statistically significant relationship exists between WLBS and work-family satisfaction at the selected manufacturing firms in Lagos Metropolis, Nigeria. The regression model revealed an R square of 0.214 and adjusted R square of 0.212. This implies that WLBS predicts 21.2% of variation in employees' satisfaction with

work-family life. The relationship showcases a significant value of ($\beta = 0.463$, $p < 0.001$). This result supports the alternative hypothesis (H4), which states that '*there will be significant relationship between WLBS and work-family satisfaction.*' With this result, research objective four is achieved.

6.6.5 Hypothesis five (H5)

The alternative H5 of this research states that *WLBS and WLB satisfaction will mediate the relationship between work-family stressors and manufacturing firms' performance.* The analysis of this section is divided into three stages. In the first stage, EFA was conducted to establish the factor loadings of items for each construct. The result of the EFA saw item three of the job performance scale cross loading to the satisfaction with work scale and was subsequently renamed SWW3. Secondly, First and Second Order CFA were conducted. The third stage presents the Structural Equation Modeling (SEM). The next section presents the outcome of the EFA analysed using SPSS version 25.

6.6.5.1 Exploratory factor analysis

The EFA was found appropriate for data screening and to detect missing data. In addition, the EFA helped to ensure the process of linearity, Normality and data deletion. The Principal Component Analysis helped to determine factors to be extracted. The sets of observed variables which are constantly moving together were identified through the factor extraction (Hadi, Abdullah & Sentosa, 2016). The items identified through extraction in the EFA helps to determine the factors to be included in the CFA (Hadi et al., 2016; Marsh et al., 2009; Pallant, 2013). Items with good factor loadings were retained for the CFA. According to Comrey and Lee (1992), an item with a good factor loading has a loading of higher or equal to .71. The Kaiser-Meyer-Olkin (KMO) was valuable to determine the appropriateness and adequacy of the study sample size. Kaiser (1974) suggests 0.5 as the threshold for the KMO, while the value between 0.5 and 0.7 is considered as mediocre, value between 0.7 and 0.8 are good, 0.8 and 0.9 are considered great value and 0.9 and above are considered excellent (Hadi et al., 2016; Hutcheson & Sofroniou, 1999; Pallant, 2013). Pallant (2013) recommends that the value of the KMO should be 0.6 or above. Consistent with Catell (1966) recommendation of retaining all factors above the elbow, this study retained factors with Eigenvalue greater than 1 (Braeken & Van Assen, 2017; DeVellis, 2016). Item three (JP_3) in the job performance scale cross loaded in the satisfaction with work scale and was retained and renamed SWW_3. Other items with poor loadings were deleted. The corrected item-total correlation

was valuable in ensuring the purification of items, to prevent less important items from confounding the interpretation of the EFA (Lu, Lai & Cheng, 2007). The Cronbach's alpha coefficient was employed to measure the internal consistency of the extracted factors. Table 6.23 presents the factor structure of items retained for the CFA.

Table 6.23: Exploratory factor analysis

Items	Item factor loadings						Corrected Item – Total Correlation
	1	2	3	4	5	6	
WS_15	.828						.647
WS_14	.826						.704
WS_13	.716						.601
WS_8	.502						.459
FS_6		.841					.655
FS_7		.826					.608
FS_11		.714					.632
FS_12		.696					.562
FS_2		.695					.591
WLBS_12			.871				.637
WLBS_14			.832				.682
WLBS_13			.819				.608
WLBS_11			.733				.720
WLBS_15			.706				.637
SWF_4				.897			.761
SWF_7				.783			.691
SWF_8				.770			.684
SWF_6				.738			.685
SWF_5				.731			.575
SWF_2				.729			.653
SWF_9				.718			.677
SWF_3				.694			.575
SWW_5					.860		.766
SWW_9					.808		.768
SWW_7					.748		.681
SWW_4					.713		.647
SWW_3					.710		.561
SWW_8					.572		.619
SWW_2					.454		.625
OP_1						.786	.690
OP_2						.808	.733
OP_3						.692	.649
OP_4						.854	.785
OP_6						.773	.663
Cronbach's α	.791	.818	0.844	.889	.881	.871	
Eigenvalue	1.683	2.032	3.252	13.514	3.854	2.223	
Variance (%)	3.164	3.820	6.113	25.406	7.246	4.179	

***KMO = 0.872; $\chi^2 = 7935.259$; $df = 1035$; $P < 0.001$; WS = work stressors; FS = family stressors; WLBS = work-life balance strategies; SWF = satisfaction with family; SWW = satisfaction with family; OP = organisational performance.**

Source: Author's own compilation

The illustration in Table 6.23 represents items retained for the six factors. The overall result indicates good reliability of all the factors extracted in this study given that the

Cronbach's alpha coefficient of all the factors are above 0.7. The Eigenvalue for the first factor which measures work stressors is 1.683 and explained 3.2% of the data. The second factor which measures family stressors has Eigenvalue of 2.032 with 3.8% of variance explained. Factor three which measures WLBS showcases Eigenvalue of 3.252 and explained 6.1% variance of original data. The fourth factor measuring satisfaction with family produced Eigenvalue of 13.514 explained 25.4% of item variance. Factor five which measures satisfaction with work, has Eigenvalue of 3.854 and explained 7.3% of the variance. Factor six measuring organisational performance (manufacturing firms' performance) has an Eigenvalue of 2.223 and explained 4.2% of the total variance. The factor loadings revealed that virtually all items retained in each construct have loadings greater than 0.50 which are considered either excellent, very good or good. Only one item (SWW_2) has loading less than 0.50. The KMO test of 0.872 is an indication that the study sample size of 312 is adequate. The Bartlett Test of Sphericity is significant at ($p < 0.001$), which justified why the EFA was performed.

6.6.5.2 Measurement model analysis using the confirmatory factor analysis (CFA)

This measurement model in Figure 6.1 was aimed at assessing all the constructs used in the model. Certain criteria were put into consideration to establish the fit of the model. Chi square value was employed to ascertain the goodness of fit and the level of irregularity in the sample. The normed chi-square was found appropriate and was achieved with chi-square value divided by the degree of freedom. The rule is that the CMIN/DF must be below 5. The goodness of fit index (GFI) and the adjusted goodness of fit index (AGFI) were applied to measure the degree of variance and assess the model fitness respectively. Also, root mean square error of approximation (RMSEA) was applied to confirm the fitness of the model.

The normed fit index (NFI) was adopted to assess the fitness of the measurement model. This was achieved by making a comparison between the fitness of the model and its chi-square value. Consistent with Kline (2011), the thresholds of the model fitness indices are illustrated in Table 6.24 below.

Table 6.24: Threshold of model fitness indices

Chi-square/Df (CMIN/Df)	< 3	Good
	< 5	Sometimes permissible
CFI	> .95	Great
	.90	Traditional
	.80	Sometimes permissible
AGFI	.80	Good
GFI	> .90	Good
TLI	.90	Good
RMSEA	< .05	Good
	.05 to .10	Moderate
	> .10	Bad

Source: Kline (2011)

The level of acceptance adopted in this study for construct reliability, internal reliability, convergent validity and discriminant validity are presented in Table 6.25.

Table 6.25 Threshold for validity and reliability

Category	Index Name	Level of acceptance	Literature
Construct Reliability	Composite Reliability (CR)	$CR \geq 0.70$	Kline (2011), Gaskin (2012), Hair Jr et al. (2010), Kenny (2012).
Internal Reliability	Cronbach's Alpha	$\alpha \geq 0.70$	Kline (2011), Gaskin (2012), Bryne (2010), Field (2009), Kenny and Kashy (1992), Hair Jr et al. (2010).
Convergent validity	Average Variance Extracted (AVE)	$CR > AVE$ $AVE \geq 0.50$	Gaskin (2012), Hair Jr et al. (2010), Bryne (2010).
Discriminant Validity	Maximum Shared Square Variance (MSV)	$MSV < AVE$	Gaskin (2012), Hair Jr et al. (2010), Bryne (2010).

Source: Adopted from Herman (2016, p.167)

The composite reliability, covariant and discriminant validity of all factors retained for the measurement model (first order and second order CFA) are presented in Table 6.26 and Table 6.27.

6.6.5.2.1 Measurement model – first order CFA

IBM AMOS graphic was used to conduct the CFA. As indicated by Hair et al (2014:603), CFA is conducted to test the extent to which a researcher’s a-priori and theoretical pattern of factor loadings on prespecified constructs represents the actual data. The purpose of the CFA is therefore to confirm the structure of the constructs.

The first order CFA was carried out to achieve the confirmation of items under each factor. After the data screening through the EFA, there are 34 items which are grouped under six constructs. The factor structure for work stressors (WS) has four items, family stressors (FS), work-life balance strategies (WLBS) and organisational performance (OP) all have five items each. Satisfaction with work (SWW) and Satisfaction with family have seven items and eight items respectively. Based on the EFA conducted, the loadings for all items considered for the CFA are greater than 0.50 except SWW_2 which has a loading of 0.45. The fit indices of the first order CFA are presented in 6.1.

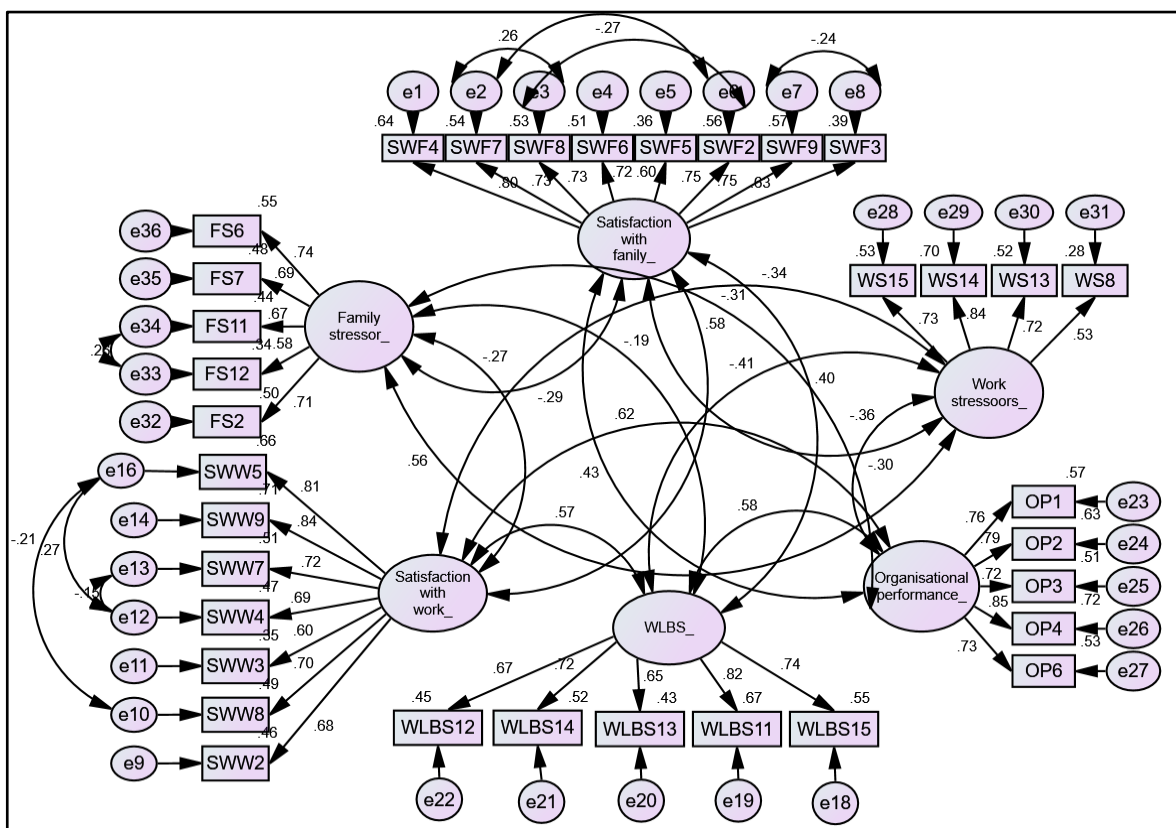


Figure 6.1: Hypothesised six-factor model (First Order CFA)

CMIN = 1064.078 DF = 504; p-value <.000; CMIN/DF = 2.111; GFI = .837; AGFI = .807; NFI = .820; IFI = .896; TLI = .883; CFI =.895; RMSEA= .060

The first-order CFA shows good fit of all indices except the GFI which is less than .9. The sensitivity of the GFI to a study sample size makes it plausible to adopt the AGFI greater than .8 (Demo, Neiva, Nunes & Rozzett, 2012; Duong and Hurst, 2016). The constructs reliability, convergent and discriminant validity of the first order CFA are presented in Table 6.26.

Table 6.26: Construct reliability and validity of the first order CFA

Constructs	CR	AVE	MSV	SWW	FS	WLBS	OP	WS	SWF
Satisfaction with work (SWW)	0.883	0.522	0.386	0.722					
Family stressors (FS)	0.811	0.464	0.319	-0.272	0.681				
WLBS	0.845	0.524	0.332	0.568	-0.189	0.724			
Organisational performance (OP)	0.879	0.592	0.386	0.621	-0.314	0.576	0.770		
Work stressors (WS)	0.801	0.507	0.319	-0.345	0.565	-0.407	-0.357	0.712	
Satisfaction with family (SWF)	0.893	0.513	0.333	0.577	-0.285	0.398	0.429	-0.297	0.716

Note: All correlations are significant at p < 0.01. Diagonal are the square root of AVE (Average Variance Extracted), CR is composite reliability.

Source: Author’s own compilation

As shown in Table 6.26, the reliability of the constructs in the measurement model (first-order CFA) was ascertained using composite reliability. Composite reliability is considered a more appropriate measure of reliability of the instruments which measure the latent variables (Hair et., 2014). In addition, composite reliability otherwise referred to as Dillon-Goldstein’s rho is a more credible measure of reliability than Cronbach’s alpha in SEM because it is based on loadings and not on observed correlations between variables (Demo et al., 2012). It can be observed from Table 6.26 that the composite reliability of each construct is above the threshold of 0.70. This shows that all constructs in the model are consistent.

The validity of the research instrument was achieved using AVE. The AVE was applied to ensure the convergent validity of the constructs. The values of the AVE revealed that

the loading for each construct is more than the acceptable level of 0.5 except the *family stressors* with a loading of 0.464. This implies that each of the constructs with the exception of family stressors explained over 50% of its item variance. The Fornell and Larcker (1981) criterion was applied to ensure discriminant validity of all constructs. This was achieved by comparing the cross-loading of all constructs to the square roots of AVE as depicted by values in the diagonal in Table 6.22. In addition, the values of the AVE are greater than values of the Maximum Shared Variance (MSV), indicating that all constructs in this study did not violate discriminant validity (Herman, 2016). However, the major issue identified with the First Order CFA is the value of the AVE for *family stressors*, which is below the threshold of 0.5. This issue justifies the need to conduct a Second Order CFA.

6.6.5.2.2 Measurement model – second order CFA

The Second Order CFA is a statistical method aimed at confirming if a construct loads onto certain number of underlying sub-constructs (Thompson, 2004). According to Herman (2016), the decision on whether to conduct a second order CFA should be determined by the needs of the study. A second order CFA is conducted in this study to establish the effects a main construct has on the sub-constructs (Herman, 2016; Mustapha & Bolaji, 2015; Pitan & Atiku, 2017). Two latent constructs which, includes work-family stressors and work-family satisfaction (a mediator) are specified as second order. The two constructs are linked to their sub-constructs with a one-sided arrow to depict their causal effects. Work-family stressors (WFS) are linked to family stressors and work stressors, while work-family satisfaction (WFSat) are linked to satisfaction with work and satisfaction with family. The second order CFA was valuable in hypothesising the model into four latent constructs of work-family stressors, WLBS (first mediator), work-family satisfaction (second mediator) and organisational performance. Figure 6.2 below, presents the statistical analysis of the Second Order CFA.

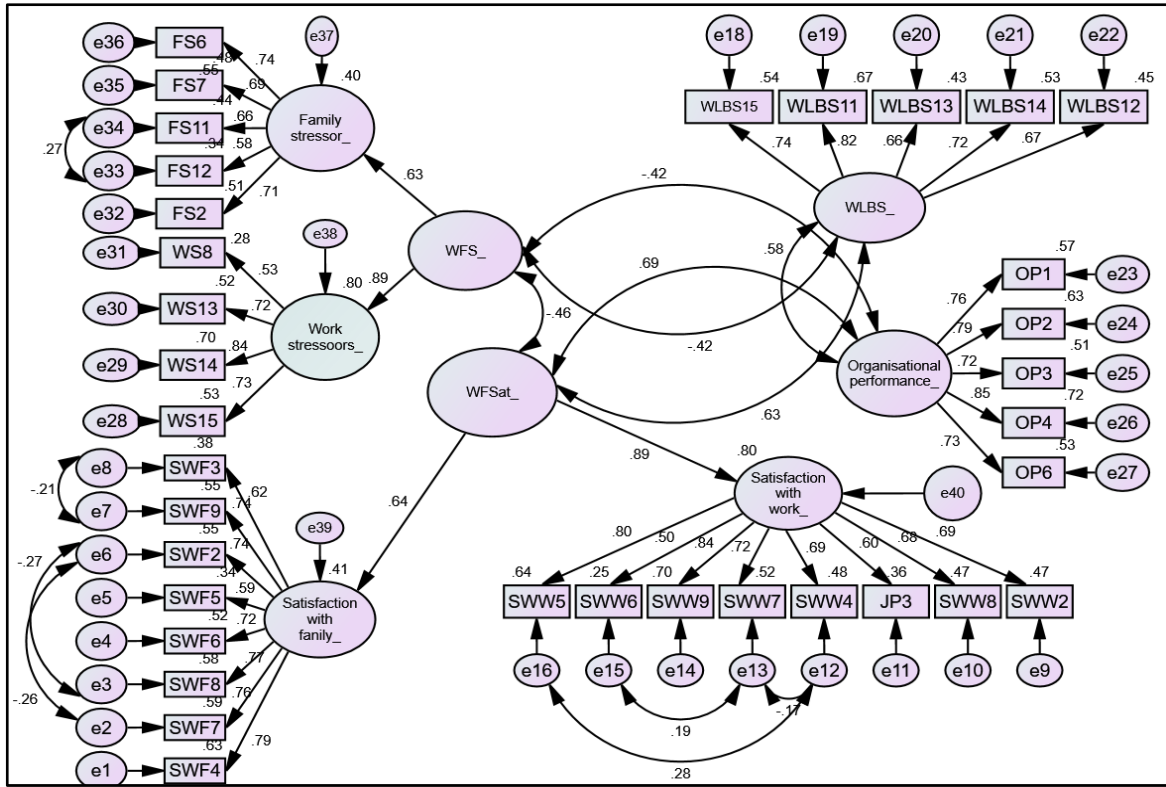


Figure 6.2: Hypothesised four-factor model (Second Order CFA)

CMIN = 1095.175 DF = 538; p-value <.000; CMIN/DF = 2.036; GFI = .839; AGFI = .811; NFI = .820; IFI = .899; TLI = .887; CFI = .898; RMSEA = .058

Figure 6.2 illustrated the results of the model fit indices for the Second Order CFA. The Second Order CFA was carried out by combining the First Order constructs. Family stressors and work stressors were combined to work-family stressors (WFS), while satisfaction with family and satisfaction with work were combined to work-family satisfaction (WFSat). The model fit indices indicated CMIN/DF value of 2.036 and RMSEA value of 0.058, which are within the acceptable threshold. In addition, the composite reliability and validity of the Second Order CFA was conducted. Table 6.27 below shows the results of the composite reliability and validity of constructs in the Second Order CFA.

Table 6.27: Construct reliability and validity of the second order CFA

Constructs	CR	AVE	MSV	1	2	3	4
1. Organisational performance	0.879	0.593	0.472	0.770			
2. Work-Family Stressors (WFS)	0.745	0.600	0.209	-0.418	0.775		
3. Work-Family Satisfaction (WFSat)	0.746	0.602	0.472	0.687	-0.457	0.776	
4. Work-Life Balance Strategy (WLBS)	0.845	0.524	0.397	0.575	-0.424	0.630	0.724

Source: Author's own compilation

The Second Order CFA results in Table 6.27 above shows that there is no issue on the validity and reliability of all constructs. The composite reliability of all constructs is greater than the threshold of 0.7. The convergent validity as denoted by the AVE also show that all constructs are greater than the threshold of 0.50. Further, the results show that Second Order CFA did not violate discriminant validity. Discriminant validity is denoted as values of the AVE greater than the value of the MSV ($AVE > MSV$). Table 6.28 below illustrated the comparison of the model fit indices of the First and Second Order CFA.

Table 6.28: Comparison of first and second order CFA model fit indices

Model	CMIN	DF	P	CMIN/DF	GFI	AGFI	TLI	CFI	RMSEA	PCLOSE
CFA 1	1064.078	504	.000	2.111	.837	.807	.883	.895	.060	.001
CFA 2	1095.175	538	.000	2.036	.839	.811	.887	.898	.058	.005

Source: Author's own compilation

A close look at Table 6.28 above shows that the fit indices such as CMIN, GFI, AGFI, AGFI, TLI, CFI and RMSEA in CFA 2 are more fit that CFA 1. In other words, the hypothesised four-factor model (Second Order CFA) was tested and confirmed to provide better indices and a reasonable fit than the First Order CFA. This suggests why the Second Order CFA was considered for the Structural Equation Modeling Figure 6.8.

6.6.5.3 Test of structural model

Research hypothesis five (H5) was set to establish the mediating influences of WLBS and work-family satisfaction on the interplay between work-family stressors and manufacturing firms' performance. The alternative hypotheses are stated below:

- H5: WLBS and work-family satisfaction will mediate the relationship between work-family stressors and manufacturing firms' performance

For ease of analysis and to explore all possible paths, hypothesis five is sub-divided into three below.

- H5A: WLBS will mediate the relationship between work-family stressors and manufacturing firms' performance
- H5B: Work-family satisfaction will mediate the relationship between work-family stressors and manufacturing firms' performance
- H5C: WLBS and work-family satisfaction will mediate the relationship between work-family stressors and manufacturing firms' performance

6.6.5.3.1 *H5A – The Mediating role of WLBS on the relationship between work-family stressors and manufacturing firms' performance*

The structural model in Figure 6.3 below explored the mediating influence of WLBS on the relationship between work-family stressors and the selected manufacturing firms' performance in Lagos Metropolis, Nigeria. Bootstrapping method was employed to test the mediating influence of WLBS on the interplay between work-family stressors and organisational performance (manufacturing firms' performance). The model indicated CMIN/DF value of 2.093 (< 3), which is considered as good (Kline, 2011). The CFI and RMSEA values are 0.937 and 0.059 respectively. The model good fit indices evidenced the fitness of the sample data at the selected manufacturing firms in Lagos Metropolis, Nigeria.

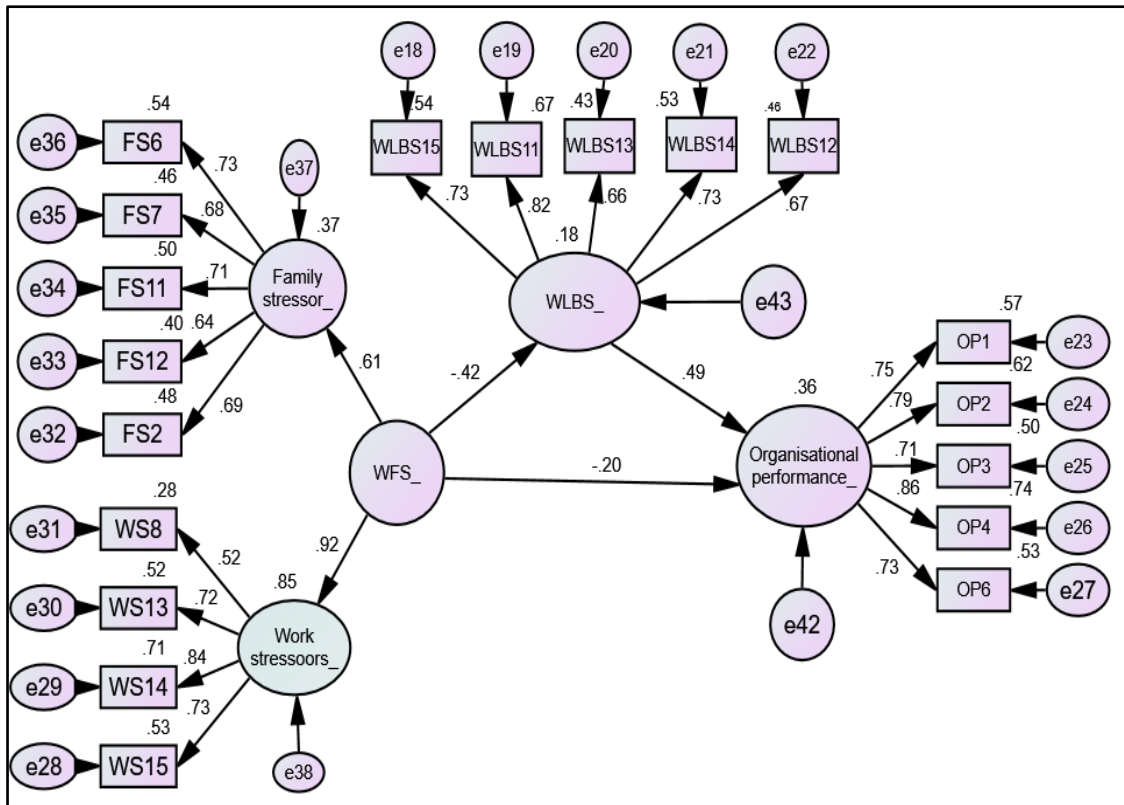


Figure 6.3: The mediating role of WLBS

CMIN = 307.687; DF = 147; p-value <.000; CMIN/DF = 2.093; GFI = .907; AGFI = .880; NFI = .887; IFI = .937; TLI = .926; CFI =.937; RMSEA= .059

The standardised regression weight from work-family stressors to WLBS is negative but statistically significant at ($\beta = -0.419$, $p = 0.001$). This implies an inverse relationship between work-family stressors and the WLBS in place at the selected manufacturing firms in Lagos Metropolis. Empirically, the more effective the WLBS strategies put in place to address employees work and family stressors, the lesser the stressors that are experienced by the employees. The path from WLBS to organisational performance is significant at ($\beta = 0.488$, $p = 0.001$). This result indicates that WLBS has a significant positive effect on the performance of the selected manufacturing firms in Lagos Metropolis. The direct path from work-family stressors to organisational performance is negative and significant ($\beta = -0.202$, $p = 0.048$). Judging from the outcome of this statistical analysis, work-family stressors exert more influence on organisational performance through WLBS. Based on these results, WLBS partially mediates the relationship between work-family stressors and the selected manufacturing firms’ performance. The outcome of the mediation analysis was subjected to Sobel test, Arorian test and Goodman test calculators for the significance of mediation. The results confirmed that WLBS mediates the relationship between work-

family stressors and manufacturing firms' performance at ($P < 0.001$). Based on the outcome of the analysis, the alternative hypothesis (H5A) which states that *WLBS mediates the relationship between work-family stressors and manufacturing firms' performance* is supported.

6.6.5.3.2 H5B- The mediating role of work-family satisfaction on the relationship between work-family stressors and manufacturing firms' performance

Hypothesis (H5B) examined the mediating influence of work-family satisfaction on the relationship between work-family stressors and manufacturing firms' performance. Bootstrapping method was employed to test the mediating influence of work-family satisfaction (WFSat) as shown in the structural model in Figure 6.4.

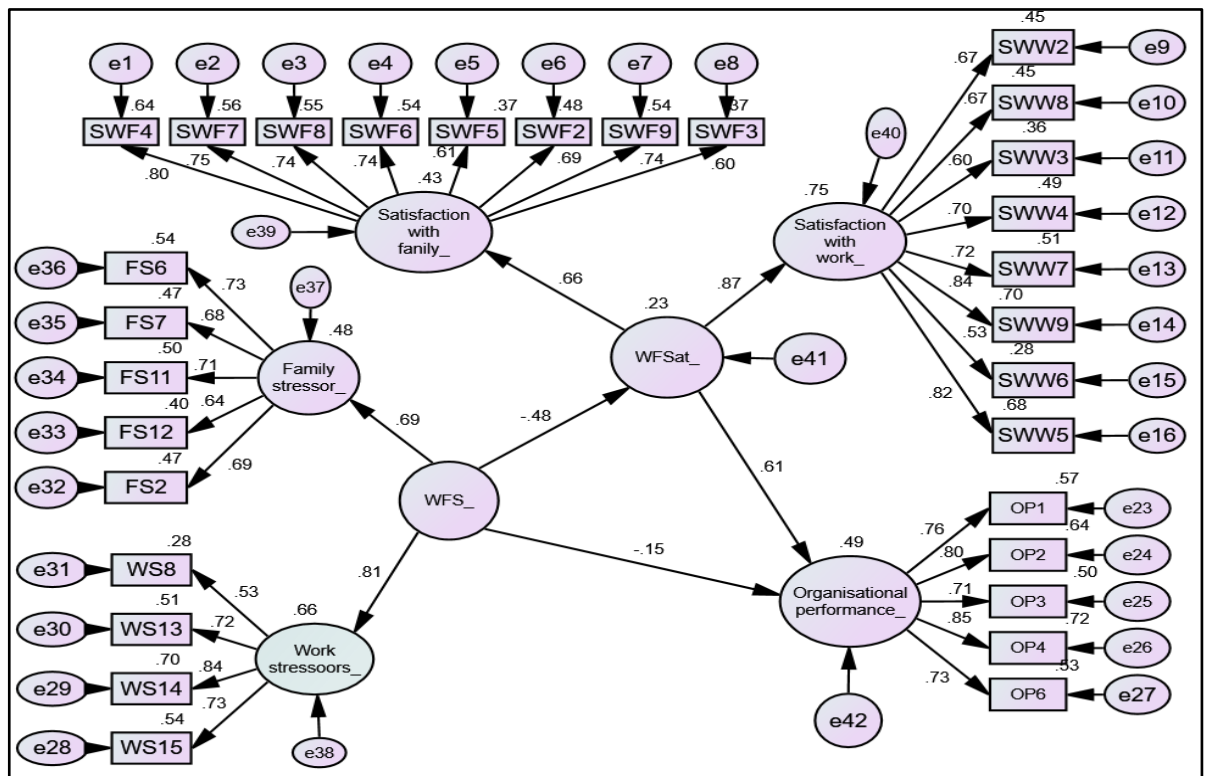


Figure 6.4: The mediating role of work-family satisfaction

CMIN = 915.787; DF = 398; p-value <.000; CMIN/DF = 2.301; GFI = .837; AGFI = .810; NFI = .817; IFI = .888; TLI = .876; CFI = .887; RMSEA = .065

Figure 6.10 shows that work-family stressors have a strong direct significant negative effect on work-family satisfaction at ($\beta = -0.478, p = 0.001$). This implies that a continuous increase in employees' satisfaction with work-family life brings about reduction in the level of work-family stressors experienced by the employees at the selected manufacturing

firms in Lagos Metropolis. However, the path from work-family stressors and organisational performance is not significant. This result shows that there is no direct effect between work-family stressors and the selected manufacturing firms' performance. This implies that work-family stressors exert an indirect effect on the manufacturing firms' performance via work-family satisfaction at ($\beta = 0.611$, $P = 0.001$). Statistically, there is a positive significant direct effect between work-family satisfaction and the selected manufacturing firms' performance. Based on the outcome of the empirical findings, work-family satisfaction fully mediates the interplay between work-family stressors and the manufacturing firms' performance. The mediation analysis of H5B was equally tested using Sobel test, Arorian test and Goodman test calculators for the significance of mediation. The results show that work-family satisfaction fully mediates the relationship between work-family stressors and manufacturing firms' performance. Therefore, the alternative hypothesis (H5B), which states that *work-family satisfaction mediates the relationship between work-family stressors and manufacturing firms' performance* is accepted.

6.6.5.3.3 H5C - *The mediating influences of WLBS and work-family satisfaction*

Hypothesis H5C was formulated to explore the mediating influences of WLBS and work-family satisfaction simultaneously, on the link between work-family stressors and manufacturing firms' performance. The outcome of the SEM shows that the path from WLBS to organisational performance was not significant. Also, the path from work-family satisfaction and organisational was also found not to be significant. The fit indices of the model revealed acceptable level. Figure 6.5 below shows the path analysis of the constructs.

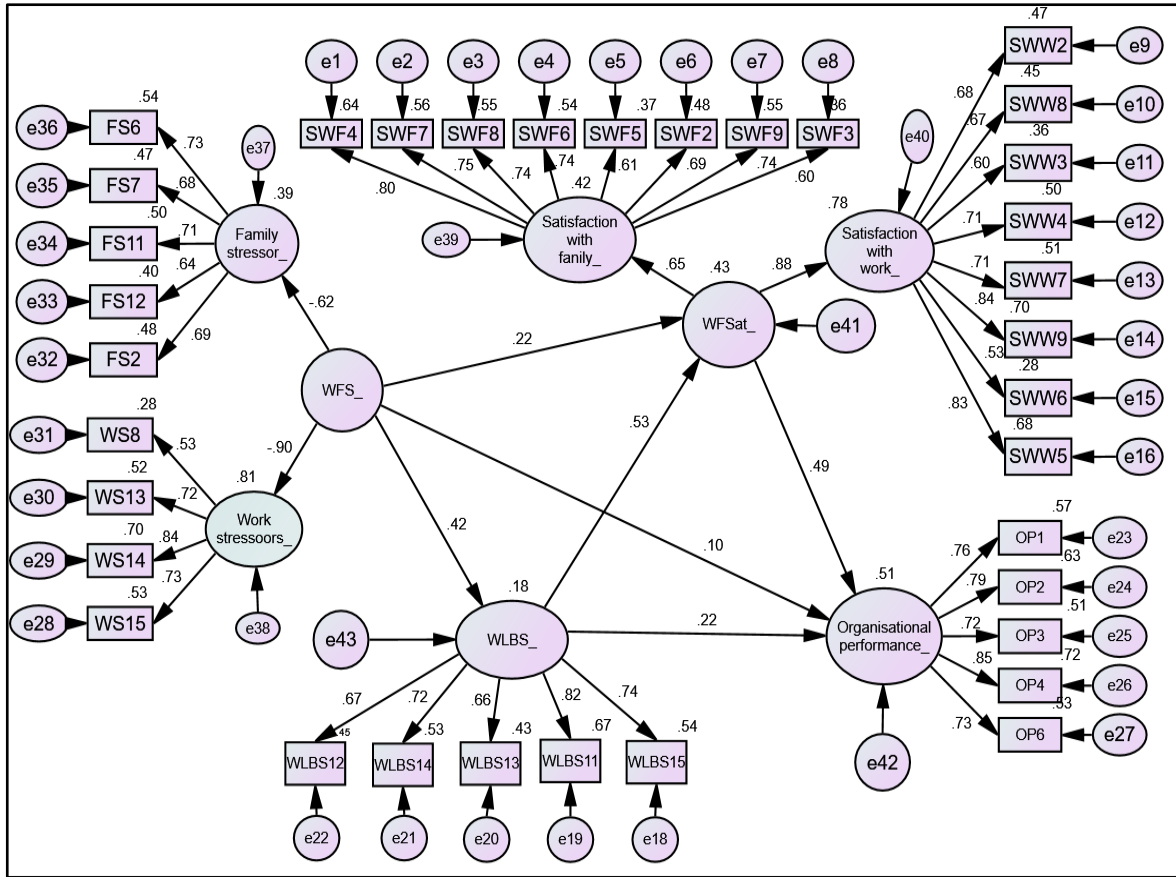


Figure 6.5: Structural model on the mediating influences of WLBS and work-family satisfaction.

CMIN = 1266.895; DF = 550; p-value <.000; CMIN/DF = 2.303; GFI = .814; AGFI = .787; NFI = .791; IFI = .870; TLI = .858; CFI =.869; RMSEA= .065

As illustrated in Figure 6.5, work-family stressor is the exogenous variable. Satisfaction with work-family and WLBS are the mediating variables, while organisational performance is the endogenous variable. The underlying indexes depict that the model has a good fit. Work-family stressors have a direct significant positive effect on WLBS at ($\beta = 0.423, p < 0.001$). The path from work-family stressors to work-family satisfaction is significant at ($\beta = 0.221, p < 0.025$). The direct path from work-family stressors to organisational performance is not significant. This indicates that work-family stressors do not exert direct effect on the performance of the selected manufacturing firms in Lagos. In other words, work-family stressors exert indirect influence on the manufacturing firms' performance through work-family satisfaction. However, there is a direct significant positive effect on the relationship between WLBS and work-family satisfaction at ($\beta = 0.534, p = 0.001$). By implication, the more effective the WLBS in place at the selected manufacturing firms in Lagos Metropolis, the more satisfied are the employees with work-

family lives. In other words, the effectiveness of WLBS in cushioning the effects of the stressors emanating from work and family domains could result in employees' satisfaction with work and family lives. In similar vein, the path from work-family satisfaction to organisational performance revealed a direct positive effect ($\beta = 0.493$, $p < 0.001$). These results support the alternative hypothesis (H5C) in that, WLBS and work-family satisfaction fully mediate the relationship between work-family stressors and organisational performance. The ESRW of the AMOS output are displayed in Table 6.29 below.

Table 6.29: The ESRW of the AMOS output

			Estimate	Lower	Upper	P
WLBS_	←	WFS_	.423	.262	.580	.000
WFSat_	←	WFS_	.221	.031	.409	.025
WFSat_	←	WLBS_	.534	.385	.659	.001
Organisational performance_	←	WFSat_	.493	.293	.762	.001
Organisational performance_	←	WLBS_	.222	-.025	.398	.074
Organisational performance_	←	WFSat_	.103	-.047	.292	.178

Source: Author's own compilation

Table 6.29 above showcases the paths that are significant and two paths that are not significant in the Structural Model. The path from WLBS to organisational performance in the structural model is not significant. Statistically, this implies that there is no significant direct link between WLBS and manufacturing firms' performance. The path from work-family satisfaction and organisational performance was also found not to be significant. A second structural model was conducted by removing all the paths that are not significant as illustrated in Figure 6.6 below.

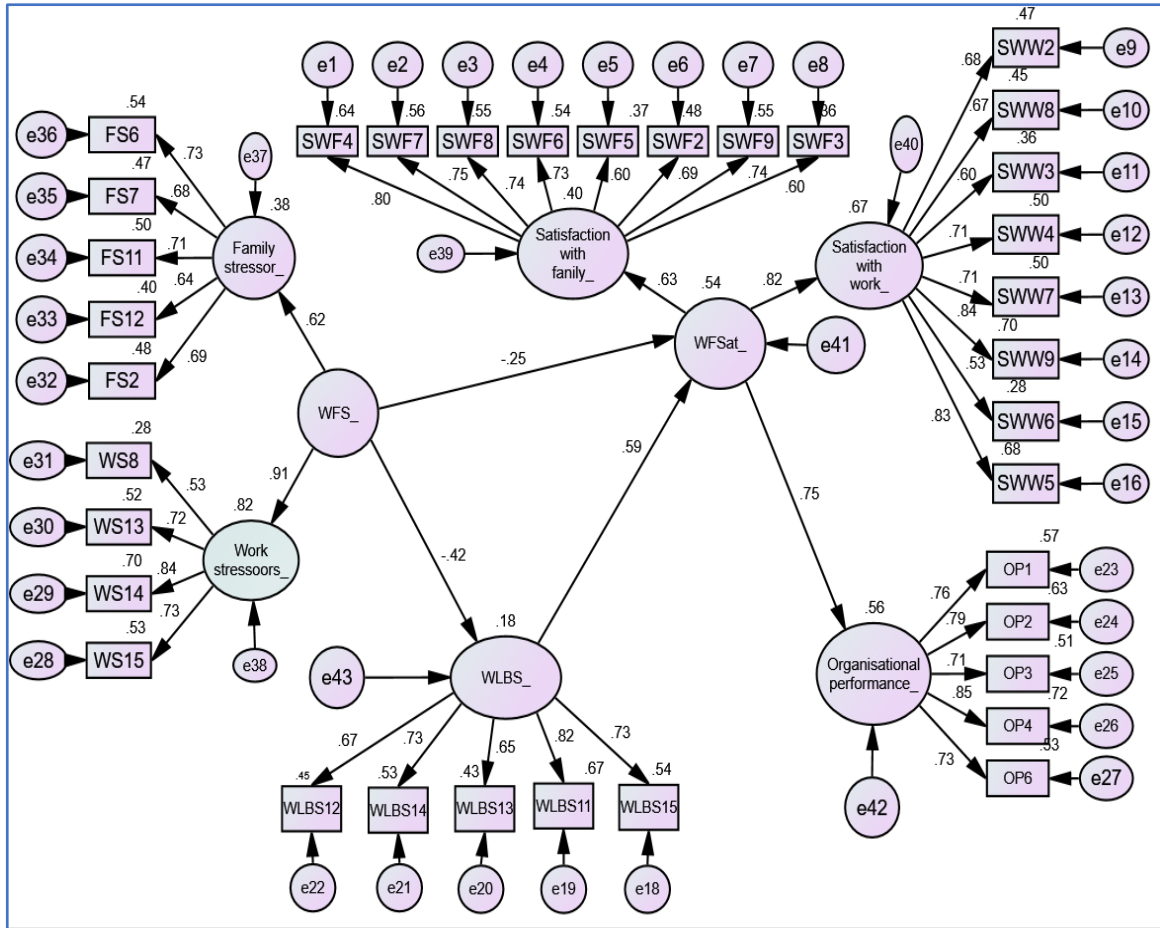


Figure 6.6: Mediating influences of WLBS and work-family satisfaction

CMIN = 1274.688; DF = 552; p-value <.000; CMIN/DF = 2.309; GFI = .813; AGFI = .787; NFI = .790; IFI = .869; TLI = .858; CFI =.868; RMSEA= .065

Figure 6.6 indicated a good fit of the structural model. With the removal of two parts that were not significant in the previous model (Figure 6.11), the standardised regression weight from work-family stressors to WLBS is ($\beta = -0.422$, $p < 0.000$). This result indicates a significant negative relationship between work-family stressors and WLBS in the selected manufacturing firms in Lagos Metropolis. The inverse relationship implies that an improvement in the effectiveness of the WLBS will bring about reduction in the work-family stressors of the employees at the selected manufacturing firms in Lagos Metropolis. Likewise, the direct path from work-family stressors to work-family satisfaction depicts a significant negative relationship between the two constructs at ($\beta = -0.254$, $p = 0.018$). This result implies that, as employees of the selected manufacturing firms continue to experience satisfaction with work-family lives, the stressors emanating from work and family domains of the employees continue to decline. However, the

structural model illustrated a direct significant positive effect between WLBS and work-family satisfaction at ($\beta = 0.590, p = 0.001$). By implication, an increase in the availability and effectiveness of WLBS put in place brings about increase in the level of work-family satisfaction of the employees of the manufacturing firms in Lagos Metropolis. The standardized regression weight also revealed a direct significant positive effect between work-family satisfaction and the selected manufacturing firms' performance ($\beta = 0.752, p = 0.001$). Statistically, the result implies that employees' satisfaction with work-family life exert a direct positive effect on the performance of the selected manufacturing firms. Based on the outcome of the structural model, WLBS exert an indirect positive effect on the selected manufacturing firms' performance via work-family satisfaction. Therefore, the structural model in Figure 6.12 also supports the alternative hypothesis (H5C₁) which states WLBS and work-family satisfaction mediates the relationship between work-family stressors and the selected manufacturing firms' performance. Table 6.30 below illustrated the standardised regression weight of the selected AMOS output.

Table 6.30: The ESRW of the AMOS output for structural model two

			Estimate	Lower	Upper	P
WLBS_	←	WFS_	-.422	-.580	-.264	.000
WFSat_	←	WFS_	-.254	-.448	-.036	.018
WFSat_	←	WLBS_	.590	.460	.719	.001
Organisational_performance_	←	WFSat_	.752	.640	.839	.001

Source: Author's own compilation

The standardised regression weight of the selected AMOS output in Table 6.30 above shows that all paths in the structural model are significant. With this outcome, research objective five, which aimed to establish the mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and the manufacturing firms' performance is achieved.

6.7 QUALITATIVE DATA ANALYSIS

This section presents the report of the qualitative data collected via in-depth interview. Four management staff members of the selected manufacturing firms were interviewed. The aim of the interview was to gather data with respect to (1) the available WLBS at the selected manufacturing firms, (2) the WLBS mostly used by the employees and why, (3) the WLBS mostly shunned by the employees and why, (4) challenges encountered in the implementation of WLBS, (5) influence of WLBS on performance, (6) the improvement

envisaged in the implementation of the WLBS, and (7) other WLBS that could be adopted to address work and family stressors.

The management members who agreed to participate in the interview were those that know the WLBS in the firms. There was an agreement to protect the anonymity of the interviewee through the signing of the informed consent form. The researcher was given the opportunity to ask follow-up questions should the need arise via telephone. The interview took approximately 20 minutes per participant. The interview which was conducted via audio recorder was transcribed to identify themes and sub-themes. The report of the analysed qualitative data is presented below.

6.7.1 Assessment of WLBS in place at the selected manufacturing firms

WLBS refer to policies and practices put in place by organisations to help employees cushion the effects of stressors emanating from work and family domains. The concept of WLBS is still evolving in Nigeria. However, the data received through the semi structured interview revealed that the manufacturing firms made provision for WLBS to help the workforce address stressors. The interview responses on the WLBS in place at the selected manufacturing firms in Lagos Metropolis were coded into six sub-themes namely training and development, leave options, flexible work arrangement (FWA), employees' health and wellness program, dependant care and others. WLBS such as paternity leave, other flexible work arrangement, employee assistance programs, elderly care and others were found to be completely absent in the selected manufacturing firms surveyed in Lagos Metropolis. Figure 6.7 below depicts the sub-themes that emerged from the theme on *WLBS in place* from the interview scripts.

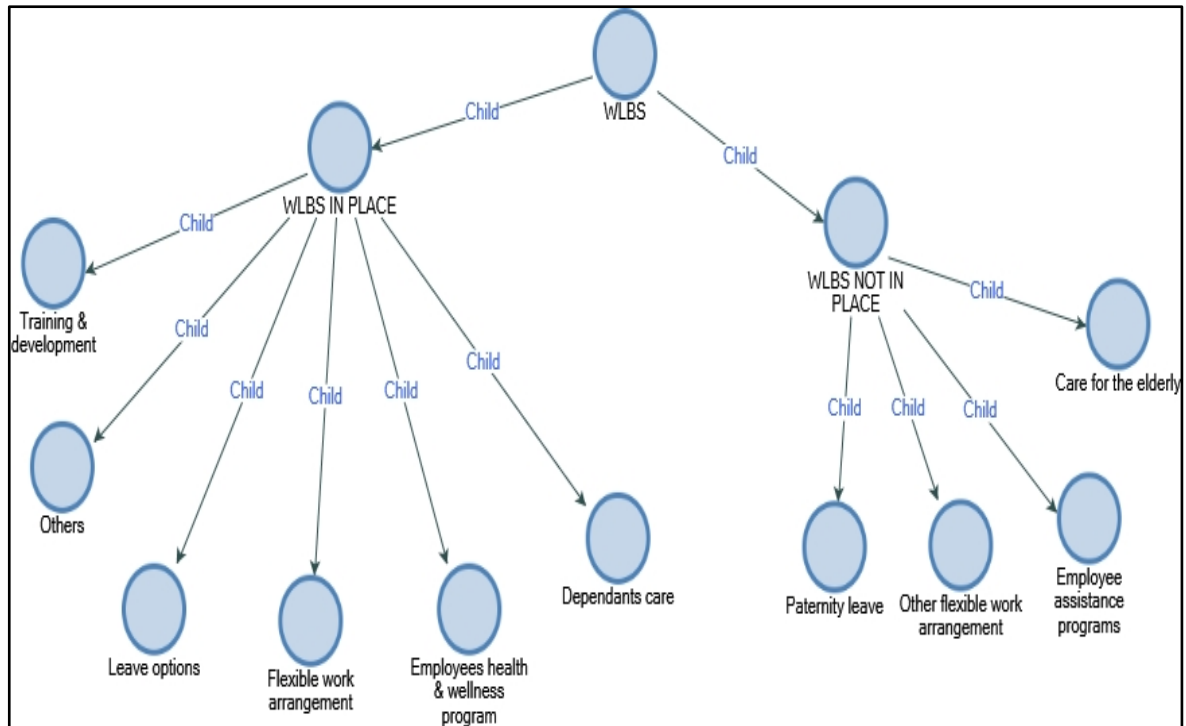


Figure 6.7: WLBS in selected manufacturing firms, Lagos Metropolis

Figure 6.7 above illustrated the WLBS available in the selected manufacturing firms according to the interview participants. All the participants individually agreed that their organisation has training and development policies in place. The training and development policies were aimed at enhancing employees' skills and development. The type of training and development in place are depicted in Figure 6.8 below.

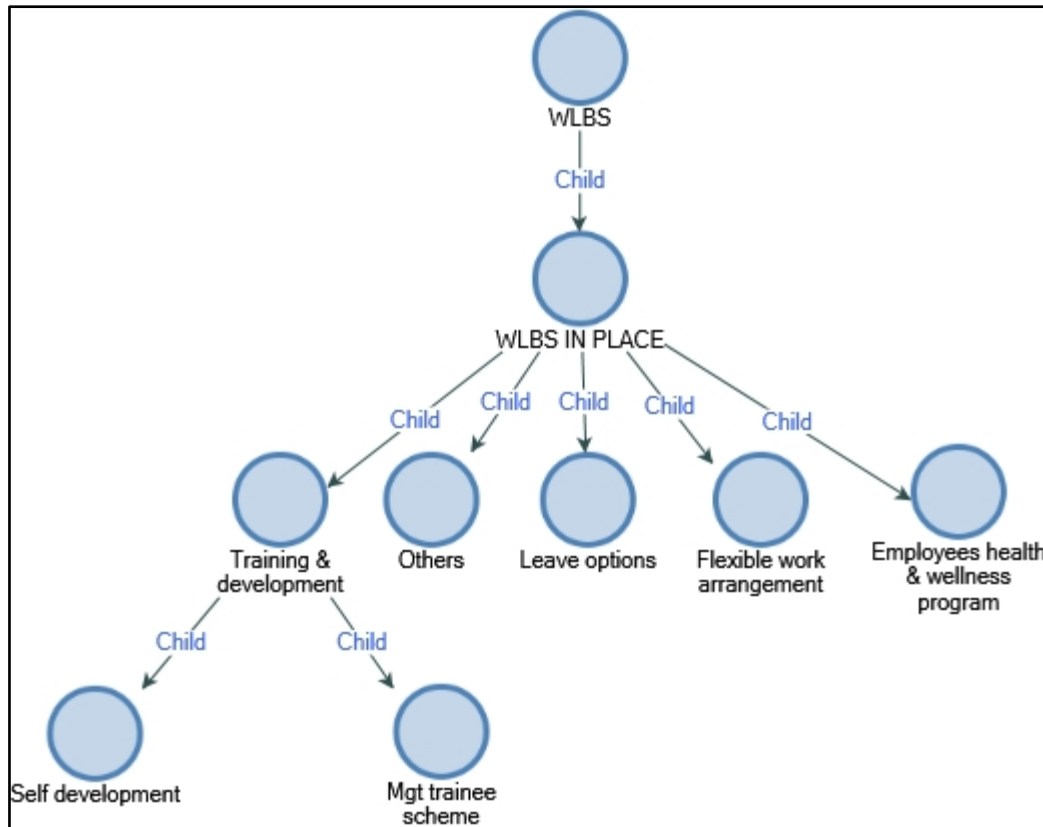


Figure 6.8: Training and development
Source: Emerged from NVivo analysis

From Figure 6.8 above, the training and development available at the selected manufacturing firms were categorised into self-development and management trainee scheme. The management development scheme was aimed at providing the firms with young and morally upright employees who would be trained on modern management principles that could meet up with the competitiveness of the twenty-first century. To achieve this, fresh graduates from higher institutions are made to undergo highly competitive selection processes and those successful in the recruitment and selection processes are offered employment. On assumption of duty, each management trainee undergoes intensive management trainee which, most times last a year before they are deployed to various department within the firms. The self-development provision is accorded employee whose feels the need to further education. The other WLBS mentioned by the interview participant are displayed in Figure 6.9 below.

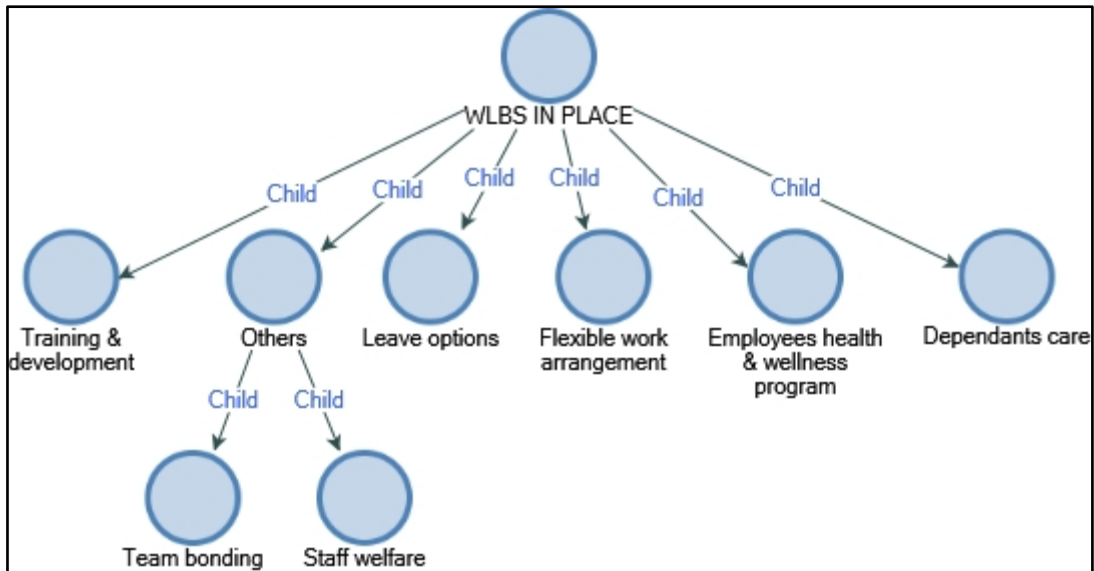


Figure 6.9: Other WLBS.

Figure 6.9 depicted the other types of WLBS available in the selected manufacturing firms as emerged from the qualitative data analysis. Team bonding is regarded as central to the WLBS of the selected manufacturing firms. The team bonding refers to the activity that is organised on annual basis for staff. The idea behind the team bonding is aimed at giving the employees opportunity to let off steam by leaving work behind. The team bonding is usually organised off the office premises, at a location where employees go to wine and dine. Team bonding helps employees to socialise and get to know one another to foster team spirit.

Participant 1 emphasised that:

“The team bonding event helps to motivate and foster team spirit.”

The interviewee posited that the team bonding strategy is something employees look forward to annually. It helps to enhance their commitment to the organisation.

The leave options available to employees at the selected manufacturing firms are illustrated under the leave options node below.

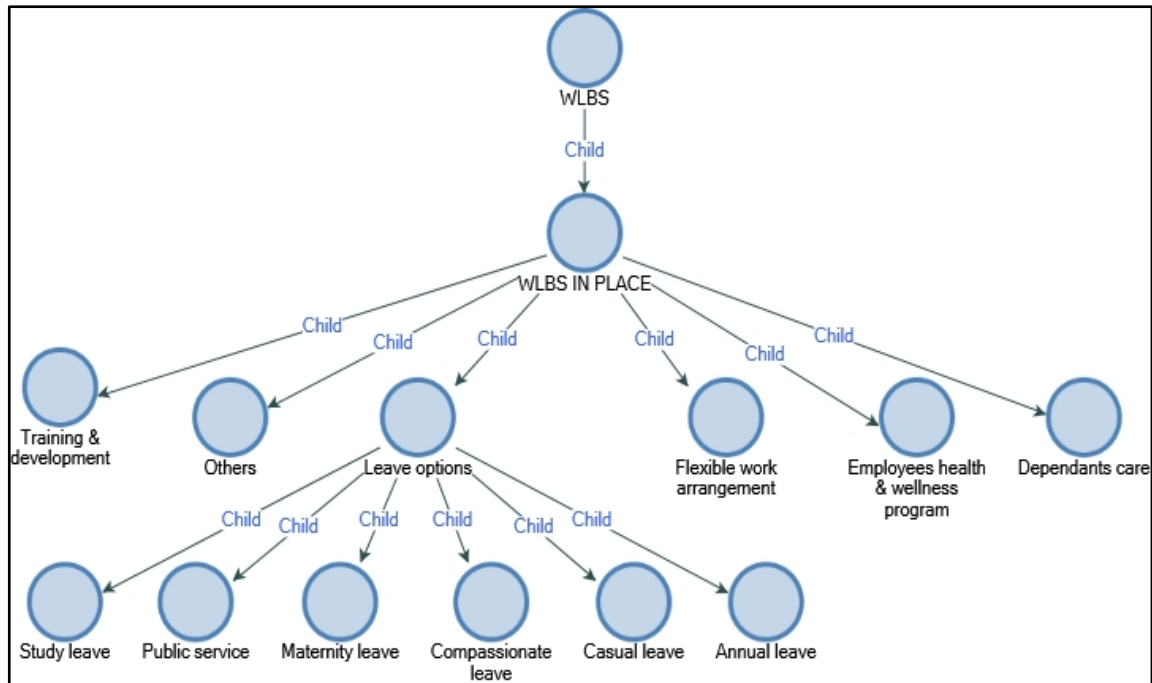


Figure 6.10: Leave options

Figure 6.10 above illustrated the various leave options available at the selected manufacturing firms in Lagos Metropolis. The interviewees revealed the available leave options to include study leave, public service, maternity leave, compassionate leave, casual leave and annual leave. The study leaves entail absence from duty for a period to pursue further studies. The condition attached to the study leave by the management of the firms is that the firm is at no obligation to re-engage the employee upon the completion of the study. The company gives paid examination leave to employee who has put in minimum of four years in service. For instance:

Participant 3 pointed out that:

“The company grants paid examination leave to employees who have put in minimum of four years of service in the company.”

Participant 1, corroborated participant 3 that:

“The paid examination leaves as one of WLBS in place is aimed at motivating employees on self-development to enhance their productivity level.”

The public service refers to the leave of absence granted to an employee who is appointed to a public office. The management decides whether leave of absence accorded an employee to serve in public office attracts pay or not. Other leave options that emerged

from the interview conducted included maternity leave, compassionate leave, casual leave and annual leave. The maternity leave is granted employees who have put in twelve months service. Twelve weeks (12) is granted as maternity leave with pay. Mothers contribute in no small measure in the attainment of organisational set goals. The twelve weeks maternity leave is not adequate for nursing mothers. The health risk involved when a woman puts to bed is unquantifiable. In most cases, a woman needs more than twelve weeks to overcome important health concerns.

The FWA and EHWP available at the selected firms are illustrated in the model below.

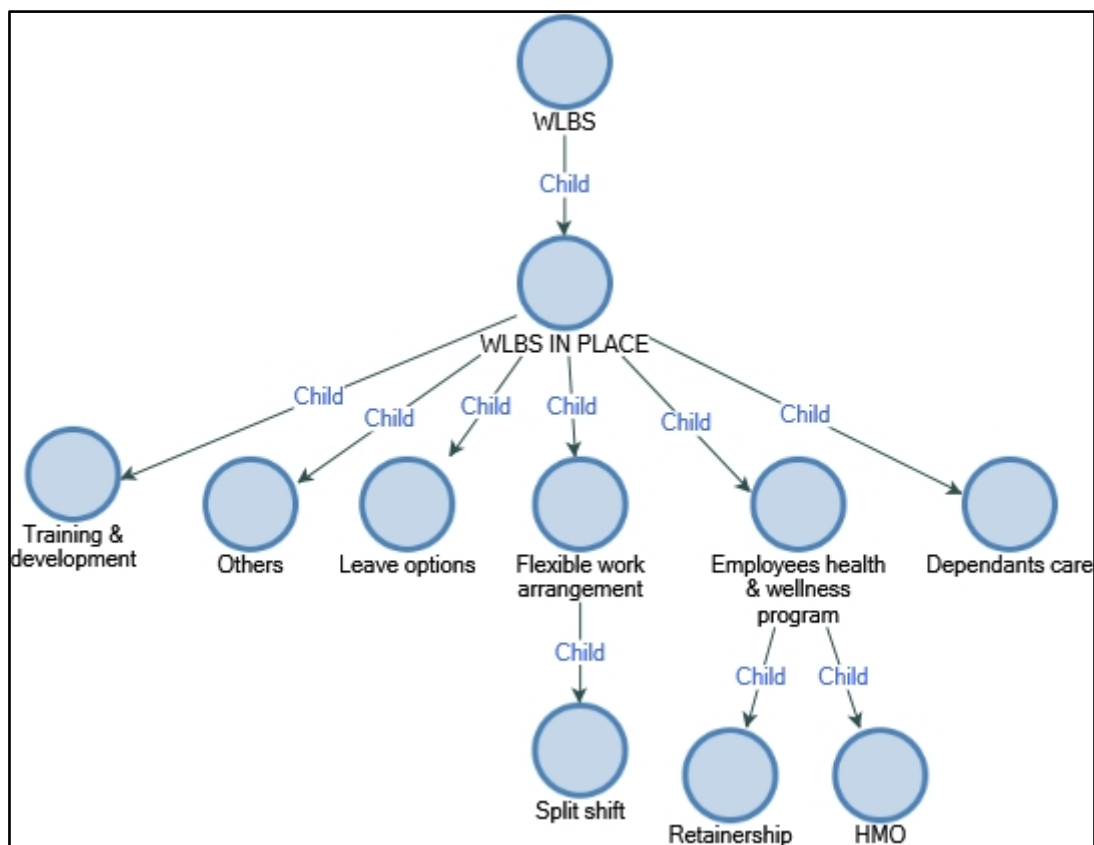


Figure 6.11: Flexible work arrangement (FWA) and employees’ health and wellness program (EHWP).

The only FWA available in the selected manufacturing firms is a split shift. The production system in the manufacturing firms is round the clock. The work system is split into eight-hour shifts for employees.

Interviewed participant 3 noted:

“job hours are divided into three shifts on rotational basis of eight hours each with two days off in a week. However, employees are allowed to voluntary work extra hours as overtime.”

Interview participant 2, corroborated the response from participant 3 by asserting that:

“Normal hours of work per week is forty hours. However, employees are given the voluntary option to work extra hours to earn extra income”.

It is pertinent to state that the introduction of overtime contradicted the idea of FWA. The extra hours of work may result in employees experiencing stress. Though optional, the idea of overtime to meet up with production needs has defeated the idea of FWA as WLBS to address stressors. The harsh economic reality in Lagos Metropolis results in many employees participating in overtime to meet up with other financial commitments (Abdulraheem, 2014; Adewusi, 2015).

The theme on employees' health and wellness program, has two sub-themes which emerged from the responses; retainership and health maintenance organisation (HMO). The HMO in Nigeria operates like the medical aid scheme. The HMO is responsible for the management of employees' health when the organisations they work for subscribe to it upon the payment of premium on behalf of their employees. The retainership system operates as contractual agreement between the organisation and health care provider. The health care provider undertakes the provision of health care service to employees and subsequently send claim to the organisation for every employee medical care is provided for. From the interview, it was observed that the organisation put a stop to the retainership scheme as a result of abuse by many employees. The retainership system was replaced with the HMO. The HMO provides medical cover for an employee, his/her spouse and a maximum of two children. The major challenges encountered in the implementation of WLBS which will be discussed later was that the hospital which were under the HMO are mostly located far from the residences of the employees. Aside from the challenges, the interviewee pointed out that the introduction of HMO was a response to address the shortcoming of the retainership scheme.

Interviewed participant 3 posits that:

“There is a retainership arrangement with hospitals around where workers go to, when they have issues concerning their health, but it was stopped as a result of a lack of cost effectiveness and abuse by some employees”.

Also, the organisation has other wellness programs in place in which all employees participate. For instance, the organisation organised compulsory medical check-ups for all employees twice a year. Medical practitioners and nutritionists are invited twice in a year to the organisation to examine the employees and also recommend dietary supplement. Clinics are also on standby within office premises to provide first aid in cases of emergency. Respondent 2 affirmed this position by stating that:

“Clinics are available within the organisation to handle emergency cases.”

Interview participant 3, affirmed that:

“Employees participate in the wellness program of the organisation such as medical check-ups which are bi-annual, and nutritionists are also invited who sometimes gives nutritional supplements at subsidised rate to the employees.”

It emerged from the interview that what the manufacturing firms have in place under EHWP only cover specific numbers of employees’ family members (i.e. employees’ spouse and with two children). In other words, a situation whereby employees have more than two children, the wellness program in place would not cover the extra children. Such employees will have to source for means of providing the health needs of the other child(ren) that are not covered by the firms’ wellness policy. The limited provision made for the dependants of the employees in the organisation’s WLBS are illustrated in Figure 6.12 below.

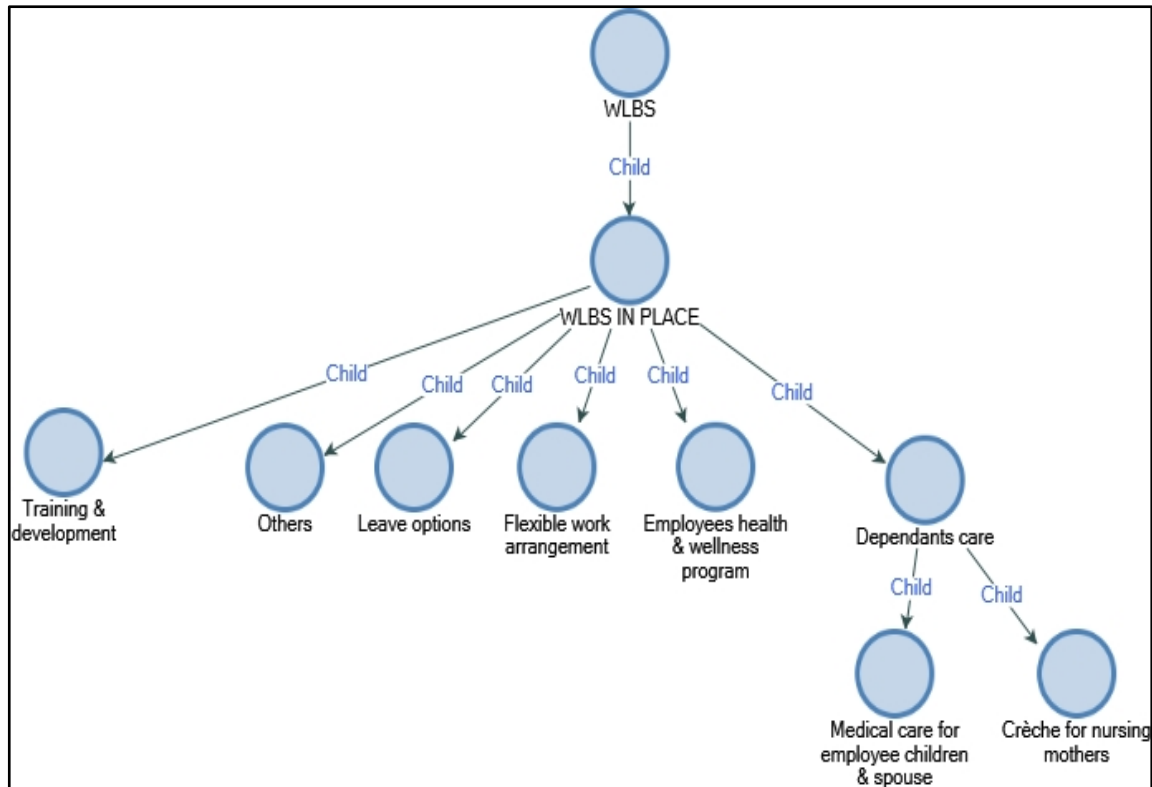


Figure 6.12: Dependants care

The theme on dependant care displayed the firm's policies on employees' dependants as emerged from the responses of the interviewee. Two basic provisions are made for the employees' dependants. These included the medical care that is provided the employees spouses with two children. This provision is viewed to be inadequate. When organisations make provision for adequate health benefits supportive employees and their families, both employees and employers' benefits (Mowat, 2017). There is a provision of crèche for nursing mothers. While the two selected manufacturing firms made provision for medical care for the dependants of the employees, only one of the firms provided a crèche for nursing mothers. The nursing mothers are allowed to see their children at regular intervals. This idea to a large extent helps the mothers fully settle at work with less divided attention as their children are within reach. It's a good motivating factor to female employees in the organisation as the management is perceived as family friendly as pointed by one of the participants.

6.7.2 WLBS mostly used by the employees in the selected manufacturing firms

Studies have revealed that productive employees are those that can achieve balance between work and family lives (Subramaniam et al., 2015; Zheng et al., 2016). The interview participants had diverse views concerning the WLBS mostly used by the

employees to help cope with work and family stressors. The diverse views are illustrated in Figure 6.13 below.

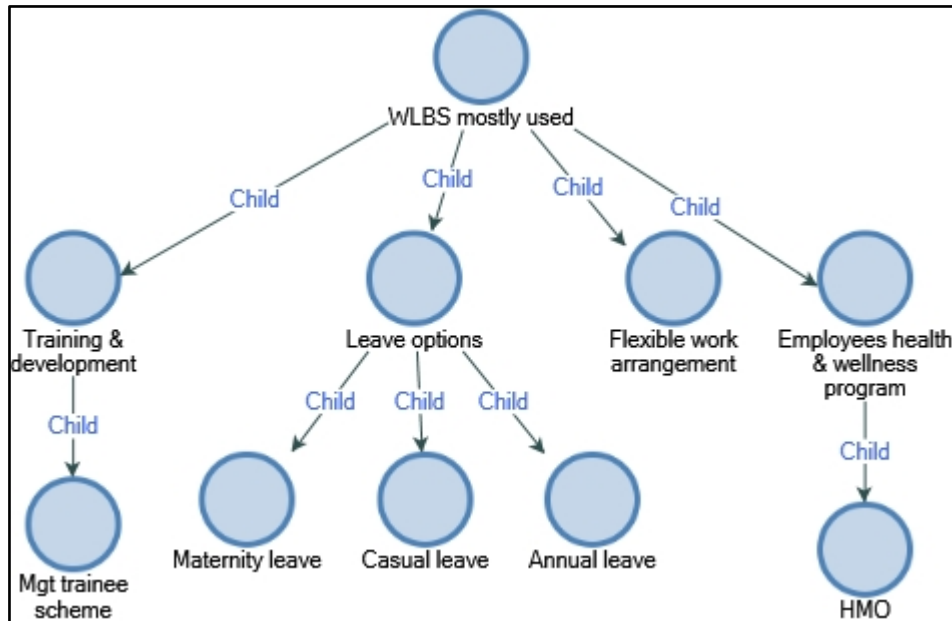


Figure 6.13: Responses on WLBS mostly used by employees
Source: Emerged from NVivo analysis

Four sub-themes emerged from the responses on the WLBS mostly used by the employees. The sub-themes were coded as training and development, leave options, flexible work arrangement and EHWP. The themes and the sub-themes that emerged thereof are presented in Figure 6.13 above. The diverse responses of the participants are presented below:

Participant 4:

“Health facilities are mostly used by the employees. However, there is a problem of proximity concerning where medical health providers have their offices located and the residences of the employees. Most of the medical health providers used by the organisation under the HMO scheme are far from the residences of the workers.”

Participant 3:

“Casual leave is mostly used by the employees. Casual leave was designed to enable employees attend to emergency cases. However, employees see the casual leave as entitlement, as such, they apply for it even when there are no emergency cases to attend to.”

Participant 2:

“The most notable policy mostly used by the employees are the medical facilities that are provided employees and the members of their family.”

Participant 2 response concerning the question on the available WLBS mostly used by the employees aligned with the response of participant 4. Both participants posited that the medical care facilities under EHWP of the organisation are mostly used. Health is a priority to every employee. However, all the interview participants complained about the lack of proximity of the health care providers to the residences of the employees.

Participant 1 differs in opinion concerning WLBS mostly used by the employees. According to the participant, *“the usage of WLBS is gender based. While nursing mothers make use more of the child service such as crèche, male employees tend to favour the FWA.”*

6.7.3 Challenges in the implementation of WLBS

Many factors were identified by the participants as the challenges encountered in the implementation of WLBS. The challenges mentioned are the hindrances the management faced in the effective implementation of the WLBS. Some of the challenges identified by the participants are consistent with the barriers to WLBS espoused by De Cieri et al. (2005). De Cieri et al. (2005), refer to the barriers as the factors that hinder the effective implementation of WLBS. The challenges or barriers to the effective implementation of WLBS in the selected manufacturing firms, Lagos Metropolis are illustrated in Figure 6.14 below.

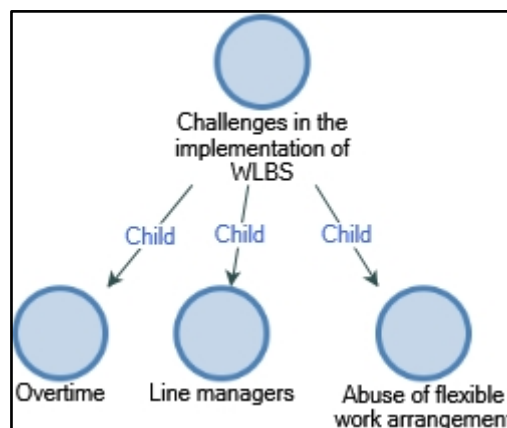


Figure 6.14: Responses on challenges in the implementation of WLBS
Source: Emerged from NVivo analysis

Figure 6.14 illustrated the three major sub-themes that emerged from the interview as overtime, line managers and abuse of FWA. The introduction of overtime has defeated the rationale behind the introduction of the on FWA in place which is the split shift. The normal hours of work are 40 hours weekly. However, employees are given the opportunity to work more than 40 hours for overtime pay. Many employees see overtime as avenue to make additional income due to the harsh economic reality in Lagos Metropolis. As participant 3 put it: *“employees take advantage of the FWA to work overtime to earn more income.”* Another challenge identified by the participant is on the implementation of WLBS by line managers. Line managers were found not to communicate the organisation WLBS to their subordinates properly. Studies have revealed that communication is an important tool in the effective implementation of WLBS (Kalliath et al., 2017; Kirby & Krone, 2002). Abuse of the FWA by the employees was also identified as a major hindrance in the implementation of WLBS at the selected manufacturing firms. Some of the employees take advantage of the FWA to work overtime which are sometimes stressful and detrimental to the employees’ health. Participant 1 posited that: *“It is quite challenging to implement all the available WLBS in the firm.”*

6.7.4 Influence of WLBS on performance

This question was aimed at establishing if there was mechanism in place to assess the effectiveness of the firms’ WLBS about employees’ and selected manufacturing firms’ performance. Employees’ workplace performance is sacrosanct. Organisational attainment of set goals is mostly determined by high performing employees. All the participants affirmed that the WLBS in place at the selected manufacturing firms influence employees’ performance. However, the influence of WLBS on performance as established by the interview participants may be due to other extraneous factors at the workplace. In other words, the availability of WLBS do not necessarily imply that employees’ performance would be enhanced. The sub-sub-themes that emerged on the influence of WLBS on performance are illustrated in Figure 6.15 below.

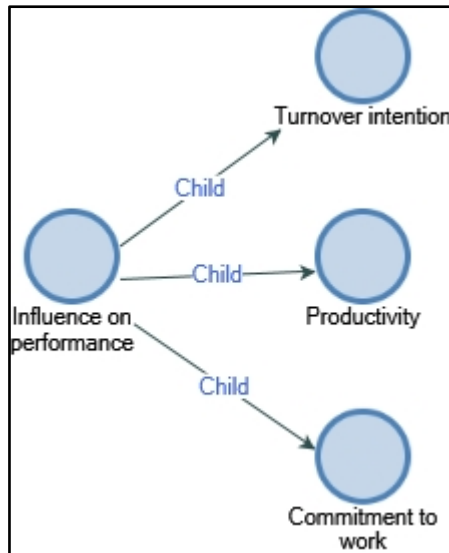


Figure 6.15: Outcome of analysis on the influence of WLBS on performance
Source: Emerged from NVivo analysis

To establish the influence of WLBS on performance, most of the participants reiterated that the WLBS in place have helped to reshape the spate of employees’ turnover and absenteeism.

Participants 3:

“The reports of the survey conducted by the management revealed that absenteeism and the turnover intention of the workforce reduced as a result of the available WLBS.”

The view of participant three represents the opinion of other interview participants in the firms that, there is a low rate of absenteeism and turnover of employees. Though not adequate, employees in the selected manufacturing firms tend to find solace in the available WLBS.

The survival and success of an organisation depends on employees’ productivity. Employees’ productivity is a function of job performance. A combination of factors enhances employees’ performance in which effective WLBS play important roles. The interview participants affirmed that the available WLBS have contributed to enhancing productivity at work which brings about improvement in the performance of the organisation. Employees’ commitment to work has been enhanced due to WLBS such as FWA and wellness program.

Participant 6:

“Individual employee’s performance contributes to the attainment of organisational goals. WLBS is like a circle. When employees abuse WLBS in place, it affects their productivity with adverse effect on the organisation bottom-line. However, when it is put into productive use, employee’s productivity is enhanced.”

6.8 COMPARISON OF QUANTITATIVE AND QUALITATIVE DATA ANALYSIS

The outcome of the quantitative and qualitative data collected and analysed revealed certain areas of triangulation.

6.8.1 Relationship between WLBS and employees’ performance

The relationship between WLBS and employees’ performance was explored by hypothesis one. The outcome of the quantitative data analysis gathered through the structured questionnaire and the reports of the qualitative data collected through semi-structured interview revealed conflicting outcomes. The result of the quantitative data analysis showed that there is no relationship between WLBS and employees’ job performance (see Table 6.14 and Table 6.19). The qualitative data analysis indicated a relationship exists between WLBS and employees’ performance. The FWA in place at the selected manufacturing firms were aimed at making the employees work round the clock on a split shift basis (8 hours per employee daily, five days a week). The FWA helps the management to shore up the productive capacity of the firms, which invariably translate to more sales and revenue for the firms. The rise in production and revenue are linked to the justification given by a management member interviewed, that the WLBS in place helps to improve employees’ performance. However, the lack of relationship between WLBS and employees’ job performance as revealed by the result of the quantitative analysis, implies that other extraneous factors contributed to the improved performance of the employees. The extraneous factors may include the overtime policy of the firms, which the employees engaged in to earn extra income.

6.8.2 Impact of work-family stressors and WLBS on performance of the selected manufacturing firms.

Hypothesis two tested the impact of work-family stressors and WLBS on the performance of the selected manufacturing firms. The quantitative data analysis revealed an inverse relationship between work-family stressors and WLBS. In other words, the more effective the WLBS in cushioning the effects of work and family stressors, the lesser the stressors that are experienced by the employees. Also, the regression analysis depicted that WLBS

predicted the performance of the selected manufacturing firms (Table 6.15 & 6.20). All the interview participants' comments revealed that the available WLBS enhance the performance of the selected manufacturing firms. This justified the adoption of methodological triangulation.

6.8.3 Relationship between work-family satisfaction and employees' job performance

Research question three and hypothesis three were formulated to test the relationship between work-family satisfaction and employees' job performance in the selected manufacturing firms in Lagos Metropolis, Nigeria. The outcome of the PPMC and multiple regression analyses employed to answer research question and test hypothesis revealed a significant positive relationship between work-family satisfaction and employees' job performance (see Table 6.16 and Table 6.21).

The qualitative data showcases that to a large extent, employees are able to experience satisfaction with work-family life as a result of WLBS implemented by the manufacturing firms which enhances performance. The qualitative data revealed that despite the inadequacy and challenges of implementing WLBS in place in the manufacturing firms, the employees are able to cope with work and family stressors which result in employees' satisfaction with work-family life. However, there is no relationship between WLBS and employees job performance, judging from the outcome of hypothesis one and research question one. The significant relationship established between work-family satisfaction and employees' job performance may be linked to the employees' satisfaction with the WLBS in the firms. This is evident from the reduced turnover and absenteeism as a result of the implementation of WLBS by the firms (See Figure 6.15).

6.9 CHAPTER SUMMARY

This chapter focused on the analysis and presentation of the quantitative and qualitative data collected via structured questionnaire and a semi structured interview. The demographic data was analysed using descriptive statistics. Pearson Product-Moment Correlation question was adopted to respond to the research questions. The formulated hypotheses were tested using inferential statistics. Hypotheses one to four were tested using regression analysis. The outcomes of the qualitative data analysis were compared with the quantitative data analysis for methodological triangulation.

The results showed that there is no relationship between WLBS and employees' job performance at the selected manufacturing firms. Work-family stressors and WLBS were also found to influence the selected manufacturing firms' performance. The data analysis also revealed a significant relationship between work-family satisfaction and employees' job performance. The results also showed that the WLBS adopted by the selected manufacturing firms contributed to the employees' achievement of work-family satisfaction. The mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and the manufacturing firms' performance were affirmed.

The next chapter presents a comprehensive discussion of the study findings.

CHAPTER SEVEN

DISCUSSION OF FINDINGS

7.1 INTRODUCTION

The main aim of this study is to develop and validate a conceptual framework to measure the effectiveness of WLBS in selected manufacturing firms, Lagos Metropolis, Nigeria. To achieve this, it is germane to establish the level to which the study findings align with past research findings and theories. This chapter focuses on the discussion of findings concerning the data analysis presented in chapter six. Also, an explanation is provided on the extent to which the research findings align with the proposed model aimed at measuring the effectiveness of WLBS.

The discussion of findings also explained whether the research objectives were achieved, and the research questions answered. A further explanation is provided to establish if the study hypotheses support or refute previous related studies and theories. The formulated and tested hypotheses in this study helped to put in perspective the relationship between WLBS and job performance. Also discussed are the influences of work-family stressors and work WLBS on the performance of the selected manufacturing firms, in Lagos Metropolis. In addition, the relationship between work-family satisfaction and employees' job performance; and the link between WLBS and work-family satisfaction are discussed extensively. The two mediating variables (WLBS and work-family satisfaction) in the SEM analysis in chapter six helps to provide discussion on the link between work-family stressors and the selected manufacturing firms' performance.

7.2.1 DISCUSSIONS WITH RESPECT TO THE RESEARCH OBJECTIVES, QUESTIONS AND HYPOTHESES

The discussion of findings brought to fore, the alignment of the research questions, objectives and the study hypotheses. Pearson Product-Moment Correlation Coefficient was used to respond to the research questions. The research hypotheses were tested, and research objectives were achieved using regression analysis and structural equation modeling. The alignment was aimed at concurrently achieving the research objectives, while the research hypotheses were tested. The discussions of findings in relations to the study research questions, objectives and hypotheses are presented below.

7.2.1 The relationship between work-life balance strategies and employees' job performance

Research question one was answered using correlation coefficient. The outcome of the Pearson Product-Moment Correlation Coefficient on the link between WLBS and job performance in the selected manufacturing firms in Lagos Metropolis, Nigeria, revealed that there is no relationship between WLBS employees' job performance. In similar vein, hypothesis one and research objective one of this study were carefully formulated to establish if a significant relationship existed between WLBS and employees' job performance. The regression analysis revealed that there is no relationship between WLBS and employees' job performance. Having established that, there is no correlation between WLBS and employees' job performance; the alternative hypothesis (H1) which says that there is a significant relationship between WLBS and employees' job performance is rejected. The outcome of the PPMC and regression analysis helps to answer research question one and test hypothesis one respectively, thereby achieving research objective one. The qualitative data revealed the WLBS in place at the selected manufacturing firms such as employees' health and wellness program, dependant care, flexible work arrangement, leave options, training and development, and team bonding. What this implies is that the WLBS in place at the selected manufacturing firms were not predictors of employees' job performance. The outcome of a similar study conducted by Zheng et al. (2015), confirmed that WLBS had no direct effect on employees' performance. This implies that other extraneous factors such as the compensation scheme and other welfare packages which were not considered in this research may be contributing to employees' job performance.

The outcome of the quantitative data and the interview conducted suggested that the overtime policy resulting in many of the employees working long hours and the limited health and wellness program in place at the selected manufacturing firms may be the cause of the lack of relationship between WLBS and employees job performance. This result is consistent with the findings of the study conducted by Deery and Jago (2015), in which it was revealed that employees experiencing poor work-life balance, which may be due to ineffective WLBS, tend to experience poor health conditions with an adverse effect on job performance.

7.2.2 Influences of work-family stressors and WLBS on manufacturing firms' performance

Research question two examined the influences of work-family stressors and WLBS on the performance of the selected manufacturing firms. To answer the research question, the relationship among all the constructs was examined. The result of the statistical analysis revealed a significant positive relationship between work and family stressors. In practice, the stressors experienced by employees in the work domain tend to spillover to the family domain. Conversely, when employees are faced with family stressors, there is a high tendency for the stressful situation to spill over to the workplace which may result in low productivity. This result is corroborated by the spillover assumption of work and family stressors (Ferguson et al., 2015).

Work stressors were found to have a significant negative correlation with WLBS. The negative correlation indicates an inverse relationship between work stressors and WLBS. In other words, the more effective the WLBS such as employees' health and wellness program, dependant care, flexible work arrangement, leave options, training and development, and team bonding in place at the selected manufacturing firms, the less the stressors that are experienced by employees on the job. Similarly, work stressors and the manufacturing firms' performance report significant negative correlation. The inverse relationship indicates that when employees experience less stressors in the workplace, the performance of the manufacturing firms are enhanced. In other words, the lesser the stressors at the workplace, the more productive and committed are the employees, which invariably enhance the performance of the selected manufacturing firms in Lagos Metropolis. These findings support the outcome of a similar study conducted by Longe (2017), in which it was found that work stressors in manufacturing firms impaired employees' job performance with adverse effect on overall performance of the organisation.

Furthermore, family stressors were found to have an inverse relationship with organisational performance judging from the significant negative correlation between family stressors and the performance of the selected manufacturing firms in Lagos Metropolis, Nigeria. The negative relationship is an indication that the less stressful the family situations of the employees, the more productive they are, which translates to improved performance of the selected manufacturing firms. The correlation matrix revealed a significant positive relationship between WLBS and the performance of the

selected manufacturing firms, in Lagos Metropolis. The result of the empirical findings is consistent with the finding of a study conducted by Pradhan et al. (2016), in which it was found that WLBS have a significant positive relationship with organisational performance.

A multiple regression analysis was conducted to test hypothesis two and achieve objective two of this research. The adjusted R square revealed that WLBS and work-family stressors predicted 29.9% of the selected manufacturing firms' performance in Lagos Metropolis, Nigeria. This implies that WLBS and work-family stressors explain 29.9% variations in the selected manufacturing firms' performance. Therefore, the alternative hypothesis two (H2), which stated that work-family stressors and WLBS influenced the performance of the selected manufacturing firms in Lagos Metropolis is accepted. However, the standardised Beta value and the corresponding P value in the regression model showed that WLBS contributed more to the model than work-family stressors. This indicates that WLBS explained most of the variation in the performance of the selected manufacturing firms in Lagos Metropolis, Nigeria. This outcome is not surprising, as previous empirical studies have found that organisations that have a wide range of WLBS to address employees work and family stressors, tend to have an improved organisational performance (Kim & Ryu, 2017; Perry-Smith & Blum, 2000; Sirgy & Lee 2018).

7.2.3 Relationship between work-family satisfaction and employees' job performance

Hypothesis three (H3) examines the relationship between work-family satisfaction and employees' job performance. The regression model revealed a significant positive relationship between work-family satisfaction and employees' job performance. Based on this finding, the alternative hypothesis (H3) is affirmed and research objective three is achieved. To answer the research question three, the Correlation Coefficient illustrated that satisfaction with work was significantly correlated with satisfaction with family at ($r = 0.527, p < 0.01$). This implies that satisfaction with work is significantly associated with satisfaction with family in the selected manufacturing firms. In other words, the more employees are satisfied with their work-lives, the higher the level of satisfaction experienced in the family lives. Invariably, a greater level of satisfaction with family lives of the employees in the selected manufacturing firms could have a positive spillover effect on the work lives. Allen (2013), refers to positive spillover as the transfer of attitudes, skills and value from one domain to another which could be enhanced through the effective implementation of WLBS. This outcome is consistent with a similar study conducted by

Pattusamy and Jacob (2015), in which it was found that employees' achievement of work-life balance could enhance their satisfaction with work and family lives.

The correlation coefficient between satisfaction with work and employees' job performance reveals a significant positive relationship. Likewise, satisfaction with family and employees job performance was found to be positively correlated. Based on the outcome of the statistical analysis, response is provided to research question three. Considering the outcome of these empirical findings, employees' involvement in the design of WLBS is important having verified the influence of work-family satisfaction on the performance of the selected manufacturing firms in Lagos Metropolis, Nigeria. The outcome of this empirical finding provided support to the study conducted by Butts et al. (2013) in which it was found that the use of WLBS is significantly correlated with satisfaction with work, employees' job commitment, turnover intention and reduction in work-family conflict.

7.2.4 Relationship between WLBS and work-family satisfaction

Research objective four in conjunction with research question four and hypothesis four examined the relationship between WLBS and work-family satisfaction. The outcome of the PPMC employed to answer the research questions revealed that WLBS has a significant positive relationship with satisfaction with work ($r = 0.480$, $p < 0.01$). Similarly, WLBS has a significant positive link with satisfaction with work ($r = 0.333$, $p < 0.01$). In addition, the outcome of the multiple regression analysis used to test hypothesis four revealed that WLBS contributed to employees' achievement of satisfaction with work and family lives. Therefore, the alternative hypothesis (H4), which stated that a significant relationship exists between WLBS and work-family satisfaction is accepted. The finding corroborates the outcome of a similar study conducted by Pattusamy and Jacob (2016) in which, it was revealed that employees' satisfaction with work and family lives could be enhanced through the adoption and effective implementation of WLBS.

Invariably the WLBS in place such as leave options, flexible work arrangement, dependants care, training and development and others contributed to the satisfaction experienced by the employees in work and family domains. Satisfaction with work and family lives of the employees in the selected manufacturing firms in Lagos Metropolis, could be enhanced by the effective implementation of WLBS. This position is buttressed by a study conducted by Haar et al. (2014) in which they found that WLB is positively

correlated with satisfaction with work and family, and negatively correlated with anxiety. Employees' satisfaction in and out of the workplace should stand paramount to management as these are the key ingredients for productivity (Mutsonziwa et al., 2015). However, the lack of correlation between WLBS and employees' job performance as shown in Table 6.17 and Table 6.22 is an indication of the need to redesign the WLBS in place to be more effective in meeting the challenges of the changing structure work and needs of the employees in and out of the workplace. Organisational investment in WLBS could enhance employees' satisfaction, productivity and commitment to work (Kim & Ryu, 2017; Pradhan et al., 2016).

7.2.5 The mediating influences of WLBS and work-family satisfaction on manufacturing firms' performance

Research objective five and hypothesis five (H5) were coined to test the mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and the selected manufacturing firms' performance. The paths in the structural model were examined as evidenced in Figures 6.3, 6.4, 6.5 and 6.6 to establish the association among the constructs. The path from work-family stressors to work-family satisfaction was statistically significant. The direct path from work-family stressors to organisational performance was not significant. This justified while there was no link displayed between the two constructs (See Figure 6.6). Therefore, work-family stressors exert a significant indirect effect on manufacturing firms' performance via work-family satisfaction. This outcome implies that work-family satisfaction fully mediates the relationship between work-family stressors and performance of the selected manufacturing firms in Lagos Metropolis. Also, the direct path from work-family stressors and WLBS is significant. In other words, the WLBS put in place by the selected manufacturing firms were effective in cushioning the effects of stressors emanating from work and family domains. This is evident from the statistically significant relationship between work-family stressors and WLBS. However, the direct path between WLBS and the selected manufacturing firms' performance is not significant. Rather, WLBS exert indirect influence on the manufacturing firms' performance via work-family satisfaction.

Given the outcome of the statistical analysis, the effectiveness of the adopted WLBS in addressing work and family stressors could result in employees having satisfaction with work and family life which invariably enhances the performance of the selected manufacturing firms in Lagos Metropolis. This finding aligns with the empirical study

conducted by Organ, Podsakoff and MacKenzie (2006), in which it was found that WLBS tends to enhance employees' organisation citizenship behaviour with positive effect on the performance of the organisation.

The structural model in Figure 6.6 revealed that the direct path from WLBS to work-family satisfaction was statistically significant. This explains why Parkes and Langford (2008) and Carlson, Grzywacz and Kacmar (2010) affirmed that the alignment of WLBS such as flexible work arrangement, employees' health and wellness, training and development programs could enhance employees' commitment and generally enhance satisfaction with work and family. Perry-Smith and Blum (2000) found that organisations that implement WLBS such as flexible work arrangement, on-site day care and dependent care experienced improved performance. Based on this empirical finding, the alternative hypothesis five (H5) which, stated that WLBS and work-family satisfaction mediate the relationship between work-family stressors and organisational performance is accepted.

7.3 JUSTIFICATION OF THE ADOPTED THEORETICAL FRAMEWORK

This section links the study findings to the theoretical framework adopted to achieve the objectives of study. The research findings on the influences of work-family stressors and WLBS on manufacturing firms' performance were discussed based on the spillover and high commitment theories. Social exchange theory was valuable to explain the relationship between work-family satisfaction and employees' job performance. The discussion of findings about the theoretical framework is provided below.

7.3.1 Influences of work-family stressors and WLBS on manufacturing sector performance

The outcome of this study aligns with spillover theory (Morris & Madsen, 2007; Sok, Blomme, & Tromp, 2014), high commitment theory (Lawler, 1986; Walton, 1985) and organisation adaptation theory (Child, 1972; Wood, 1999). The spillover theory is categorised into positive and negative spillover. Negative spillover occurs when the stressors from one domain affect the functioning in another domain (Grzywacz, Almeida & McDonald, 2002; Lee et al., 2015; Martinez-Corts et al., 2015). In other words, negative spillover arises when the stressors experienced in the work domain affect the functioning in the family domain, vice versa. Grzywacz et al. (2002 p.33), suggest that *“both negative spillover from work to family and negative spillover from family to work were robust predictors of the incidence of work-family stresses.”* This study found that work-family

stressors and WLBS were predictors of organisational performance. As such, a continuous investment in organisational WLBS could help address stressors emanating from work and family domains with positive influence on organisational performance.

The findings of this study also align with the proposition of the high commitment theory as popularised by Walton (1985). High performance theory emerged from the notion that certain HR practices have the potential to enhance organisational performance (Chiang et al., 2011; Felstead et al., 2002; Marchington & Wilkinson, 2005). Researchers in the past decades have focused on how high commitment theory improves organisational performance. The theory suggests that WLBS as part of organisational HR strategy should be geared towards enhancing performance. The idea is that effective implementation of organisational WLBS tends to enhance employees' commitment, reduce absenteeism and turnover intentions which, could result in improved organisational performance (Gould-Williams, 2016; Marchington and Wilkinson, 2005). Consistent with this argument, Pradhan et al. (2016) affirmed that the twenty-first century is witnessing many multinational companies implementing effective WLBS, as a way of ensuring employees' satisfaction with work and stay competitive as employers of choice.

7.3.2 The relationship between work-family satisfaction and employees' job performance

The findings of this study, on the link between work-family satisfaction and employees' job performance supports the social exchange assumption. Blau (1964, p. 91), refers to social exchange as "*voluntary actions of individuals that are motivated by the returns they are likely to bring and typically do in fact bring from others.*" Social exchange theory is based on the principle of reciprocity between organisations and their employees. Therefore, it is premised on exchange favour based on a diffuse commitment to reciprocate (Aryee, Budhwar & Chen, 2002). Social exchange could be aligned to organisational implementation of WLBS to mitigate the effect of stressful situations experienced by employees, in which employees reciprocate via job commitment and productivity. In other words, it is a reciprocal gain system whereby the employees gain through the benefits accruable from the WLBS in mitigating the adverse effects of work-family stressors, whereas the organisation benefits through increased employees' productivity which, enhances the performance of the organisation.

Hypothesis three (H3₁) affirmed that a significant relationship exists between work-family satisfaction and employees' job performance. Consistent with the social exchange theory, satisfaction with work and family lives result in the employees reciprocating with increase in their productivity level. Since social exchange is premised on parties in the exchange process to depend on each other, the principle of equity is sacrosanct. To ensure the workforce are satisfied with work and family lives, WLBS such as flexible work arrangement, health and wellness program, training and development, dependants care are introduced (Jaekwon & SeungUK, 2013, Newman & Mathews, 1999). Employees are obligated to reciprocate through positive attitude to work when exposed to work environment disposed to effective implementation of WLBS; however, negative attitude to work are espoused in response to work environment that is not disposed to the adoption and implementation of WLBS (Gould-Williams, 2007; Jaekwon & SeungUK, 2013; Mostafa et al., 2015).

Empirical evidence revealed that employees' perceptions of how well their organisation care about their well-being in and out of work determine their commitment to the organisation (Eisenberger Robin, Steven & Debora, 1986). Perceived organisational support for WLBS to address work and family stressors could enhance employees' performance and commitment to the job. Social exchange theory offers a basis to comprehend the relationship that exist between organisations and the employees in the process of maintaining employees' work-family satisfaction to enhance job performance.

7.4 CHAPTER SUMMARY

A detailed discussion of the research findings in line with the research questions, objectives and hypotheses were presented in this chapter. The discussion of findings was based on the outcome of the statistical analysis presented in the previous chapter. The research findings revealed that there was no relationship between WLBS and employees' job performance in the selected manufacturing firms. However, work-family stressors and WLBS were found to predict the performance of the selected manufacturing firms. Also, a statistically significant relationship was found to exist between work-family satisfaction and employees' job performance. This study also found that a significant relationship existed between work-life balance strategies and work-family satisfaction. The mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and manufacturing firms' performance were established. The justification of the

theoretical framework to the research findings was also discussed in detail. The next chapter will focus on the summary, recommendations and conclusion of this research.

CHAPTER EIGHT

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION

8.1 INTRODUCTION

This research aimed at developing a conceptual framework to measure the effectiveness of WLBS in selected manufacturing firms, Lagos Metropolis, Nigeria. Global best practices on WLB were examined. Various WLB practices in the manufacturing sector in Lagos Metropolis were explored. Hypotheses were formulated and tested. Effort was made to align the research hypotheses with research questions and objectives. Pearson Moment Correlation Coefficients were applied to answer the research questions, while regression analysis was used to test research hypotheses one to four. IBM AMOS was used to conduct CFA and SEM to establish the influences of the two mediating variables in objective five and hypothesis five of this research. The research was guided by the following objectives:

- To establish the relationship between WLBS and employees' job performance
- To examine the influences of work-family stressors and WLBS on the performance of the selected manufacturing firms
- To investigate the relationship between work-family satisfaction and employees' job performance
- To determine the relationship between WLBS and work-family satisfaction
- To identify the mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and manufacturing firms' performance

Based on the above highlighted objectives, the summary of the research findings from the quantitative and qualitative data analysis is presented in this chapter. Also, the proposed conceptual framework, research recommendation and study limitations are also presented.

8.2 SUMMARY OF FINDINGS FROM THE QUANTITATIVE DATA

The findings presented in chapter seven revealed the relationship among the research constructs. The first research findings emerging from the statistical analysis conducted via Pearson correlation revealed that there is no relationship between WLBS and employees' job performance. This implies that the WLBS such as dependants care, HE&WP, flexible work arrangement, leave options, training and development and other in place at the selected manufacturing firms in Lagos Metropolis exert no influence on employees' job performance. Also, the outcome of the regression analysis conducted to test the hypothesis

and objective one of the research was not significant. This outcome results in the rejection of the first alternative hypothesis formulated and achieve objective one of this thesis.

Work-family stressors and WLBS influence the manufacturing firms' performance. To answer the research question and establish the level of influence. Pearson Correlation conducted among the constructs revealed a statistically significant positive relationship between work stressors and family stressors. This empirical finding supports the spillover assumption between work and family stressors. Work-stressors has a significant negative correlation with WLBS. In similar vein, a significant negative correlation was established between family stressors and WLBS in place at the selected manufacturing firms. Also, a significant positive relationship was established between WLB and the selected manufacturing firms' performance. The result of the multiple regression analysis conducted revealed that WLBS and work-family stressors predicted 29.9% variance in the selected manufacturing firms' performance.

The research findings also revealed a statistically significant positive relationship between work-family satisfaction and employees' job performance. A further analysis conducted revealed that work-family satisfaction explains 3.4% variance in the performance of employees at the selected manufacturing firms in Lagos Metropolis, Nigeria.

In similar vein, the statistical analysis produced a significant positive correlation between WLBS and work-family satisfaction. The result implies that WLBS contributes to employees' achievement of satisfaction with work and family lives at the manufacturing firms in Lagos Metropolis, Nigeria. The regression analysis showcased that WLBS is a predictor of employees' work-family satisfaction at the selected manufacturing firms in Lagos Metropolis.

Hypothesis H5A aimed to establish the mediating influence of WLBS on the interplay between work-family stressors and manufacturing firms' performance. The result showed that WLBS partially mediates the relationship between work-family stressors and the manufacturing firms' performance. The path from work-family stressors to WLBS revealed a statistically significant negative relationship, which is an indication of an inverse relationship between the two constructs. The path from WLBS to manufacturing firms' performance showcased a significant positive link. On the other hand, the direct path from work-family stressors to manufacturing firms' performance also revealed a statistically significant negative link. This implies that WLBS partially mediates the

relationship between work-family stressors and the selected manufacturing firms' performance.

Work-family satisfaction fully mediates the relationship between work-family stressors and manufacturing firms' performance. The direct path from work-family stressors to work-family satisfaction was significant. The result also revealed a statistically significant direct link between work-family satisfaction and the manufacturing firms' performance. However, the direct link between work-family stressors and the manufacturing firms' performance was not significant. Work-family stressors exert indirect influence on the manufacturing firms' performance via work-family satisfaction. The result justified the mediating role of work-family satisfaction on the link between work-family stressors and the selected manufacturing firms' performance.

8.3 SUMMARY OF FINDINGS FROM THE QUALITATIVE DATA

NVivo 11 was adopted to analyse the qualitative data collected via in-depth interview. The themes that emerged from the analysed qualitative data on the WLBS adopted by the selected manufacturing firms includes, training and development, leave options, FWA, EHWP, dependants care and others. Four sub-themes emerged from the theme on *WLBS mostly used by employees*, these are training and development, leave options, FWA and EHWP. On *the challenges in the implementation of WLBS*, three sub-themes which includes overtime, line managers and abuse of FWA emerged. The last theme *influences of WLBS on performance* has three sub-themes which includes turnover intention, productivity and commitment to work.

The findings from the qualitative data revealed that training and development was considered as WLBS adopted by the selected manufacturing firms. Two sub-themes that emerged from the training and development theme are self-development and management training scheme. While fresh graduates were considered for the management training scheme, employees who have spent four years and above were allowed study leave for self-development at own expense. The sub-theme coded as others was further coded into two sub-themes as team bonding and staff welfare. The sub-theme coded as leave options includes study leave, public service, maternity leave, compassionate leave, casual leave and annual leave. The only FWA adopted by the selected manufacturing firm, as emerged from the analysis was split shift. The sub-theme on EHWP includes retainership and HMO, while dependants care is the last sub-theme that emerged from the theme coded as *WLBS*

in place. Dependants care includes medical care for employee children and spouse and creche for nursing mothers.

On the question of WLBS mostly used by the employees at the selected manufacturing firms in Lagos Metropolis Nigeria, the themes and sub-themes that emerged included training, leave options, trainees' scheme, maternity leave, casual leave and annual leave. The sub-theme that emerged under training was management trainee scheme while the leave options that are mostly used by the employees includes maternity leave, casual leave and annual leave. The only FWA which is split shift was widely used by the employees. In EHWP, the HMO was mostly used by the employees at the selected manufacturing firms, Lagos Metropolis, Nigeria.

The sub-themes that emerged on the major challenges in the effective implementation of WLBS at the manufacturing firms include overtime, line managers and abuse of FWA. According to the participants, most employees especially those at the production floor always lobby for overtime as it was considered as an opportunity to earn additional income. There was a problem on the implementation of the adopted WLBS by line managers. The adopted FWA was subject to abuse by the employees. The FWA was aimed at assisting employees to take care of other personal and family responsibilities. Most of the employees were engaged in overtime which completely defeated the idea of adopting FWA as WLBS at the selected manufacturing firms.

The analysed qualitative data examined if the adopted WLBS influenced the performance of the employees at the selected manufacturing firms. It was found that the adopted WLBS influenced the performance of the employees. In addition, there was a reduction in the rate of absenteeism and turnover. This outcome was found to contradict the result of quantitative data analysis in which results show that there was no correlation between WLBS and employees job performance.

8.4 CHAPTERS SUMMARY

Chapter one of this research explored the introduction on the conceptual framework to measure the effectiveness of WLBS in selected manufacturing firms, Lagos Metropolis. The background of the study, research questions, research objectives, research hypothesis, were also presented in chapter one. The justification and significance contribution of the study were also presented in this study. Chapter one was concluded with the study limitation and thesis structure.

Chapter two commenced the literature review of this research. The historical overview of the manufacturing sector was discussed in detail. The link between manufacturing sector and sustainable development as proposed by the Brundtland Report (Barkemeyer et al., 2014) was examined. The Nigerian manufacturing sector and the many development plans aimed at developing the sector and the economy were discussed in detail. Work-life balance in Nigeria, work-family satisfaction and work-family enrichment were discussed in chapter two.

Chapter three explored literature review on work-family stressors and coping strategies. A detailed background of the concept of stress and stressors, tracing the origin of the concepts to the 14th Century was presented. Work stressors and detailed explanations of the sources of work stressors, which includes role-related stressors, role conflict, role ambiguity, role overload, interpersonal stressors, sexual harassment in the workplace, workplace violence and workplace bullying were presented. Family stressors and work-family conflict were also discussed in detail. Stress coping strategies were also presented in chapter three.

A detailed review of related literature on work-life balance strategies was presented in chapter four of this research. The historical background and the concept of WLBS was also presented. Types of WLBS were examined. WLBS was also examined the concept of workaholism. The role of human resource management in the effective implementation of WLBS was explored.

Chapter five presented the research methodology adopted in achieving the research objectives, which was guided by the research onion of Saunders et al. (2016). Related literature on the various research philosophies was reviewed before adopting pragmatism as the appropriate philosophy for this research. The research approaches, which includes deductive, inductive and abductive approaches were also presented. The research choices such as mixed methods research and types were also presented. The target population and the various sampling techniques were discussed in detail. The study measurement and the scale adopted to measure each construct was also examined. The methods of analysing the quantitative and qualitative data collected were extensively explained in chapter five.

Data analysis and interpretation of results were presented in chapter six of this thesis. The quantitative data, which was analysed using SPSS (Version 25) and IBM AMOS (Version 24) and the interpretation of results were presented. The demographic section of the questionnaire was analysed using descriptive statistics. The responses to the research

question were provided in this chapter using Pearson Moment Correlation. The test of hypothesis and research objectives, which were achieved using regression analysis and SEM, and the outcome of the qualitative data was also presented.

Chapter seven presented the discussion of the research findings based on the outcome of the analysed data. The discussion of findings provided perspectives to the research questions, research objectives and the formulated hypotheses. A comprehensive explanation on the mediating influences of WLBS and work-family satisfaction on the interplay between work-family stressors and the selected manufacturing firms' performance was also provided under the discussion of findings in chapter seven.

Chapter eight presents the summary of the research findings, recommendation and conclusion. The contribution of the research to knowledge in the discipline of HRM is also brought to fore in this chapter. The limitation of study and opportunity for further research is explained later in this chapter.

8.5 RECOMMENDATION

The study aimed to develop and validate a conceptual framework to measure the effectiveness of WLBS in selected manufacturing firms, Lagos Metropolis. Given the tested hypotheses and research findings, the model in Figure 8.1 below is recommended to measure the effectiveness of WLBS in manufacturing firms, Lagos Metropolis, Nigeria. The arrow in the first two boxes (work stressors and family stressors indicate the spillover effect between work and family stressors. The second box contain the WLBS to address the work and family stressors. The effectiveness of the WLBS should result in the employees' satisfaction with work and family lives. The mediating influences of WLBS and work-family on the link between work-family stressors and manufacturing firms' performance are displayed in Figure 8.1.

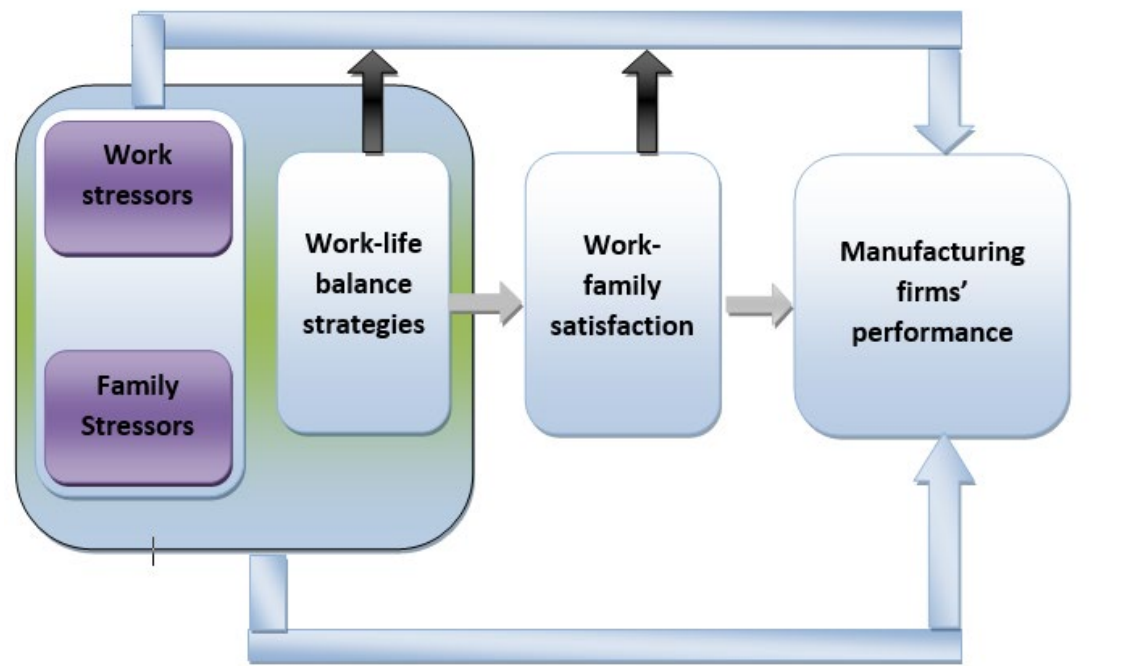


Figure 8.1: A model to measure the effectiveness of WLBS

The model in Figure 8.1 is recommended based on the empirical findings which revealed satisfactory fit indices of the structural model. The standardized regression weight revealed that WLBS and work-family satisfaction mediate the relationship between work-family stressors and manufacturing firms' performance. The following recommendations are espoused for manufacturing firms in Lagos Metropolis, based on the findings of the tested hypotheses.

8.5.1 Recommendation one

WLBS as HR function could be leveraged to enhance employees' performance. The lack of relationship between WLBS and employees' job performance as depicted by the findings of the analysed quantitative data could be traced to the limited scope in the WLBS adopted by the manufacturing firms. There is a need to expand the scope of the WLBS adopted by the selected manufacturing firms in Lagos Metropolis. For emphasis, the leave arrangements should be expanded to include extended paid benefits for nursing fathers (paternity leave). Three months is recommended as paternity leave for fathers to allow them bond with the new babies. The current arrangements in the firms do not include paternity leave for male employees. Maternity leave for nursing mothers is only limited to the statutory three months. The maternity leave should be extended to 12 months for

nursing mothers to spend more quality time with their babies before resuming back to work. Also, the arrangement should be extended to include surrogacy and adoptive leaves. The strategic redesign and effective implementation of WLBS could reduce the level of work-family conflict thereby enhancing work productivity in the manufacturing firms, Lagos Metropolis.

8.5.2 Recommendation two

The research findings revealed that work and family stressors jointly influenced the performance of the selected manufacturing firms in Lagos Metropolis, Nigeria. The statistical analysis revealed that the adopted WLBS by the manufacturing firms were effective in cushioning the adverse effect of employees work and family stressors. However, there is a need for the HR to incorporate WLBS as part of the overall corporate strategy of the manufacturing firms. This could be achieved if management view the implementation of WLBS as a reciprocal gain system that benefits all stakeholders in the manufacturing firms. By so doing, some of the challenges confronting management in the implementation of the WLBS could be mitigated.

8.5.3 Recommendation three

The current research affirms that work-family satisfaction predicts employees' job performance in the selected manufacturing firms, Lagos Metropolis. Effective implementation of WLBS could result in employees' satisfaction with work and family lives which enhance job productivity. It is recommended that the firms HR operate an inclusive policy in the redesigning of the WLBS by getting the employees involve in the redesign process. The inclusive policy could provide an avenue for the employees to make useful input as the WLBS are meant to benefit them. Embracing work culture whereby employees are given voice to participate in the design process of WLBS could make the firms competitive as employers of choice and help to reduce cost synonymous with employees' turnover in the selected manufacturing firms in Lagos Metropolis. Getting the employees involve in the redesign process could provide the employees with adequate knowledge on the available WLBS and improve the usage.

The research findings revealed that WLBS significantly influence employees' satisfaction with work-family life of the employees. The structural model also indicated that WLBS exert direct positive effect on work-family satisfaction. It behoves on the management to put in place, a holistic model for the implementation of WLBS to enhance employees'

satisfaction with work and family lives. A holistic model for effective WLBS could add value to organisational bottom-line. Effective WLBS tend to strengthen employees' work-family satisfaction which could result in improved productivity of the selected manufacturing firms in Lagos Metropolis.

A lasting solution should be put in place by the management of the manufacturing firms, to address the major impediments to the effective implementation of WLBS as identified from the outcome of the analysed qualitative data. The coverage of the medical care that are provided employees should be made more flexible and comprehensive. On-site medical doctors should be provided in case of workplace emergency. Employees that make effort to acquire more education should be reimbursed, especially when it relates to the job role of the employees. Provision should be made for an employee assistance program to cushion the effect of work-family conflict.

8.6 GENERAL OBSERVATIONS

The work-life debate is gaining momentum among all stakeholders in Nigeria. However, it was observed that the WLBS adopted by the selected manufacturing firms are not adequate. Some of the WLBS adopted by the manufacturing firms were meant to fulfil regulatory requirements to avoid penalties from regulatory bodies, such as the Manufacturers Association of Nigeria (MAN) and the Nigeria Labour Congress (NLC). For instance, the manufacturing firms surveyed observed the traditional leave arrangements such as annual leave, maternity leave, compassionate leave and study leave. Paternity leave is completely alien to the system. Where maternity leaves are observed, the manufacturing firms allow three months of paid maternity leave to nursing mothers.

Also, what the firms regard as EHWP is medical treatment or allowance given to employees that required medical attention. No provision is made for stress and HIV/AIDS counselling. HIV/AIDS is still a very big issue in Nigeria as victims of the disease are completely stigmatised. HIV/AIDS victims are rarely offered employment in the manufacturing sector. Also, individuals that contracts the disease while already in employment are stigmatised against. There is a need to expand the scope of the EHWP of the firms to cover HIV/AIDS counselling. The medical care provided for the employees and their beneficiaries should be made more accessible.

Furthermore, the only FWA in place at the manufacturing firms was split shift. Split shift is an arrangement whereby employees are allowed variation in the time to resume and

close for work. This arrangement is basically for those that work in the production unit. Such arrangement does not alter the normal hours of work the employees are expected to put in on a daily basis. Some of the firms make these arrangements to enable employees with family commitment meet up with such commitment. There were no alternatives to the split shift adopted under the FWA of the firms. FWA such as flexitime, telecommuting or flexplace, compressed work week, job sharing, alternative work schedule, and result oriented work environment (ROWE) should be incorporated in the FWA of the manufacturing firms.

The manufacturing firms do not have a clear-cut framework for effectively implementing the WLBS in place. There is a need for an appropriate framework to operationalise WLBS to make it more robust and effective. Best practices should be put in place in implementing the WLBS to curtail the challenges encountered in the effective implementation of the strategies.

8.7 CONTRIBUTION TO THEORY IN HUMAN RESOURCE MANAGEMENT

WLBS is key to the attainment of organisational set goals. Effective implementation of WLBS determines the extent to which the organisational workforce experience satisfaction with work and family lives (Guest, 2002; Pattusamy & Jacob, 2016; Sudha et al., 2014). This study contributes to existing knowledge in human resource management by conceptualising and validating a framework to measure the effectiveness of WLBS in selected manufacturing firms, Lagos Metropolis, Nigeria. Seven constructs were measured and empirically tested. The Nigeria experience revealed that work and family stressors are reality employees contend with on daily basis. Evidence that emerged from the analysed data revealed that WLBS partially mediates the relationship between work-family stressors and organisational performance (manufacturing firms' performance). This brought to fore, the mediating influence of WLBS on the interplay between work-family stressors and the selected manufacturing firms' performance. The effectiveness of WLBS in addressing work-family stressors result in employees' satisfaction with work and family lives (work-family satisfaction).

By examining the relationship between WLBS and employees' job performance in the manufacturing firms in Lagos, Nigeria; this study found that there is no link between the WLBS and employees job performance. However, there is a need to redesign the WLBS to enhance employees' job performance. This can be achieved by evaluating the WLBS to

identify the areas that require improvement. Therefore, the evaluation and improvement of the leave options, employees' health and wellness programmes, paid/unpaid time-off, dependent care and flexible work arrangement could enhance employees job performance thereby contributing to the performance of manufacturing firms in Lagos, Nigeria

Ascertaining the mediating influence of work-family satisfaction on the link between work-family stressors and manufacturing firms' performance also contribute to theory in human resource management. The empirical findings in Figure 6.4 revealed that work-family stressors exert no direct influence on manufacturing firms' performance. In other words, work-family stressors exert an indirect influence on manufacturing firms' performance via work-family satisfaction. Therefore, employees' satisfaction with work and family lives contribute to manufacturing firms' outcomes such as productivity, increase in sales volume, reduction in turnover intention and enhancement of employees' citizenship behaviour in the firms.

Exploring the mediating influences of WLBS and work-family satisfaction on the interplay between work-family stressors and manufacturing firms' performance contribute to the knowlegement in human resource management, as it has not been explored before. Therefore, the outcome of this research could help academics and practitioners in human resource management, gain insight into the development of WLBS in the manufacturing firms in Lagos Metropolis, Nigeria. Also, the findings from this research could help human resource management in redesigning the WLBS adopted by the manufacturing firms in Lagos Metropolis. The proposed model could also be tested and replicated in other sector of the Nigeria economy.

8.8 LIMITATIONS AND SUGGESTION FOR FURTHER RESEARCH

This was a cross-sectional research design adopting explanatory sequential mixed methods for data collection and analysis. Quantitative data were collected and analysed first. The outcome of the quantitative data informed the questions that were purposively asked through an in-depth interview for qualitative data. Similarly, this study is majorly a quantitative study in which the qualitative data collected were aimed at complementing some of the findings of the quantitative data. The research findings are limited to the selected manufacturing firms in Lagos Metropolis, Nigeria. The outcome of this research cannot be generalised to the entire Nigeria and other sector of the Nigerian economy.

This study provided insight on the relationship between WLBS and employees' job performance in the selected manufacturing firms in Lagos Metropolis. Research findings revealed there is no relationship between WLBS and employees' job performance. There is a need for other studies to consider other extraneous factors which influence employees' job performance in the manufacturing firms in Lagos Metropolis.

The influences of work-family stressors and WLBS on the performance of the selected manufacturing firms in Lagos Metropolis were explored. Future research may investigate the specific work-family stressors and WLBS that impact on manufacturing firms' performance using longitudinal research design. The future research may also be extended to the Nigerian manufacturing sector.

The study also investigated the relationship between work-family satisfaction and employees' job performance in the selected manufacturing firms in Lagos Metropolis. Further research may investigate the relationship between work-family satisfaction and employees' job performance in other sector of Nigerian economy, such as banking and telecom sectors.

The mediating influences of WLBS and work-family satisfaction on the interplay between work-family stressors and the selected manufacturing firms' performance was also investigated using structural equation modelling to test the path coefficient of the constructs. Future research may test the effectiveness of WLBS in other sector of the economy using the model in Figure 8.1.

8.9 CONCLUSION

The research aimed at developing a conceptual framework to measure the effectiveness of WLBS in selected manufacturing firms, Lagos Metropolis. Responses were provided to the research questions using Pearson Moment Correlation Coefficient. The formulated hypotheses were tested. Hypotheses one to four were tested using regression analysis, while SEM was used to test hypothesis five of this study. The following are the conclusions derived from the tested hypotheses.

8.9.1 Conclusion one

The research revealed that the adopted WLBS in the selected manufacturing firms are limited in scope. For instance, flexible work arrangement such as telecommuting, flexitime, alternative work arrangement, and compressed work week were not

implemented by the selected manufacturing firms. In addition, provision was not made for employees' stress management and HIV/AIDS counselling among others. This informed why the tested alternative hypothesis was not supported, as the result of the statistical analysis revealed that there was no relationship between WLBS and employees' job performance. Research objective one, which aimed to establish the relationship between WLBS and employees' job performance was achieved.

8.9.2 Conclusion two

Hypothesis two tested the influences of work-family stressors and WLBS on the performances of the selected manufacturing firms. The outcome of the statistical analysis revealed that the adopted WLBS were effective in cushioning the effect of work and family stressors of the employees of the selected manufacturing firms in Lagos Metropolis. The regression analysis revealed that work-family stressors and WLBS explained 29.9% of the variation in the performance of the selected manufacturing firms. The findings support the alternative hypothesis two and achieve research objective two.

8.9.3 Conclusion three

This conclusion was inferred from hypothesis three, which established the relationship between work-family satisfaction and employees' job performance. The outcome of the statistical analysis indicated a significant positive relationship between work-family satisfaction and employees' job performance. The regression revealed that work-family satisfaction the variation in employees' job performance. In other words, work-family satisfaction is a predictor of employees' job performance in the selected manufacturing firms, Lagos Metropolis.

8.9.4 Conclusion four

Hypothesis four tested the relationship between WLBS and work-family satisfaction in the selected manufacturing firms, Lagos Metropolis. The data analysis revealed a significant positive association between WLBS and work-family satisfaction. The empirical findings showcase that, the adopted WLBS at the manufacturing firms' results in employees' satisfaction with work and family lives. With this outcome, the research objective is achieved. In similar vein, the regression model revealed that WLBS is a predictor of work-family satisfaction in the selected manufacturing firms, Lagos metropolis. The outcome of the regression analysis affirms the alternative hypothesis.

8.9.5 Conclusion five

Lastly, a model is proposed to measure the effectiveness of WLBS in the selected manufacturing firms, Lagos Metropolis. The proposed model which was tested using SEM examined the mediating influences of WLBS and work-family satisfaction on the interplay between work-family stressors and the selected manufacturing firms' performance. The paths analysis of the constructs in the model established the level of mediation and ascertain the construct that has direct relationship. The result suggests that work-family stressors exert indirect influence on the performance of the selected manufacturing firms via work-family satisfaction. However, the path from work-family satisfaction and the manufacturing firms, performance is statistically significant. The finding implies that work-family satisfaction fully mediates the relationship between work-family stressors and the manufacturing firms' performance. Also, there was no direct path between WLBS and the manufacturing firms' performance. Rather, WLBS exert significant positive indirect effect on the selected manufacturing firms' performance through work-family satisfaction.

8.10 GENERAL CONCLUSION

Work-life balance stem from the assumption that, individuals are usually confronted by work and family stressors. Finding a balance between employees work and family lives is considered a strategic HR function. This research provided perspectives on the significance and the benefits of effectively implementing WLBS by the manufacturing firms in Lagos Metropolis. This was realised by empirically establishing the interplay between work-family stressors and the selected manufacturing firms' performance. The research questions were answered using Pearson Moment Correlation Coefficient. Regression analysis was instrumental in achieving research objectives and hypothesis testing. IBM AMOS was adopted to establish the mediating influences of WLBS and work-family satisfaction on the link between work-family stressors and the selected manufacturing firms' performance. The outcome of the statistical analysis revealed a significant inverse association between the adopted WLBS and work-family stressors experienced by the employees at the selected manufacturing firms. Similarly, a direct significant positive link was established between WLBS and work-family satisfaction. WLBS and work-family satisfaction mediates the interplay between work-family stressors and manufacturing firms' performance. However, the relationship between WLBS and

employees' job performance was not significant. This research proposed a model to measure the effectiveness of WLBS.

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APPENDIX A: QUESTIONNAIRE



SCHOOL OF MANAGEMENT, INFORMATION TECHNOLOGY AND GOVERNANCE

PhD (HRM) Research Project

Researcher: Idris Olayiwola Ganiyu (Tel: +27604899888 or +2348035707664)

Supervisor: Dr. Ziska Fields (Tel: +27844343297)

Co-supervisor: Dr. AtikuS. O. (Tel: +27844360270)

Research Office: Ms. P. Ximba (Tel: +27312603587)

Dear Respondent,

My name is **Idris Olayiwola Ganiyu**, a **PhD (HRM)** student at the School of Management, Information Technology and Governance of the **University of KwaZulu Natal (UKZN)**. You are invited to participate in research project entitled ‘A Conceptual Framework to Measure the Effectiveness of Work-life Balance Strategies in Selected Manufacturing Firms, Lagos Metropolis’. The aim of this study is to develop a framework to measure the effectiveness of work-life balance strategies.

Through your participation, I hope to establish the link among work-life balance strategies, work-life balance satisfaction and employees’ performance. The results of the survey are intended to contribute to expanding academic knowledge in the field of human resource management. Professional human resource practitioners can also use the information in the study to enhance practice.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at anytime with no negative consequence. There will be no monetary gain from participating in the survey. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT and Governance of **UKZN**. Your responses will not be used for any purposes outside of this study.

Data collected will be stored during the study and archived for 5 years. After this time, all data will be destroyed.

If you have any questions or concerns about completing the questionnaire or about participating in the study, you may contact me or my supervisor at the numbers listed above.

The survey should take you about ten minutes to complete. Your time to take part in this survey is highly appreciated.

Sincerely

Investigator's  _____

Date: 30 December, 2015

SCHOOL OF MANAGEMENT, INFORMATION TECHNOLOGY AND GOVERNANCE

PhD (HRM) Research Project

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I..... (Full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project.

I have been given an opportunity to ask questions about the study and I have had answers to my satisfaction.

I understand that I am at liberty to withdraw from the project at any time, should I so desire. I declare that my participation in this study is entirely voluntary.

If I have any further questions/concerns or queries related to the study I understand that I may contact the researcher at 215080758@stu.ukzn.ac.za or the phone numbers provided above.

If I have any questions or concerns about my rights as a study participant, or if I am concerned about an aspect of the study or the researcher then I may contact:

Research Office,
Westville Campus
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Private
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Durban
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KwaZulu-Natal
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Tel: 27 31 2604557 - Fax: 27 31 2604609
Email: HSSREC@ukzn.ac.za

SIGNATURE OF PARTICIPANT.....
DATE.....

SECTION A – DEMOGRAPHIC DATA

Gender

Male	Female

Marital status

Single	Married	Divorced/Separated	Widowed

Department/Unit

Production	Marketing	HR	Finance/Accounts	Other: specify

Educational qualification

School cert. & below	National diploma	Higher national diploma/ Bachelor's degree	Master's degree	PhD

Work experience

Up to 5 years	6-10 years	11-15 years	16-20 years	21 years and above

Age group

18-30 years	31-40 years	41-50 years	51-60 years	61 years & above

SECTION B - SCALE ON WORK-LIFE BALANCE

Work stressors

Indicate your agreement that the following items are stressors you experience at work:

S/N	ITEMS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.1	I am pressured to work long hours					
1.2	I am unable to take sufficient breaks					
1.3	I feel overloaded at work					
1.4	I have unachievable deadlines					
1.5	My duties and responsibilities are not clear to me					
1.6	I do not have adequate control or input over my work duties.					
1.7	I do not receive assistance from colleagues when work gets difficult					
1.8	I am not given supportive feedback on the work I do					
1.9	I am expected to work overtime					
1.10	My work environment is not favourable					
1.11	I often need to take work home to complete					
1.12	I have a limited hope for promotion and					
1.13	I am sometimes given conflicting instructions by management and					
1.14	I receive an assignment without the manpower to complete it					
1.15	I often work under vague directives or orders					

Family stressors

Indicate your agreement that the following items are stressors you experience at home:

S/N	ITEMS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
2.1	I am responsible for the care of my aged parents					
2.2	I am emotionally affected by family responsibility					
2.3	I do not spend adequate time with my family					
2.4	I do not have time for my interests and hobbies					
2.5	I do not have time to relax and unwind					
2.6	I am affected by problems in my family					
2.7	I struggle and worry about childcare for my children					
2.8	I worry about the health and other needs of my spouse's parents					
2.9	I worry about the health condition of my family members					
2.10	I do not have time for my friends and other social activities					
2.11	I am emotionally affected by difficulties I experience in my relationships					
2.12	I worry about the burden place on me by my friends					
2.13	I am overburdened by my role as a parent					
2.14	I receive no support from my family when I am depressed					
2.15	My spouse provides less support than I do in raising our children					

Work-life balance strategies

Indicate your agreement that the following items are available in your company:

S/N	ITEMS	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
3.1	My organisation has flexible working hours.					
3.2	There is provision for employee medical aid in mycompany					
3.3	My staff medical aid covers members of my family.					
3.4	There is provision for paid maternity/paternity leave for employees at mycompany					
3.5	There is provision for part-time work in my organisation.					
3.6	My company makes provision for study leave as a company policy.					
3.7	Child care facilities are available in my company					
3.8	My company provides financial support for elder care					
3.9	My company allows job rotation					
3.10	My company gives leave on compassionate grounds					
3.11	My company makes provision for staff development					
3.12	My company makes provision for HIV/AIDS counselling					
3.13	Employees in my company are allowed to have a career break, should the need arise					
3.14	My company makes provision for employees' stressmanagement					
3.15	In general, my organisation has a family friendly policy					

SCALE ON WORK-LIFE BALANCE SATISFACTION

Satisfaction with Family

Indicate your agreement that you are satisfied with the following items:

S/N	ITEMS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
4.1	In most ways my family-life is close to my ideal					
4.2	I am content with the conditions of my family-life					
4.3	I am satisfied with my relationship with my spouse's family					
4.4	I am satisfied with the situation of my parents					
4.5	If I could live my family-life over, I would not change much					
4.6	I am satisfied with my social life and relationships with friends					
4.7	I am satisfied with the environment in which I live					
4.8	I am satisfied with the health of my family					
4.9	I am satisfied with the financial and moral support I am expected to provide my immediate and extended family					
4.10	I am enrich by my family life					

Satisfaction with work

Indicate your agreement with the following items:

S/N	ITEMS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5.1	My job gives me a feeling of personal accomplishment.					
5.2	I am satisfied with the environment in which I work					
5.3	I am satisfied with the way I can use my skills and abilities in my job.					
5.4	I do not think of leaving my job					
5.5	I am satisfied with the support I get from my superior					
5.6	I am satisfied with the hours I put into my work					
5.7	I am satisfied with my job responsibilities					
5.8	I am satisfied with the leave options in my company					
5.9	I am satisfied with the support I get from my superiors					
5.10	I am satisfied with the way I am treated at work by fellow employees					

SCALE ON PERFORMANCE

Job performance

Indicate your agreement with the following items:

S/N	ITEMS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.1	I adequately complete all duties assigned to me					
6.2	When I finish a day at work I often feel I have accomplished something really worth while.					
6.3	The supervision I receive greatly encourages me to put in extra effort.					
6.4	I fulfil responsibilities specified in my job description					
6.5	I help colleagues who have heavy workloads					
6.6	I go out of my way to help new employees					
6.7	I give advance notice when unable to come to work					
6.8	I do not mind staying late in order to complete a task					
6.9	I conserve and protect company property					
6.10	I do my job with honesty and integrity					
6.11	I perform tasks even if they are boring					
6.12	I always do the best I can in my job					

Organisational performance

Indicate your agreement with the following items:

S/N	ITEMS	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.1	My company measures customer satisfaction on a regular basis					
7.2	In my company, department heads accept responsibility for product quality					
7.3	In my company, employee satisfaction are regularly and formally measured					
7.4	My company constantly monitor and improve on all its products, services and process					
7.5	I feel the goals of my company reflect the interests and needs of the stakeholders.					
7.6	I feel the performance of my company over the last three years has been excellent in meeting its goals					

APPENDIX B: INTERVIEW SCHEDULE

The questions that will be asked in the course of the interview will be derived from the responses obtained from the participants that responded to the questionnaires. Therefore, guidelines for possible questions during the interview are represented as follows:

1. What work-life balance strategies (WLBS) are put in place by your organisation to assist employees in coping with work and family stressors confronting them?
2. In your opinion, what WLBS are mostly used by the employees and why?
3. What WLBS are mostly shunned by the employees and why?
4. Do you think that the organisation encountered some challenges while trying to properly implement the WLBS? Please name a few of such problems.
5. In your opinion, how do the available WLBS influence the performance of the individual employee and your organisation?
6. What improvements would you like to see on the WLBS already implemented by your organisation?
7. Are there other WLBS that you would want your organisation to adopt in helping employees cope with work and family stressors?

APPENDIX C: PUBLISHED ARTICLES

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Work-life balance strategies, work-family satisfaction and employees' job performance in Lagos, Nigeria's manufacturing sector

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Abstract

Achieving work-life balance and maintaining high levels of productivity among employees is one of the challenges facing managers in the Nigerian manufacturing sector. This study contributes to the work-family debate by investigating the relationship among work-life balance strategies, work-family satisfaction and employees' job performance.

A quantitative research design was adopted by engaging the principle of correlational approach. The correlational approach is necessary in establishing the association between work-life balance strategies and employees' job performance in the manufacturing sector. Simple random sampling technique was adopted in administering 304 questionnaires to employees of two manufacturing firms within Lagos metropolis.

The Pearson's correlation coefficient was used to test the link between the variables. The researchers used multiple regression analysis in displaying the influence of work-life balance strategies and work-family satisfaction on employees' work outcomes in the manufacturing industry.

It was found that work-life balance strategies and work-family satisfaction significantly predict employees' job performance at selected manufacturing firms in Nigeria. The managerial relevance of the current study was drawn from the statistical inverse relationship between work-life balance strategies and employees' work outcomes in the Nigerian manufacturing industry.

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employees' performance; family satisfaction; work-life balance strategies; work satisfaction

1. INTRODUCTION

Globally, the manufacturing sector is seen as pivotal if a nation is to achieve meaningful industrialisation. The manufacturing sector in Nigeria is seen by the policy makers as significant in the Nation's quest for economic growth (Ehie & Muogboh 2016:237). However, the unfavourable business environment in Nigeria has made the contribution of the sector to the country's GDP insignificant (Onuoha 2012:67). The peculiar status of Lagos as the commercial hub of Nigeria and the changing structure of work and family has made it difficult for employees to achieve a balance. The adoption and implementation of work-life balance strategies (WLBS) by organisations can add value to employees' perception of their job roles.

The world of work is witnessing a twist to the work-life debate. This is because 21st Century corporate leaders are proactive as the issue of work-life balance (WLB) has been brought to the front burner to help employees address stressors emanating from work and family domains. The structure and choices of WLBS which are embedded in organisational values and human resource policies are aimed to regulate the behaviour of employees (Singh 2015:722). The adoption and effective implementation of WLBS are mutually beneficial to employers and employees. Corroborating this argument, Budd and Mumford (2006) posit that the alignment of WLBS to organisational human resource strategies can enhance employees' productivity with an impact on organisational outcomes. The rise in advocacy for a policy measure on the part of the government to regulate organisations in providing flexibility for the workforce is a way of promoting WLBS (Zheng, Molineux, Mirshekary & Scarparo 2015:356).

Engaging in workplace practices that are beneficial to the workforce could assist employees in managing challenges emanating from work and family domains. The inability of employees to achieve balance between work and family domain present a challenge to scholars and professionals in Human Resource Management (HRM). Over the years, the debate over work-family conflict has results in series of empirical studies examining the

antecedents, correlation and the benefits of achieving a balance between work and family of the employees (Akanji, Mordi & Ojo 2015:21). Work overload and emotional exhaustion arising from conflict between work and family domains impede the retention of valuable employees (Karetepe 2013:615).

Various studies have been conducted on WLB in Nigeria with most of the studies focusing on the service sector and adopting qualitative research design (Abdulraheem 2014:61; Akanji 2013:89). Common to findings of studies conducted in various countries revealed increase in work-family conflict as a result of ineffective WLBS (Xiao & Cooke 2012:7). The principal objective of this article is to investigate the influences of WLBS and work-family satisfaction on employees' job performance in selected manufacturing firms, Lagos Metropolis. In addition, the relationship between WLBS and work-family satisfaction is examined.

2. WORK-LIFE BALANCE

The concept of work-family balance emerged in the 1970s in United Kingdom to refer to the ability of individual to cope with the demands of work and life (Pradhan, Jena & Kumari 2016:3). Researchers are gradually moving away from the notion of Work-family balance, replacing it with 'work-life balance' in recent years. The notion of 'family' as used in work-family balance incorporate extended families, parental responsibilities, same sex relationship, relationship with friends, other community and support network (Amazue & Onyishi 2015:1).

Globalisation and the competitiveness in the corporate world has made it difficult for employees to achieve balance between work-life and family-life. Work-life balance is commonly perceived as the lack of conflict between work-life and family-life (Pradhan *et al.* 2016:3). It is inevitable for employees to experience work-family conflict with the prevailing reality in the workplace. Greenhaus and Beutell (1985:76) defined work-family conflict as "a form of inter-role conflict in which role pressures from the work and family domains are mutually incompatible." In scholarly articles, work is mostly referred to as paid employment while life is referred to as everything outside of paid employment with emphasis on family ties (Akanji *et al.* 2015:23).

Factors leading to work-family conflict are categorised as either work stressors or family stressors (Clark, Michel, Early & Baltes 2014:618). A stressor is defined as "an objective external condition, or an event that has actually occurred, which creates stressful demands on and threats for individuals" (Lazarus 1990 cited in Clark *et al.* 2014:618). The concept of balance, conflict and stressor were adopted by scholars in investigating work and family domains (Moen & Yu 2000:293).

Work and family are the most important facets of an employee as both domains are interconnected (Saleem 2015:2409). The two domains are very important to employees such that a defect in one can have a spill over effect on the other. The harsh economic reality in Nigeria resulting in downsizing by the private sector coupled with the high unemployment rate and job insecurity has increased the level of stressors experienced by employees in the country.

The emergence of dual earners family and the 'breadwinner' syndrome brought about by the family system in Nigeria is a contributory factor to the stressors emanating from the family domain. The imbalance in work and family domains lead to conflicting outcomes (Amazue & Onyishi 2015:2; Armstrong, Atkin-Plunk & Wells 2015:1). A conflict because of the imbalance results in stressors. Employees experiencing stressors are less satisfied with the job roles with adverse effects on productivity and turnover intention.

2.1 Work-life balance strategies

Organisations are altering their traditional working patterns with a view to accommodating the needs of the diverse workforce, and benefits from the adoption of WLBS (Smeaton, Ray & Knight 2015:1). Studies have shown that WLB is now a common strategy adopted by firms to retain skilled employees (Deery & Jago 2015:467).

The concept of WLBS place emphasis on perception as against to objective measures knowing that individual perception of balance is subject to variation as a result of changing priorities of life (Chan *et al.* 2015:4). Felstead, Jewson, Phizacklea and Walters (2002) cited in De Cieri, Holmes, Abbott and Pettit (2005:90), define WLBS as organisational policies that enhance employees' autonomy in order to co-ordinate and integrate work and non-work facets of their lives.

Achievement of WLB results from the effectiveness and satisfaction with WLBS (Direzzo, Greenhouse & Weer 2015:17). The effectiveness of WLBS in an organisation is germane for employees to achieve WLB satisfaction. WLBS adopted by organisations are grouped under parental leave, employee health and wellness programme (EH&WP), dependent care, flexible work arrangement and personal development (De Cieri *et al.* 2005:90). Effective implementation of these strategies can be beneficial to organisation through the attraction and retention of the best talent with adverse effect on the bottom-line (Mageni & Slabbert 2014:394).

2.2 Work-family satisfaction

Valcour (2007:1512), defined work-family satisfaction as "an overall level of contentment resulting from an assessment of one's degree of success at meeting work and family role demands". The researcher in his definition does not take cognisance of the effectiveness of WLBS as factors to achieving work-family satisfaction. Availability and effective implementation of WLBS lead to activities that promote employees' satisfaction with work-family life, thereby enhancing performance.

In essence satisfaction with work-family life is an attitude, which can be enhanced by how well organisations are able to implement WLBS. The finding of the study conducted by Pattusamy and Jacob (2016:218) shows that satisfaction with work and family lives can be enhanced through WLBS. Thus, workers' satisfaction and wellbeing both in and out of work may best be connected to human resource management practices in the context of a partnership or reciprocal benefits system (Guest 2002:335).

Satisfied workers have a positive assessment of their work, as a result of observation and emotional involvements (Sudha, Sheriff & Taqui Syed 2014:2). The prospect of corporate creativity hinges on the level of employees' satisfaction.

According to Mutsonziwa and Serumaga-Zake (2015:165), employees' satisfaction should be paramount to the management of an organisation, as they are key factors for its proper functioning. The researchers further outlined the basic elements of employees' satisfaction to include organisational culture, managerial factors, co-workers'/ team factors, information and communication factors, job role, employees' development factors, benefits attached to

the job and leadership style within the corporate entity. Lack of job satisfaction may result in employees causing glitches to the business. However, other studies focus on the effect of work and family characteristics on work-family conflict, at the expense of satisfaction with work-family balance (Abendroth & Den Dulk 2011:237).

Employees who are satisfied with work and family roles have the tendencies to experience well-being (Greenhaus & Powell 2006:73). The interference of work with family life, reduces the satisfaction on the job which result in reduced work commitment and low productivity. Satisfaction with work and family can be enhanced by effective implementation of WLBS. The findings of the study conducted by Guest (2002:335) revealed that "HRM-performance relationship and that certain HR practices are associated with higher work and life satisfaction". Such practices are important in determining overall employee well-being (Zheng, Kashi, Molineux & Ee 2016:502). Based on the literature, this article examines the association between work-family satisfaction and employees' job outcomes in the manufacturing industry.

2.3 Work-life balance strategies and job performance

In this era of globalisation and global competitiveness, managing productivity and retention especially of key employees have become critical factors for the sustainability of organisations. The WLB campaign has focused more on firms' efforts to provide a diverse and mutually beneficial working arrangements (Smeaton *et al.* 2015:4). Abendroth and Den Dulk (2011:237) examined the various types of support for work and family satisfaction, establishing the relationship between WLBS and performance in the process.

Beauregard and Henry (2009:9) identified business case of WLB practices which include social exchange developments, improved cost savings, enhanced efficiency and reduced turnover as key elements for organisational performance. As Sav, Harris and Sebar (2015:69) suggested, the ability of employees to balance work and non-work commitments has significant implication on their choice of occupations. It is evident that human resource practitioners interested in meeting the challenges of the twenty-first century workforce can leverage on WLBS. Since imbalance between work-life and family-life may influence employee's turnover intention and absenteeism, WLBS can help address the imbalance thereby enhancing employee motivation and curtailing the rate of turnover and absenteeism.

According to Bloom, Kretchmer and Reenan (2009:16), the controversy on WLB improving performance, their application and efficacy has been researched by management scholars and they discovered the following. (1) WLBS offer a favourable impact on organisation performance. (2) In circumstances that require high workers' flexibility and awareness, WLB strategies are more operational. (3) Organisations that have more skilled employees are expected to implement WLB strategies. The researchers explained further that businesses are not introducing effective and functional strategies to ensure their employees achieve WLB because of the high costs involved.

A study conducted by Akanji (2012:249), depicts that external environmental factors such as corruption, high unemployment rate, inflation and the culture of patriarchy played significant roles in the level of work-family conflict among the workforce in Nigeria.

This reason for this is borne out of the fact that, terms and conditions of employment with exception to wages are controlled by the Nigerian Employment Act of 1971 (Epie 2009:199). Epie (2009:199), further stated that the employment act has minimal provisions for family responsive policies. The lack of policy framework has made many firms in the manufacturing sector to downplay WLBS as many of the employees do not access the WLBS provided by their organisations because of perceived negative consequence.

According to Zheng *et al.* (2015:355), organisations have brought the issue of WLB to the front burner for it enhances employees' health and wellbeing thereby impacting on organisational outcomes. It is plausible to say that organisations adoption of WLBS are linked with unobserved characteristics that tend to be time-invariant (Kato & Kodama 2015:7). WLBS can contribute immensely to overall corporate strategies. A healthy practice of WLBS promotes employees' satisfaction with work situation reducing turnover intention, especially of skilled employees (Coetzee & Stoltz 2015:84). The absence of WLB in the world of work results in poor performance and more absenteeism of employees but satisfaction with work is linked with balanced work and family life (Wayne, Musisca & Fleeson 2004: 124).

The structure of employment in relation to gender issue at work and family life are factors to consider in the work-family debate (Xiao & Cooke 2012:7). In Nigeria, working women are anticipated to experience more work-family conflict where gender parity is at low ebb. The

cultures of patriarchy hold sway among cultural practices in Nigeria. Thus a woman is expected to manage the home front irrespective of her employment status. WLBS may have a contradictory effect if it does not benefit all cadres of employees irrespective of gender (Prowse & Prowse 2015:758).

The ideas of teleworking, flexi-time, job sharing, and part-time working are almost strange among employers of labour in Nigeria and are not encouraged. Many researchers have emphasised that managing WLB has become the most critical management tactics for safeguarding employees' performance. The present-day economic drift is in the direction of knowledge economy and knowledge intensive industry, as such, most employees have access to information (Sharma 2013:98). In line with the literature review, the following hypotheses were formulated:

- H1.** There is a significant relationship between WLBS and employees' job performance.
- H2.** There is a relationship between work-family satisfaction and employees' job performance.
- H3.** WLBS and work-family satisfaction significantly influence employees' job performance.

3. METHODOLOGY

This article adopted a quantitative method to investigate the influences of WLBS and work-family satisfaction on employees' job performance at selected manufacturing firms in Lagos metropolis. The target population consists of 508 employees of two manufacturing firms in Lagos metropolis, Nigeria. The choice of Lagos as the location for this study is borne out of the fact that, it is the commercial hub of Nigeria.

3.1 Sampling technique and sample size

A simple random sampling technique was adopted to select two manufacturing firms as representatives of the sector in Lagos metropolis where the survey was conducted. The reason for adopting convenience sampling was because only two manufacturing firms agreed in writing for the survey to be conducted among their employees.

A simple random sampling technique was helpful in selecting respondents among the employees of the two manufacturing firms. Krejcie and Morgan (1970:608) table, was adopted to arrive at the sample size of 304. Structured questionnaires were administered to collect data in the two manufacturing firms. From the 304 questionnaires that were administered, 276 were returned for analysis. Seven (7) of the returned questionnaires were not properly completed and were discarded. The remaining 269 questionnaires, which constitute 88.5 % of the response rate were analysed. The statistical Package for the Social Sciences (SPSS) version 23 was valuable to establish the relationships among the variables.

3.2 Measurement

The study adopted 5-point Likert-type rating scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The rating scale which was developed in 1932 by American Psychologist, was named after its inventor, Rensis Likert (Wilson 2014:168). Likert scale is commonly used in survey research that employs questionnaires (Carifio & Perla 2007:113). The validated scale with high reliability was adapted to measure the variables in this study. The various scales adapted in each of the variables are explained below:

3.2.1 Work-life balance strategies

To measure WLBS, the researchers draw insight from the WLBS scale developed by De Cieri et al. (2005:95). The scale was divided into two dimensions; The first dimension focus on 13-item to elicit information relating to availability of WLBS while the second dimension contained 12-item aimed at measuring the effectiveness of WLBS. The Cronbach's alpha test of reliability for the two dimensional scales were .87 and .79 respectively. The reliability test shows that both scales are very reliable. However, the 13-items scale was found to be more relevant in the measure of the relationship between WLBS and work-family satisfaction as predictors of employee's job performance in the manufacturing sector in Lagos metropolis. The questionnaire included items such as flexible work options, paid maternity/paternity leave, health and wellness policies, child care facility for nursing mothers and HIV/AIDS counselling.

3.2.2 Work-family satisfaction

A combination of the revised version of the Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ) were adapted to measure Work satisfaction. The JDI as developed by Smith, Kendall and Hulin (1969), measures various dimensions of work satisfaction. Smith *et al.* (1969:100) defined satisfaction "as the feelings a worker has about his job". The validation study conducted by Kinicki, McKee-Ryan, Schriesheim and Carson (2002:16 revealed that the JDI has adequate internal consistency reliability.

The researcher further stated that the "average reliability for the revised JDI were .87, .88, .86, .88, and .89 for satisfaction with Pay, Promotion, Co-workers, Work and Supervision, respectively." Five items from the 20-item scale of MSQ were selected. Items such as 'the chance to do something that makes use of my abilities' was adapted to 'I am satisfied with the way I can use my skills and abilities in my job'. Satisfaction with family life was adapted from the 3-item scale developed by Edwards and Rothbard (1999:101). It included items such as; 'I am satisfied with the conditions of my family-life'.

The scale was found to be very reliable with a Cronbach's alpha of .97. The scale was supported by 3-item family satisfaction scale developed by Diener, Emmons, Larsen and Sharon (1985:72). The reliability tests for the scale was .85 and .87 respectively. Responses were provided on a Likert-type rating scale from strongly disagree (1) to strongly agree (5). The least score represents lack of family satisfaction while the highest score in the rating scale represent high level of family satisfaction.

Overall, the adapted scale for this study amounted to a 10-item scale each that was used to measure satisfaction with work and satisfaction with family. The Cronbach's alpha test of reliability for the two scales are .902 and .918 respectively. The reliability test is consistent with the rule of thumb as alpha coefficients ranged from acceptable to excellent at point .902 and 918 (Pallant 2011 cited in Atiku & Fields 2015: 823).

3.2.3 Employees' job performance

Employees' job performance was measured with the adaptation of 12-item from the organisational commitment scale developed by Williams and Anderson (1991:609). The 21-item scale was found to be appropriate for this study, because it primarily measured

dimensions of employees' individual performance and performance of employees that have direct bearing on the organisation.

The scale shows high reliability with a Cronbach's alpha of .91. Items such as; "adequately completes assigned duties" was adapted to "I adequately complete all duties assigned to me", "fulfils responsibilities specified in job description" was adapted as "I fulfil responsibilities specified in my job description", "helps others who have heavy work loads" was written as "I help colleagues who have heavy workloads". Other items adapted for this study followed the same sequence. The 12-items administered to respondents shows high reliability with Cronbach's alpha of .837.

4. RESULTS AND DISCUSSION

The results presented in this section were derived from the quantitative approach for data collection and analysis. The data collected through structured questionnaires were coded and analysed using correlation and multiple regression analysis via Statistical Package for the Social Sciences (SPSS), version 23. The inferential statistics is instrumental in testing the formulated hypotheses. The multiple regression analysis is fundamental in showcasing the influences of WLBS and work-family satisfaction on employees' job performance in the manufacturing industry.

TABLE 1: Pearson correlation coefficients among key variables investigated

Variables	1	2	3
1 Work-life balance strategies (WLBS)	—		
2 Satisfaction with family	0.411**	—	
3 Satisfaction with work	0.538**	0.631**	—
4 Job performance	-0.239**	0.240**	0.260**

** Correlation is significant at the 0.001 level (2-tailed)

Source: Field survey 2016

According to the empirical evidence illustrated in Table 1, the WLBS is positively associated with satisfaction with family at ($r = 0.411$, $N = 269$, $p < 0.001$). This result indicates that WLBS contribute to employees' achievement of satisfaction with family in the manufacturing sector based on data collected in Lagos metropolis.

Therefore, higher levels of leave options, employee health and wellness programme, paid/unpaid time off, dependent care, personal development and flexible work arrangements are related to greater levels of family satisfaction.

This result is consistent with the study conducted by Haar, Russo, Sune and Ollier-Malaterre (2014:16) and Chan *et al.* (2015:16), in which their findings revealed that the achievement of WLB is positively associated with family satisfaction.

4.1 WLBS and employees' job performance

A higher level of leave options, employee health and wellness programme, paid/unpaid time off, dependent care, personal development and flexible work arrangements (WLBS) is related to a lower level of employees' job performance in the manufacturing sector ($r = -0.239$, $N = 269$, $p < 0.001$). The hypothesis one (H1) was supported, because WLBS statistically influenced employees' job performance in the manufacturing industry. Regarding the direction of the relationship between WLBS and employees' job performance in the manufacturing industry; it is necessary to take note of the adverse (negative) effect.

This result is not surprising on the ground that paid/unpaid time off, as a WLB strategy for example, will have an adverse effect on the productivity of such an employee. This could have a cumulative adverse effect on overall performance of the organisation. The correlation between WLBS and satisfaction with work reveals a significantly strong and positive association at the level ($r=0.538$, $N = 269$, $p < 0.001$). This suggests that leave options, employee health and wellness programme, paid/unpaid time off, dependent care, personal development and flexible work arrangements are positively associated with higher levels of employees' satisfaction with work.

This outcome supports the findings of studies conducted by Guest (2002:351) and bin Saleh (2015:56) in which it was revealed that organisational adoption of family-friendly policy as HR strategy is strongly and consistently associated with work satisfaction. Statistically,

employees' demonstrated a higher level of work satisfaction compared to family satisfaction in their opinions of the implemented WLBS in the manufacturing industry.

4.2 Work-family satisfaction and employees' job performance

Employees' satisfaction with work and family life is significantly correlated ($r = 0.631$, $N = 269$, $p < 0.001$). Meaning a greater level of work satisfaction is associated with a higher level of family satisfaction and vice versa in the manufacturing industry. This is consistent with the study conducted by Pattusamy and Jacob (2015:12) in which it was found that work and family satisfaction could be enhanced when an employee is able to maintain a balance between work and family domain. Satisfaction with family is positively associated with employees' job performance ($r = 0.240$, $N = 269$, $p < 0.001$) in the manufacturing industry.

Similarly, satisfaction with work is positively associated with employees' job performance ($r = 0.260$, $N = 269$, $p < 0.001$) in the manufacturing industry. Therefore, a higher level of work-family satisfaction is positively related to a greater level of employees' job performance in the Nigerian manufacturing industry. As such, hypothesis two (H2) was supported based on this empirical evidence. It is necessary to consider employees' involvement in the design of WLB policies in the manufacturing industry, having empirically verified the positive influence of work-family satisfaction on employees' job performance. Table 2 presents the result of multiple regression using WLBS and work-family satisfaction as predictors of employees' job performance in the manufacturing industry.

4.3 WLBS and work-family satisfaction as predictors of employees work outcomes

This section presents the results of the regression analysis. These results are presented in table 2.

The regression model in table 2 depicts R square of 0.277 with an adjusted R square of 0.272. This suggests that WLBS and work-family satisfaction explain 27.2% of the variations in employees' job performance ($p < 0.001$) in the Nigerian manufacturing industry. This means that WLBS and work-family satisfaction jointly predicts or explains the variations in employees' job performance at selected manufacturing firms.

TABLE 2: Regression analysis

Variables	R	R square	Adjusted R square	F	Beta	T	P
Constant	0.526 ^a	0.277	0.272	50.987		26.869	0.000 ^b
Work-life balance strategies					-0.525	-8.604	0.000
Work-family satisfaction					0.549	8.993	0.000

a. Predictors: work-family satisfaction, work-life balance strategies.

b. Dependent variable: job performance.

Source: Field survey 2016

Therefore, hypothesis three (H3) was supported based on the adjusted R² revealing 27.2% variations in employees' job performance, which were explained by WLBS and work-family satisfaction. The remaining 72.8% in employees' job performance in the Nigerian manufacturing industry could be explained by the extraneous factors, which were not covered in the current study.

The standardised Beta value and the corresponding p values for WLBS and work-family satisfaction ($\beta = -0.525$, $p < 0.001$) and ($\beta = 0.549$, $p < 0.01$) indicate that work-family satisfaction contributed more to the regression model compared to the WLBS. Therefore, work-family satisfaction explained most of the variations in employees' job performance in the Nigerian manufacturing industry. Statistically, one can conclude that WLBS and work-family satisfaction serve as predictors of employees' job performance in the manufacturing industry.

The findings of this study provide support for a similar study conducted by Butts, Casper and Yang (2013:12) in which it was found that the use of WLBS (otherwise referred to as work-family supportive policies in the study) correlate with satisfaction with work, employees' job commitment, turnover intention and reduction in work-family conflict.

5. LIMITATION AND FUTURE RESEARCH DIRECTIONS

This study was limited to the manufacturing sector in Lagos metropolis using structured questionnaires for data collection. There is a need to investigate the effectiveness of WLBS in other sector of the economy such as tourism. The mediating role of work-family satisfaction on the link between WLBS and organisational outcomes need further investigation using Structural Equation Modelling (SEM) as a tool of data analysis.

6. RECOMMENDATION

The managerial implication drawn from the empirical analysis is that WLBS negatively influenced employees' job performance at selected manufacturing firms operating in Lagos Metropolis, Nigeria. For emphasis, paid/unpaid leave as a WLB strategy has an adverse effect on an employee's productivity in the industry. Non-approval of paid/unpaid leave on the other hand, could also results to work-family dissatisfaction.

These are the challenges faced by managers in implementing WLBS and maintaining high levels of employees' productivity in the manufacturing industry. The inverse relationship between WLBS and employee's productivity is a notable managerial implication for policy makers and Human Resource (HR) practitioners in the manufacturing industry. WLBS could be strategically designed/implemented towards high levels of employees' productivity in the manufacturing firms.

The options of flexible work arrangements and teleworking might be valuable in achieving WLB and maintaining high levels of employees' productivity in the Nigerian manufacturing industry. For instance, alignment of corporate/business strategies, cultural values, and structures with WLBS could enhance employees' job performance in the industry.

This article recommends a critical re-evaluation of the implemented WLBS to address the adverse effects on employee's job performance in the manufacturing industry. Therefore, implementations of cultural values and work structures that support WLBS and work-family satisfaction could have a positive influence on employees' job performance, if adequately considered and implemented.

7. CONCLUSION

The principal objective of this article was to investigate the influences of WLBS and work family satisfaction on employees' job performance at selected manufacturing firms within Lagos Metropolis. The findings of the data analysis from the survey conducted revealed that effective implementation of WLBS enhanced employees' achievement of work-family satisfaction. This article submits that there is a positive relationship between WLBS and work-family satisfaction in the manufacturing sector.

This article concludes that satisfaction with work and family lives slightly explain most of the variations in employees' job performance, compared to the variations explained by WLBS in the manufacturing industry.

This article informs that availability and effective implementation of WLBS such as flexible work arrangements, leave options, employee health and wellness program, paid/unpaid time off, dependent care, and personal development contribute significantly to employees' satisfaction with work and family lives in the manufacturing sector.

The authors submit that there is a significant relationship between work-family satisfaction and employees' job performance, as empirically verified in the manufacturing sector. Conversely, the adverse effect of WLBS on employees' job performance is a major concern for HR practitioners in the manufacturing sector. Finally, this article affirms that WLBS and work-family satisfaction significantly influence employees' job performance in the manufacturing sector as stated in the hypotheses.

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Work-Family Stressors and Manufacturing Firms Performance: Influence of Work-Life Balance Strategies

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Abstract: Managing employees' work-family pressures without resulting in negative influence on employees' contributions and performance remains a challenge to human resource practitioners in the manufacturing industry. Efforts geared towards tackling this challenge have led to the development of various work-life balance strategies in the industry. Yet, the effectiveness of the developed work-life balance strategies to manage employees' work-family stressors and performance remains an issue. This study investigated the influence of work-life balance strategies on the interplay between work-family stressors and performance in the manufacturing industry. A quantitative survey research design was adopted. Data were collected from 312 employees in the manufacturing firms operating in the Lagos metropolis using a simple random sampling technique. A self-report questionnaire was used for data collection. The preliminary data analysis was done using the Statistical Package for Social Sciences, version 24. The variance-based Structural Equation Modelling was run using SmartPLS 3.3 for hypothesis testing and for path analysis of the structural model. This study found that work-life balance strategies fully mediate the relationship between work stressors and manufacturing firms' performance. It is recommended that the family aspect of the work-life balance strategies be redesigned to reduce the negative influence of family stressors on manufacturing firms' performance.

Keywords: Manufacturing sector; mediation; organisational performance; work-family demands

JEL Classification: M12; I31

1. Introduction

Stress is part of the human condition. In other words, it is natural for any person to experience stress at a particular point in time. Organisations globally have come to realise that work and family stressors influence performance. However, scholars have mostly focused on the negative outcomes of work and family stressors, and their impact on individual well-being. (Dunkley, Solomon-Krakus & Moroz, 2016; Repetti & Wang, 2017; Searle & Auton, 2015) It has been argued that stressors also have positive aspect referred to as eustress, otherwise known as "good stress". (Kozusznik, Rodriguez & Peiró, 2015; Le Fevre, Matheny & Kolt, 2003; Snodgrass et al., 2016) Eustress is an individual perception of stressors as challenge determined to be overcome by effectively mobilising and using coping resources. (Simmons & Nelson, 2007) Lazarus and Folkman (1984, p. 32), argue that positive stressors "occur if the outcome of an encounter is construed as positive, that is, if it preserves or enhances well-being or promises to do so". Similarly, Tabassum, Farooq and Fatima (2017), revealed that moderate stress is benevolent and beneficial as individuals have the coping ability to deal with it. When an individual sees stressors as challenges that can be surmounted, coping resources are channelled towards motivating the self to achieving goals, changing the environment and prevailing in the face of life challenges.

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As individual response to stressful situation varies, so is the coping strategy adopted to cushion its effect. Abe, Fields and Atiku (2016, p. 206), argue that “an individual’s ability to manage work and family stressors, and equally distribute personal resources is largely dependent on the individual’s sense of coherence”. Ivancevich, Matteson and Preston (1982) categorised stress into (i) the stimulus variable and (ii) the response variable. These authors defined stress from the perspective of the stimulus variable as a force acting on an individual to cause strain. This definition has been criticised for limiting stress to environmental and organisational perspectives while ignoring the positive impacts of stress on a personal mental process. (Lee & Lee, 2001) Stress may be explained from a personality perspective which triggers health and cognitive effects via mechanism unconnected to environmental factors. (Bolger & Schilling, 1991) According to the response variable, stress is a physiological response resulting from stressors. Consequently, stress is measured with psychological strains such as anxiety, anger and high blood pressure. Stressors are therefore associated with health-related issues such as high blood pressure, weight gain, and dysfunctional coping ability. (Cardon & Patel, 2015) Stressors emanating from work and family domains can increase employees’ pressure which may lead to symptoms of strains. (Clark, Michel, Early & Baltes, 2014) Karatepe, Beirami, Bouzari and Safavi (2014, p. 14) identified “long and anti-social work hours, organisational politics, emotional dissonance, and work-family conflict” as some of the stressors that employees experience in the world of work. Employees’ perceptions and reactions to stressors are subjective.

This study examined the mediating influence of work-life balance strategies (WLBS) on the link between work-family stressors and manufacturing firms’ performance in the Lagos metropolis.

2. Review of Related Literature

In this section extant literature on work and family stressors in relation to WLBS is discussed.

2.1. Work Stressors

Work-related stressors are linked to processes whereby employees interact with the organisational internal and external environment as consequences of the conflicts that arise from the ineffective allocation of limited resources to address work and family demands. (Zheng, Kashi, Fan, Molineux, & Ee, 2016) Work stressors occur when the job demands exceed the employees’ capabilities. In this case, the job demands are more than what the individuals can offer, which may result in psychological and physical exhaustion. Many studies have been conducted on work stressors (Cardon & Patel, 2015; Lamb & Kwok, 2016; Repetti & Wang, 2017) and most of them were aimed at appraising and providing solutions to the adverse effect of stressors on job performance. (González-Morales & Neves, 2015) Jex (1998) defined work stressors as activities that stimulate strains such as anxiety, exhaustion and depression.

Work stressors are multi-dimensional and have been predicted to impact on employees’ job attitude and performance. (Gilboa, Shirom, Fried & Cooper, 2008) In their meta-analysis Gilboa et al. (2008) identified three negative linkages in literature on the stressors-performance relationship: First, when employees view stressors as threatening, energy is dissipated to cope with such stressors at the expense of carrying out job tasks. Second, an increase in the level of stressors is linked with unconscious physiological reactions that hinder performance. The third link identified on the stressor-performance is the argument that stressors produce information overload, which may lead to employee neglect of information relating to performance. Individual perception and response stimulus to

stressors vary. Ventura, Salanova, and Llorens (2015) argue that a key factor that enhances individual perception of work environment and psychological well-being is self-efficacy. Bandura (1986, p. 391) defined self-efficacy as “people’s judgments of their capabilities to organize and execute courses of action required to attain designated types of performances”. In other words, it is an individual’s belief in his or her own ability to influence situations that affects life. Self-efficacy influences the level of work stressors when employees are saddled with multiple job demands. (Chan et al., 2016)

In order to examine the link between work stressors and WLBS in this study, three major common sources of work stressors were identified, namely role conflict, role ambiguity and role overload. Role conflict refers to the degree of incompatibility in an employee’s job role. Role conflict, also known as inter-role conflict, occurs when an employee has two roles that are mutually incompatible. (Mansor, Othman, Yaacob, & Yasin, 2016) Stress arises when employees are saddled with two conflicting responsibilities and are expected to deliver on both. Role ambiguity refers to a lack of clarity on an employee’s job responsibilities, chain of command and relationship with co-workers. (Amilin, 2017) It has been established that role conflict and role ambiguity have a negative influence on job performance, work-family satisfaction, turnover intention, job commitment and organisational outcomes. (Ren & Zhang, 2015; Schmidt, Roesler, Kusserow & Rau, 2014; Searle & Auton, 2015) The lack of a clearly defined role causes employees to function less effectively. Role overload, on the other hand, occurs when employees are confronted with work responsibilities beyond what is stated in the job description or as hitherto presumed. It may involve employees working extra hours, taking jobs home or working on weekends. Studies have revealed that the impact of role overload can have diverse impacts on employees’ performance. (Eissa & Lester, 2017; Tabassum et al., 2017) The study on which this article draws measured work stressors, taking into consideration the subjective perceptions of individual employees.

2.2. Family Stressors

Situations arise whereby family demands exceed the resources to cope with such demands. When such conditions occur, families experience stress which leads to a time of disequilibrium and disorientation (Patterson, 2002). The family demands become stressors due to the lack of adequate resources to meet the competing demands. Family-related stressors may involve a broad spectrum of conditions such as psychological and emotional strain which may hinder the functionality of the family. McCubbin and Sussman (2014) refer to family stressors as life events which have an impact on the family unit resulting in the alteration of the family social system. Stressors may emerge from family response to relational tension, parental workload and extended family pressures. The family perception and response to the various life events affect the emotional state of family members. (Greder, Peng, Doudna & Sarver, 2017) Family stressors have been regarded as a major source of work-family conflict as employees experiencing stress may find it difficult to maintain the balance between work and family responsibilities. (Greenhaus & Powell, 2006; Panatik et al., 2012; Sharma, Dhar & Tyagi, 2016) The competitiveness in the labour market causes employees to spend more time on their job at the expense of spending quality time with the family and on other personal activities. (Saleem, 2015) The ability to be able to work round the clock or at any point in time means the quality time the employees spend with their family are being encroached upon as a result of the job demands. Job inflexibility has been categorised as a stressor. According to Minnotte, Pedersen and Banstrom (2015), job inflexibility refers to the inability to manage time at work; such that time spent carrying out a job function does not affect family responsibilities. Lack of job flexibility may affect the ability of the family to maintain a balance between work and family, thus resulting in conflict. The functionality of

a couple has implications for family stressors. The psychological strain experienced by a couple who lack the resources to function may have an effect on parental responsibility. A dual-earner family with pressure from work tends to report overwhelming multiple commitments which may have an adverse effect on parental responsibility. (Watkins, Pittman & Walsh, 2013)

2.3. Work-Life Balance Strategies

Globalisation, with its attendant competitiveness, has brought about a demographic shift in the labour market. The changing demographics mean that employees are saddled with more responsibilities from the family domain, in addition to the concern to achieve success in the work domain. (Ko & Hur, 2014) More so, the level of competitiveness which has made it difficult for organisations to attract and retain the best talent in the labour market has propelled the attention given to WLBS. (Caillier, 2016; Lee & Hong, 2011) Organisations are keeping up with this trend to enhance performance which can lead to greater competitive advantage. (Al-Damoc, Ab Hamid & Omar, 2015) The inability to implement WLBS effectively may result in employees living in perpetual anxiety. Work-life balance strategies (sometimes referred to as work-life policies or family-friendly policies in literature) are aligned with HR strategies to help employees manage both the work and the non-work aspects of their lives. Felstead, Jewson, Phizacklea, and Walters (2002, p. 56) see WLBS as those factors whether intentionally or otherwise enhance the flexibility and autonomy of an employee in negotiating attention and presence in employment. Organisations around the world have seen the need to adopt WLBS as part of HR strategies to help employees cope with stressors and attract the best talent in a competitive labour market. As employees struggle to meet work and life demands, the onus rests on HR practitioners to examine the challenges associated with the adopted WLBS. (Morris & Madsen, 2007)

Life responsibilities vary from one person to another and they are based on many factors which include marital status, gender orientation, child care, extended family demands, hobbies/interests and many other dynamics outside of work. (Mazerolle, Eason, & Trisdale, 2015) The current recession in Nigeria is taking its toll on the organisations; this has forced many to demand higher productivity from their employees. The importance of WLBS to enhance performance is being recognised by the corporate bodies in Nigeria. Perry-Smith and Blum (2000) found that organisations that implement WLBS, such as flexible work arrangements, on-site day care and dependent care, experienced improved performance. Beauregard and Henry (2009) argue that in business WLBS involves the attraction and retention of skilled employees to enhance organisational outcomes.

The assumption is that WLBS is a reciprocal gain system that benefits both organisations and their employees. (Caillier, 2016; Las Heras, Bosch & Raes, 2015) Since imbalance between work and life may influence employees' turnover intentions and absenteeism, WLBS can help address the imbalance thereby enhancing employee motivation and curtailing the rate of turnover and absenteeism. Organisations benefit from WLBS through the reduction in the stress level of employees and turnover intentions with adverse effects on employees' achievement of work-life balance and improved performance for the organisations. (Las Heras et al., 2015; Lee & Hong, 2011) Organisational efforts aimed at helping employees achieve balance may include the implementation of WLBS, such as flexible work arrangements, child and elder care options, employees' health and wellness programmes, leave options, and stress management. (De Cieri, Holmes, Abbott & Pettit, 2005; Subramaniam, Overton & Maniam, 2015)

2.4. Work-Life Balance Strategies and Performance

Adopting WLBS and high-quality management practices will produce positive effects on employees and organisational performance alike. (Beauregard & Henry, 2009) Mahesh, Prabhushankar, Chirag and Amit (2016) argue that high-quality work as well as family life is crucial for organisational sustainability in the face of global competitiveness. Amit (2016) emphasise that quality of work and family life hinges on organisational support for WLBS. For instance, effective implementation of WLBS, such as flexible work arrangements and health and wellness programmes, can enhance employees' productivity with a positive effect on the organisation. However, Beauregard and Henry (2009) posit that the influence of WLBS on organisational performance may be rendered questionable by practices that fail to accomplish projected objectives.

Yamamoto and Matsuura (2014) investigated the effect of WLBS on organisational productivity among 1 677 firms in Japan using panel data. The results of their findings revealed that organisations that invest in human resources can profit from WLBS through reduction in employees' turnover intentions. The quality and effective use of WLBS in an organisation can serve as good attraction for highly talented employees. Pradhan, Jena, and Kumari (2016) found that WLBS have significant consequences on employees' attitudes, conducts and well-being as well as on organisational performance. Consistent with this argument, a study conducted by Fapohunda (2014) in Nigeria revealed that employees' contribution to work and organisational outcomes can be enhanced through flexible work arrangement as WLBS. The conceptual framework underpinning this study is illustrated in Figure 1.

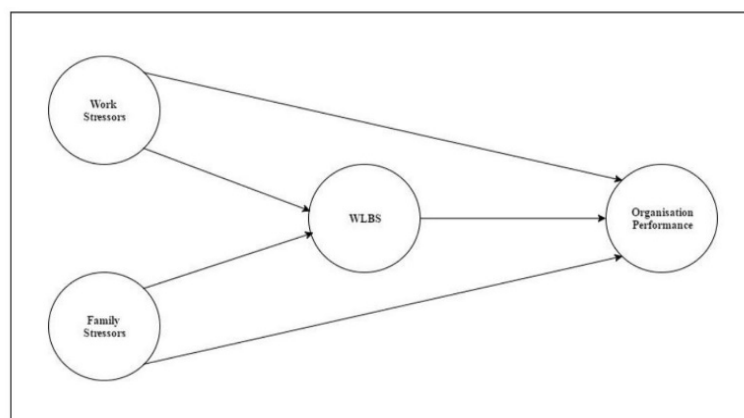


Figure 1. Conceptual framework on the mediating role of WLBS

Source: Authors' own compilation

As evident in Figure 1, work and family stressors are the exogenous latent variables influencing WLBS and performance in the manufacturing industry. WLBS is the latent variable mediating the relationship between work and family stressors, and performance in the Nigerian manufacturing industry. Organisation performance is the endogenous latent variable in this study. In line with this specification, this study hypothesised:

H1: A significant positive relationship exists between work-family stressors and WLBS;

H2: A significant positive relationship exists between WLBS and performance of selected manufacturing firms in the Lagos metropolis;

H3a: WLBS mediates the relationship between work stressors and performance of the selected manufacturing firms in the Lagos metropolis;

H3b: WLBS mediates the relationship between family stressors and performance of the selected manufacturing firms in the Lagos metropolis.

3. Method

This study utilised a quantitative survey by adopting an advanced explanatory research design in providing the required explanations of the mediating influence of WLBS on the link between work-family stressors and performance in the manufacturing industry. The population for this study were employees from two manufacturing firms in the Lagos metropolis, Nigeria. The staff strength of the two firms at the time of conducting this survey was 508. A simple random sampling technique was adopted to select respondents who participated in the study. The reason for adopting this sampling technique was its simplicity and lack of bias features to make possible the generalisation of research outcome back to the population. (Sekaran & Bougie, 2016) Krejcie and Morgan's (1970) table was adopted to arrive at a minimum sample size of 312. A self-reported questionnaire was used as the main research instrument for this study. The structured questionnaire for the survey was divided into two sections: section A of the questionnaire contained information on demographic data, while section B contained questions on the variables under investigation. A total of 350 questionnaires were administered, while 312 questionnaires were returned and properly populated.

3.1. Measures

Work stressors were measured by 15 items adapted from Rizzo, House and Lirtzman (1970). These items, which centred on role conflict and role ambiguity, were validated by González-Romá and Lloret (1998). Family stressors were measured according to the adapted scale developed by Kopelman, Greenhaus and Connolly (1983). This scale by Kopelman et al. (1983) was supported by another scale developed by Diener, Emmons, Larsen and Griffin (1985). A 5-point Likert-type rating scale from 1 (strongly disagree) to 5 (strongly agree) was designed to elicit responses from respondents on the stressors experienced from work and family domains.

Items for WLBS were drawn from a scale developed by De Cieri et al. (2005). The scale has two dimensions, which were aimed at measuring the availability and effectiveness of WLBS. Six items were developed to measure manufacturing firms' performance. The items on the scale measuring WLBS and organisational performance were designed using a 5-point Likert-type rating scale from 1 (strongly disagree) to 5 (strongly agree). The validity and reliability of all constructs in the measuring instrument were conducted to ensure data quality control (see Table 1 below).

3.2 Data Analysis

The quantitative data collected in this study were captured on the IBM Statistical Package for the Social Sciences (SPSS), version 24 to conduct the preliminary analysis. After various preliminary analyses were conducted, the SPSS data file was saved as Comma Delimited (*.CSV) to import the data file into SmartPLS 3.3. The SmartPLS 3.3 was instrumental in analysing the quantitative data using variance-based structural equation modelling. (PLS-SEM) (Ringle, Wende & Becker, 2015)

4. Results and Discussion

The results of internal consistency of the research instrument used in measuring the work-family stressors, WLBS, and performance of the manufacturing firms are presented in Table 1. The validity (convergent and discriminant validity using exploratory and confirmatory factor analyses) of the measurement model is also presented in Table 1.

Table1. Construct reliability and validity

Construct	CA	CR	AVE	FS	OP	WLBS	WS
Family stressors (FS)	0.844	0.881	0.514	0.717			
Organisational performance (OP)	0.879	0.907	0.621	-0.272	0.788		
WLBS	0.853	0.890	0.576	-0.255	0.523	0.759	
Work stressors (WS)	0.791	0.864	0.614	0.526	-	-0.389	0.783
					0.300		

Note: All correlations are significant at $p < 0.001$. Diagonal are the square roots of the AVE (Average Variance Extracted), CA is Cronbach's Alpha and CR is composite reliability.

As illustrated in Table 1, the internal consistency of the items measuring the major constructs was analysed and double checked using Cronbach's alpha and composite reliability coefficients. The rationale for conducting composite reliability is based on its unique feature in providing a more appropriate measure of internal reliability of the instrument used in measuring the latent variables. (Hair, Sarstedt, Hopkins & Kuppelwieser, 2014) The Cronbach's alpha revealed that all constructs produced alpha coefficients above 0.7. The implication of these results is that the scales used in measuring the variables investigated in this study are reliable. Each of the constructs except for work stressors has Cronbach's alpha of above 0.8, which indicates good internal consistency of items in the scale. The Cronbach's alpha for work stressors, as shown in Table 1, is 0.791, WLBS is 0.853, organisational performance is 0.879 and family stressors is 0.844. Furthermore, the composite reliability of each construct was conducted to ensure the internal consistency and reliability of all the constructs' measurement.

The validity of the research instrument was achieved using AVE. The AVE provided evidence of the internal consistency of all constructs as each value is greater than the acceptable level of 0.5. The AVE calculated revealed that the loading for all constructs is greater than the acceptable level of 0.50. This means that each construct explained over 50% of its items' variance. The Fornell and Larcker (1981) criterion was applied to ensure discriminant validity of all constructs. This was achieved by comparing the cross-loading of all constructs to the square roots of AVE as depicted by values in the diagonal in Table 1. The analysis revealed that all constructs in this study did not violate discriminant validity. The variance-based structural equation modelling showcasing the beta loadings and adjusted R^2 from one path to another is presented in Figure 2.

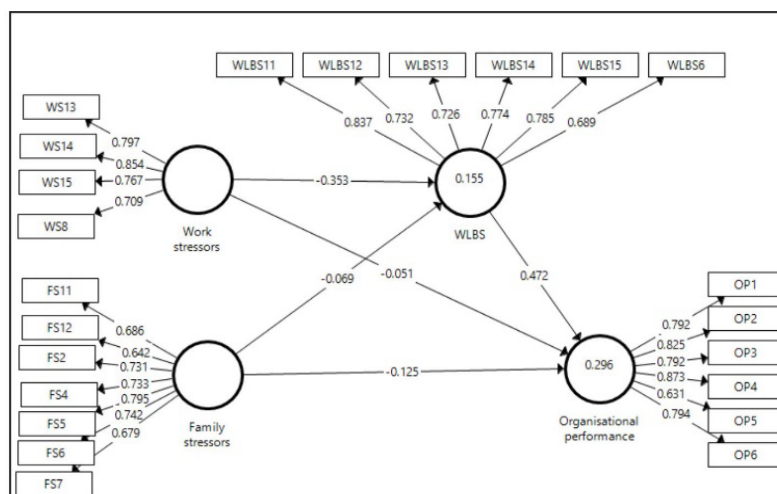


Figure 2. Structural model of constructs

Figure 2 depicts the results of the PLS analysis using SmartPLS 3.3. The beta loading from the path work stressors to WLBS ($r = -0.353$, $p < 0.001$) is negative, but statistically significant. The implication of this result is that there is an inverse relationship between work stressors and WLBS adopted by the manufacturing firms operating in the Lagos metropolis. The R^2 square value (0.155) shows that work stressors explained 15.5% variance in WLBS. The path coefficient from family stressors to WLBS ($r = -0.069$, $p > 0.05$) is also negative, but statistically insignificant.

This result implies that there is no significant relationship between family stressors and WLBS in the selected manufacturing firms in the Lagos metropolis. Based on this empirical evidence, it can be inferred that the adopted WLBS has not been effective in addressing the family stressors experienced by employees in the manufacturing firms. Therefore, hypothesis one (H1) cannot be supported on the ground that there is no significant positive relationship between work-family stressors and WLBS in the manufacturing firms. The result of H1 is very surprising due to the fact that HR practitioners are expected to adopt or develop WLBS in line with the work-family stressors being experienced by the employees. The inverse relationship between the variables could mean a lack of adequate work-life balance programmes addressing employees' work and family pressures in the manufacturing firms. This result is similar to the finding in the study conducted by Deery and Jago (2015), in which it was revealed that employees experiencing poor work-life balance, which may be due to ineffective WLBS, tend to experience poor health conditions. Also, González-Morales and Neves (2015) found that stressors have an effect on performance. They suggested that mechanism should be put in place to cushion the effect of stressors. An effective WLBS could serve as a good mechanism to address stressors experienced by employees.

The path coefficient from WLBS to organisational performance ($r = 0.472$, $p < 0.001$) shows that WLBS has a significantly strong positive influence on manufacturing firms' performance. This result supports hypothesis two (H2) in the sense that WLBS has a positive influence on the performance of manufacturing firms operating in the Lagos metropolis. This corroborates the finding of Pradhan et al. (2016) which revealed a significant relationship between WLBS and organisational performance.

The R^2 square value (0.296) shows that work-family stressors and WLBS explained 29.6% of the variance in manufacturing firms' performance. The path analysis of the structural model presented in Figure 2 revealed that work stressors exert no significant direct effect on manufacturing firms'

performance ($r = -0.051$, $p > 0.05$). The Sobel test calculator for significance of mediation ($p = 0.000$) confirmed that WLBS fully mediate the relationship between work stressors and manufacturing firms' performance. Therefore, work stressors exert a significant indirect effect on manufacturing firms' performance through WLBS. The implication of this result is that WLBS fully mediate the relationship between work stressors and manufacturing firms' performance. Having examined the direct and indirect effects, hypothesis 3a (H3a) was supported based on the results presented in Figure 2. Therefore, WLBS were effective in addressing the work stressors experienced by employees in selected manufacturing firms. The family stressors, on the other hand, were found to have a significant direct effect on manufacturing firms' performance ($r = -0.125$, $p < 0.05$). The analysis revealed that family stressors exert no significant influence on WLBS ($r = -0.069$, $p > 0.05$). This result was also confirmed by the Sobel test calculator for significance of mediation ($p = 0.77$), which corroborated the fact that WLBS exert no significant mediating influence on the relationship between family stressors and manufacturing firms' performance. The implication of this result is that WLBS does not mediate the relationship between family stressors and manufacturing firms' performance in the Lagos metropolis. Based on this finding, hypothesis 3b (H3b) cannot be supported in this study. This implies that the work-life balance programmes adopted by the manufacturing firms were not effective in addressing family stressors being experienced by their employees.

5. Conclusion

This study contributes to the global debate on work-life balance by investigating the influence of WLBS on the interplay between work-family stressors and performance in the selected manufacturing firms in the Lagos metropolis, Nigeria. The result of the statistical analysis revealed that the WLBS adopted by the manufacturing firms in the Lagos metropolis were effective in addressing employees' work stressors. This is evident from the significant relationship between work stressors and WLBS. However, the relationship between family stressors and WLBS was insignificant. The WLBS put in place at the selected manufacturing firms were effective in cushioning the effects of employees' work stressors, but were ineffective in addressing family stressors. Therefore, the onus rests on HR practitioners to design and incorporate WLBS as part of organisational corporate strategy that will be effective in addressing family stressors in conjunction with work stressors. This can be achieved when management desist from regarding WLBS as costs, which could only benefit the employees. WLBS can enhance employees' productivity thereby contributing to organisational performance. Efforts should be geared towards introducing work-life balance policies that would address employees' work stressors, and furthermore meet the needs of the employees' family demands. Based on this study, it is recommended that the family aspect of the work-life balance strategies be redesigned to reduce the negative influence of family stressors on manufacturing firms' performance.

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APPENDIX D: ETHICAL CLEARANCE CERTIFICATE



09 February 2016

Mr Idris Olayiwola Ganiyu (215080758)
School of Management, IT & Governance
Westville Campus

Dear Mr Ganiyu,

Protocol reference number: HSS/0104/016D

Project title: A conceptual framework to measure the effectiveness of Work-life Balance Strategies (WLBS) in selected manufacturing firms, Lagos Metropolis

Full Approval – Expedited Approval

In response to your application dated 28 January 2016, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol have been granted **FULL APPROVAL**.


Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully


.....
Dr Shenuka Singh (Chair)
/ms

cc: Supervisor: Dr Ziska Fields and Dr Atiku Sulaiman Olusegun
cc: Academic Leader Research: Professor Brian McArthur
cc: School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

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Website: www.ukzn.ac.za

APPENDIX E: GATEKEEPER'S LETTER

RIDA NATIONAL PLASTICS LTD
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06 August 2015

Mr Olayiwola Ganiu
School of Management, IT and Governance
University of KwaZulu-Natal,
Durban – South Africa.

Dear Sir,

RE: REQUEST TO USE RIDA NATIONAL PLASTICS LTD AS A CASE STUDY FOR YOUR PHD DISSERTATION.

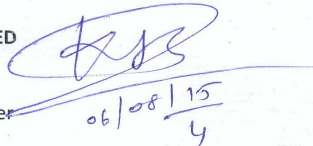
In reference to your letter dated July 29, 2015 requesting to use our organisation as a study for your research work which is one of the requirements for the award of your Doctorate degree programme in Human Resource Management.

It is my pleasure to inform you that our management has granted your request and we expect to receive a copy of the final draft of the thesis upon completion of your research work.


Wishing you success in your research work.

Yours faithfully,
For: **RNP LIMITED**

Ekabaram G.
General Manager



06/08/15
4



Agunbiade Olawaie
Human Resource Manager



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14th September, 2015

GANIYU I. OLAYIWOLA
School of Management, IT & Governance
University of Kwazulu Natal,
Durban
South Africa.

Dear Idris

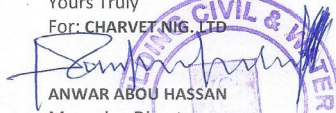
RE: PERMISSION TO CONDUCT RESEARCH AS PART OF THE REQUIREMENT FOR PHD QUALIFICATION

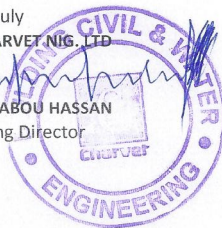
With reference to your letter dated September, 11th 2015 on the above subject matter.

Am directed to inform you that the management of the organization has approved that you can conduct your research on the organization.

Kindly give the organization a minimum of two weeks notification before the commencement of your survey.

Yours Truly
For: CHARVET NIG. LTD


ANWAR ABOU HASSAN
Managing Director



APPENDIX F: TURNITIN REPORT

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TURNITIN ORIGINALITY REPORT

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