

**INFLUENCE OF WORK-LIFE BALANCE ON WORK PERFORMANCE AMONG JUDICIARY
PERSONNEL IN ANAMBRA STATE, SOUTH-EAST NIGERIA**

EGHEOSASE DAVIES OJEAGA OGBEIDE

**Department of Psychology,
Faculty of Management & Social Sciences,
Madonna University Nigeria,
Okija Campus, Anambra State, Nigeria
e-mail: daviesogbeide2010@yahoo.com
Tel: (+234 803 720 6631)**

&

OKEKE, MATTHEW ARINZE

**Department of Business Administration,
Faculty of Management & Social Sciences
Madonna University Nigeria,
Okija Campus, Anambra State, Nigeria
e-mail: arinzekings10@gmail.com
Tel: (+234 803 312 8028)**

Abstract

This study investigated the influence of work life balance of the quality and quantity of performance by employees of the Anambra State judiciary. The target population of interest was a total of 200 Anambra State Judiciary employees. The study target population was divided along the three Senatorial Zones – Anambra South; Anambra North; and Anambra Central. Two hundred copies of the study questionnaire were administered on prospective respondents from which 160 useable copies were retrieved. From the 160 useable questionnaire copies retrieved, a representative sample size of 134 was obtained using the Taro Yamane (1967) formula. Two hypotheses which state that flexible work schedules will not have a significant influence on employee performance in the Anambra State Judiciary; and leave programs will not have a significant influence on employee performance in the Anambra State Judiciary were advanced. The independent variable studied explained 77.10% of the influence on employee work performance as represented by the adjusted R^2 . From the ANOVA statistics, the study showed that the regression model had a significance level of 0.2%, indicating that the data was ideal for making a conclusion on the population parameters as the value of significance (p-Value) was less than 5%. The calculated value was greater than the critical value ($33.0548 > 12.654$) an indication that Flexible Work Schedules and Leave Programmes do actually influence employee performance. Conclusions and recommendations were highlighted.

Keywords: Work-Life Balance, Performance, Flexible Work Schedules,

Introduction

Work-life balance, in its broadest sense, is a satisfactory level of congruence among the multiple roles in a worker's life. Although definitions and explanations vary, work-life balance is generally associated with maintaining an overall sense of harmony in life (Clarke et al., 2004). The study of work-life balance involves the examination of people's ability to manage simultaneously the multifaceted demands of life. Although

work-life balance has traditionally been assumed to involve the devotion of equal amounts of time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components (Greenhaus et al., 2003).

The concept of work-life balance is based on the notion that paid work and personal life should be seen less as competing priorities rather than as complementary elements of the individual's life. The way to achieve this is to adopt an approach that is "conceptualized as a two way process involving a consideration of the needs of employees as well as those of employers (Lewis, 2000).

In an attempt to achieve a balance in the employee work life, Western organizations have tended to adopt a limited set of policies such as child-care demands, telecommuting opportunities, and even on-site sleeping quarters (Hyman & Summers, 2004). Each has attempted to increase the flexibility by which employees can enact their work-roles whilst simultaneously enabling them to enact their family-based roles.

The Judiciary is one of the three equal arms of government in Nigeria. Its chief mission is to resolve disputes in a just manner with a view to protecting the rights and liberties of all, thereby facilitating the attainment of the rule of law.

It performs this function by providing equitable access for the resolution of disputes and grievances. However with societal transformation and the accompanying changes, the Nigerian Judiciary is faced with the challenge of doing much more than just resolving disputes. It must be deliberately repositioned to discharge the critical role of protecting the constitution, fostering social and political stability and promoting social-economic development thereby. This it does, by interpreting and implementing the constitution in a manner that promotes the national value and principles of governance.

Statement of the Problem

A good balance in work and life can play a crucial role in the attainment of personal and professional goals (Friedman & Greenhaus, 2000); and this applies to employees of the Judiciary. However, many employees report that work is a significant source of stress to them; and they say that they typically feel tense up or stressed out during the typical workday.

Lack of family-friendly policies, inflexible work schedules, incongruous job designs, and absence of parental leave have been identified as strong sources of stress; reducing employees' job performance as well as undermining domestic harmony (De Bruin & Dupuis, 2004). In many societies there are growing concerns regarding deteriorating levels of home quality and community life (Hyman & Summers, 2004). The fallouts have been poor employee performance and fracture homes. This is because an employee who finds it difficult to properly balance his or her family life, tends to also have difficulties managing tasks at his or her workplace therefore resulting in poor employee performance (Sparks, et al., 2002). According to Lowe (2005), one in four employee's experience high levels of conflict between work and family based on work-to-family interference and care giver strain.

While several studies (Williams et al., 2000; Clarke et al., 2004; McDonald et al., 2009; Nganga, 2010; Morrison, 2005; Garg & Rastogi, 2006) have focused on different aspects of employee performance and further appreciating the attendant crisis in every organization, empirical evidences appear to be scanty on specific work-life factors that influence employee performance. Further, most organizations in Nigeria lack policies that support the well-being of employees' families; and the Judiciary is not an exception. The present Change Agenda, and the onslaught on corrupt tendencies by the President Muhammadu Buhari Administration in Nigeria has further led to an increased work strain on Judiciary employees; causing serious imbalances between their works and lives. It is against this background that this study sought to examine and possibly establish the influence of Work life balance on employee performance.

Research Objectives

The study had the following as its objectives:

1. To find out if flexible work schedules will have a significant influence on employee performance in the Anambra State Judiciary.
2. To investigate if leave programs will have a significant influence on employee performance in the Anambra State Judiciary.

Research Hypotheses

The study advanced the following null hypotheses:

- H₀1. work schedules will not have a significant influence on employee performance in the Anambra State Judiciary.
- H₀2. Leave programs will not have a significant influence on employee performance in the Anambra State Judiciary.

Significance of Study

A number of scholars have identified the critical variables that have been linked to work life balance including such factors as leave programmes and flexible work schedules (Schutte & Eaton, 2004; Williams et, al. 2004; Morrison, 2005; Nganaga, 2010). Chow & Keng-Howe's (2006)) carried out a study of workers in Singapore, and the study outcome revealed that the more flexible workers' schedules were, the greater their self-reported productivity. With regard to recreation leave, a nationally representative survey of working Australians observed clear links between lack of uptake of full recreational leave entitlements and higher work-life interference for women and parents, with the strongest association observed for working mothers (Skinner and Pocock 2013).

It would be observed that the above mentioned scholars have concentrated their studies in the developed countries and this leaves a gap for the researcher to carry out the same in a developing country like Nigeria. Further, to the best of this researcher's knowledge, not many studies were identified that examined the relationship between work-life balance and employee performance. Other gaps identified included non-availability of records to show any research on work- life balance particularly among Judiciary employees in Nigeria. More specifically, there were no records on studies showing the influence of leave programs and flexible work schedules on employee performance in the Judiciary in Anambra State. This study therefore sought to fill these gaps.

Literature Review

Flexible working schedules

Flexible work can be defined as a job arrangement giving workers some flexibility on how long, where and when they work. Flexible work hours are designed to keep employees motivated in a competitive business environment. The flexible schedules permit workers to vary their start and finish times provided a certain number of hours are worked. This will allow them to adequately attend to family or personal commitments. When implemented with both employer and employee interests in mind, flexible work schedules can increase efficiency, work focus, and empower individuals to effectively self-manage work time (Halpern, 2005).

Leave Programmes

Family leave encompasses sick leave, recreational leave, maternity leave, as well as any other paid or unpaid family leave policies (Cook, 2004). Leave is a period of time that one must be away from one's primary job, while maintaining the status of employee. This contrasts with normal periods away from the workplace and "working from home" programs, in that they are considered exceptional circumstances, rather than benefits.

Employee Performance/Productivity

Employee performance is critical for the long-term competitiveness and profitability of organizations. Studies have showed that the experience of work-life balance is positively related to employees' as well as organizational performance (Parkes et al., 2008). More specifically, work-life balance has been shown to have positive outcomes, such as low turnover intention, improvement of performance, and job satisfaction

(Garrard-Leiva et al., 2012). Work-life balance has a positive effect on employee's affective commitment to their organizations (Casper et al., 2011). Affective commitment is an emotional attachment to the organizations or the employers which can cause employees to want to remain with the organizations.

The experience of psychological well-being and harmony in life helps employees concentrate on their work, resulting in better performance. Studies have found that work-life conflict is associated with stress, depression, and a variety of stress-related outcomes. Poor physical and mental health are associated with work absenteeism, turnover, and low morale (Emslie et al., 2004).

In their review, Beauregard and Henry (2009) observed evidence for a positive effect of organizational work-life balance practices on recruitment, retention, attendance (including turnover intention), and productivity. One explanation is that employees reciprocate with increased loyalty, effort and productivity in exchange for the organization's practical assistance with managing work-life demands, and in appreciation for the organization's indication of care and concern as demonstrated by work-life policies and practices (Beauregard and Henry, 2009).

Empirical Review

Flexible Working Schedules

According to research from the Families and Work Institute, employees with greater control over work schedules are more likely to show increased engagement, retention, job satisfaction and overall well-being (Powers, 2004). According to Hill et al., (2010), flextime assists employees to manage their work and family responsibilities by allowing them to reduce work-family conflict and to improve functioning and performance at work and at home.

Similarly, according to Dalcos and Daley, (2009), flex time allows employees to choose when, where and for how long they engage in work-related tasks. Flextime usually means that each working day has a core of six hours surrounded by a 'flexibility band' in which employees may exercise their discretion (Robbins et al., 2004).

Studies examining groupings of flexible working arrangements have associated employee participation in these arrangements with higher levels of self-reported focus, concentration, and motivation (Williams et al., 2000). Chow and Keng-Howe's (2006) study of workers in Singapore revealed that the more flexible their schedules, the greater the quality of their self-reported performance.

A study of the '100 Best Companies for Working Mothers' by Meyer, Mukerjee, and Sestero (2001) revealed that organizations offering work-life balance practices enjoyed increased profit rates. This was particularly the case for the practices of family sick leave and telework, which were related most strongly to increased profits. The authors posited that telework encouraged longer work hours by employees who were constantly available for work and who no longer needed to commute.

The European Working Conditions Survey found that 85% of those working less than 30 hours per week were satisfied with their work-life balance. Furthermore, part-time workers and those working less than 35 hours a week reported the lowest levels of both physical and psychological health problems (Clarke et al., 2004). While part-time work is likely to reduce general experiences of work-life conflict, it is also widely observed that part-time hours often involve work that is lower paid and less secure, involving less autonomy and skill discretion (McDonald et al., 2009). Hence, reduced hours may improve work-life outcomes, but other important aspects of job quality, opportunity and financial security are substantially reduced.

Ng'ang'a (2010) carried out a study on international non-governmental organizations in the health sector in Kenya which recommends the adoption of quality WLB practices. The proposed WLB initiatives include compressed work schedules, alternative work schedules, job sharing, childcare facilities, wellness

programmes and telecommuting. The study noted an increase in employee motivation and productivity in the organizations that adopted these WLB initiatives.

Leave Programs

In a study of parents' transition back to paid work after the birth of a child, Brough et al., (2009) observed that parents with little or no access to paid parental leave were more likely to return to work due to financial pressures. They also reported a range of negative outcomes on their personal health and wellbeing (including child attachment) and in the work sphere (reduced satisfaction). Some fathers reported difficulty accessing parental or recreational leave, and this was perceived to affect father-child attachment and also increase pressure for their partners as the primary caregivers.

Method

The research adopted both descriptive research design on Judiciary and a case study approach. Descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Orodho, 2003). Thomas (2011) refers to a case study as an analysis of persons, events, decisions, periods, projects, policies, institutions or other systems that are studied holistically by one or more methods. This helps the researcher to gain a sharpened understanding of why the instance happened as it did and what might become important to look at more extensively in future research.

Area of Study

The area of study was the Anambra State Judiciary, in which the impact of work-life balance on the productivity/performance of judiciary personnel was examined.

Population of the Study

The target population of interest in this study was a total of 200 Anambra State Judiciary employees. For the purpose of this work, the target population constituted only the Anambra State Judiciary employees who were willing to provide pertinent information sought by the researcher. The study target population was divided along the three Senatorial Zones – Anambra South; Anambra North; and Anambra Central. Two hundred copies of the study questionnaire were administered on these prospective respondents from which 160 useable copies were retrieved.

Sample Size and Sampling Technique

From the 160 useable questionnaire copies retrieved, an appropriate sample size was calculated. A representative sample with known confidence and risk levels was selected, using the Taro Yamane (1967) formula; obtaining a size of 134. An appropriate response rate (83.75%) was thus determined. The Bowler's formula was subsequently employed for proportionality of sample distribution along the three senatorial zones.

Table 1: Target Population and Sample Size along Senatorial Zones

STRATUM	POPULATION(N)			SAMPLE SIZE (n)		
	An- South	An-North	An-Central	An-South	An-North	An-Central
Magistrates	12	10	10	10	8	8
Executive Officers	18	16	14	16	12	12
Court Assistants	30	26	24	24	22	22
TOTAL	160			134		

Source: Field Survey, 2018

Data Collection

The study collected both primary and secondary data during the study. Primary data was collected using questionnaires that were given to the Judiciary employees (magistrates, executive officers and court

assistants) who formed units of observation for the study. These selected Anambra State Judiciary respondents were specifically targeted for their ability to provide pertinent information to the study. Since Court Judges are often difficult to get, they were not included in this study. The questionnaire contained both structured and unstructured questions. This is because of their simplicity in the administration and scoring of items as well as data analysis (Babbie, 2009). The secondary data comprised of materials that were considered relevant and were obtained from library, internet, magazines and personnel file in the respective senatorial zones.

Reliability and Validity of Research Instruments

The study used questionnaire as the research instrument. This is because of their simplicity in the administration and scoring of items as well as data analysis (Baron, 2007). The study utilized quantitative and qualitative questionnaire that was developed for generating information on key variables of interest from the targeted respondents in this study. The research also undertook desk review of existing information about the study areas and collected qualitative data through in-depth interview from respondents who were conversant with the subject through various interactions or experiences. While reliability has to do with consistency in measurement, the concept of validity conveys the notion of the extent to which the instrument measures what it claims or intends to measure. This study instruments significantly satisfy these psychometric requirements.

Data Analysis

To ensure easy analysis, the questionnaires were coded according to each variable of the study to ensure accuracy during analysis. Quantitative data was analyzed by employing descriptive statistics and inferential analysis using statistical package for social science (SPSS) version 21 and excel. This technique gave simple summaries about the sample data and present quantitative descriptions in a manageable form, (Orodho, 2003). Together with simple graphics analysis, descriptive statistics formed the basis of virtually every quantitative analysis to data, (Kothari, 2005).

The study further adopted a multiple regression model at 5% level of significance and 95% level of confidence to establish the strength and direction of the relationship between the independent variables (flexible working schedules and leave programs) and the dependent variable (employee performance).

An Analysis of Variance (ANOVA) was also be used to measure statistically the significance in predicting how flexible working schedules and leave programs influence employ productivity in the Anambra Sate Judiciary. The test of significance involved the use of squared moment correlation coefficient, the R square, as a measure of significance. The coefficient is a standard measure of an assumed linear relationship between variables. A coefficient of value between (+ve) 0.5 and (-ve) 0.5 or higher indicates a strong relationship and by extension a significant variable in influencing the trend of the dependent variable. The findings were presented using tables generating quantitative reports through tabulations, and percentages (Kothari, 2008).

Reliability analysis

The standard minimum value of alpha of 0.7 is recommended (Amin, 2005) as the minimum level for item loadings. The outcome of the analysis of variables of this study met this mark as shown in table 2. From the results as shown in table 2; the constructs used in the study were for each objective which formed a scale. The table shows that Flexible Working Schedules had the highest reliability ($\alpha = 0.8856$), followed by Leave Programmes ($\alpha = 0.8777$). This illustrates that the two variables were reliable as their reliability values exceeded the prescribed threshold of 0.7.

Table 2: Reliability Analysis

VARIABLE	NUMBER OF VALID ITEMS	CRONBACH ALPHA
Flexible Working Schedules	6	0.8856
Leave Programmes	10	0.8777

Source: Field Survey, 2018

Demographic Information

Gender of Respondents

The research went further to establish the gender of the respondents from the identified areas of study. From the results it was found out that 70.94% of the respondents were male and 29.06% were female. This infers that majority of the respondents were male working in the study area. The high percentage of male respondents may be attributed to the opinions commonly held about gender roles in judiciary that they are initiated and managed by men and may reflect the impact of advocacy for gender mainstreaming in the judiciary sector.

Age of respondents

From the findings the highest percentage of the respondents 54.72% was 31 to 40 years of age, 24.53% for 41 to 50 years, 7.75% for 18 to 30 years and 13.21% above 50 years. This implies that majority of employees in the judiciary were young and understand the influence of work life balance on employee productivity in the judiciary.

Duration of service

From the analysis, most of the respondents (45.55%) had worked for 10 - 20 years, 15.55% for 1 – 10 years, and 38.90% for more than 20 years. This implies that the respondents had worked for a relatively considerable period to give credible information relating to this study.

Analysis of the Variables

Flexible working schedules on employee productivity in Judiciary

The study sought to examine the influence of flexible working schedules on employee productivity in Anambra State Judiciary. The findings were as shown in table 3.

Table 3: Flexible Work Schedules and Employee Performance

RESPONSE	FREQUENCY	PERCENTAGE
Yes	38	28.30
No	96	71.70
TOTAL	134	100

Source: Field Survey, 2018

From Table 3 above, the majority (71.70%) of the respondents were of the opinion that flexible working schedules were not applicable in the Anambra State Judiciary while 28.30% cited that flexible working schedules were applicable in the judiciary. This indicates that at least some level of flexible work schedules were actually applicable in judiciary. The respondents were further required to indicate the extent to which the available flexible working schedules influence employee productivity. From the responses, the majority of the respondents (45.45%) stated that flexible working schedules did influence employee productivity, but only to a very low extent; 33.35% to a low extent; 12.25% to moderate extent; 3.80% to a great extent and 5.15% to a very great extent.

Statements of the influence of Flexible Work Schedules on Employee Performance

The study sought to establish the extent to which the respondents agreed or disagreed with given aspects of flexible working schedules' influence on employee productivity. A scale of 1-5 was used. The scores "Strongly agree" and "Agree" were represented by mean score, equivalent to 1 to 2.5 on the continuous Likert scale ($1 \leq \text{Agree} \leq 2.5$). The scores of 'Neutral' were represented by a score equivalent to 2.6 to 3.5 on the Likert scale ($2.6 \leq \text{Neutral} \leq 3.5$). The score of "Disagree" and "Strongly disagree" were represented by a mean score equivalent to 3.6 to 5.0 on the Likert Scale ($3.6 \leq \text{Disagree} \leq 5.0$). The results were presented in mean. The mean was generated from SPSS version 2.1 and is as illustrated in Table 4 below.

From the analysis in table 4 below, responses to the questionnaire item "workplace doesn't provide technological resources that allow me to work from home if I have family affairs to attend to" yielded a mean value of 1.6; responses to the questionnaire item "Part time working schedule affects level of employee

productivity” yielded a mean value of 1.2; responses to the questionnaire item “Long daily and weekly working hours cause conflicts between my work and my relationships with my family” yielded a mean value of 1.5; while responses to the questionnaire item “Employees always finish work on time because of flexible work schedule” yielded a mean value of 1.4

This tends to suggest that lack of flexible work schedules negatively influence employee productivity in the Anambra State Judiciary. The findings are in line with the submission by Davies (2008) who stated that flexible working schedules motivate employees and is an important factor that positively enhances employee productivity.

Table 4: Flexible Work Schedules influence on Employee Productivity

STATEMENT	STRONG LY AGREE	AGRE E	NEUTR AL	DISAGR EE	STRONG LY DISAGRE E	MEA N
Workplace doesn’t provide technological resources that allow me to work from home if I have family affairs to attend to.	48	38	28	5	15	1.6
Employees always finish work on time because of flexible work schedule.	64	30	30	5	5	1.4
Part time working schedule affects level of employee productivity	48	38	28	5	15	1.2
Long daily and weekly working hours causes conflicts between my work and my relationships with my family.	50	36	28	5	15	1.5

Source: Field Survey, 2018

Leave Programmes

The second study objective was to explore the influence of leave programmes on employee productivity in the Anambra State Judiciary. The findings were as shown in table 5.

Table 5: Leave Programmes and Employee Productivity

RESPONSE	FREQUENCY	PERCENTAGE
Yes	81	60.37
No	53	39.63
TOTAL	134	100

Source: Field Survey, 2018

From the study findings in Table 5 majority (60.379%) of the respondents agreed that leave programmes did influence employee productivity in the State Judiciary while 39.63% posited that leave programmes did not have any influence. This shows that leave programmes constitute a crucial factor in employee productivity in the Anambra State Judiciary.

This implies that leave programmes actually influence employee performance. This is in agreement with Boles & Lynch's (2004) argument that leave programmes positively influence employee work performance. The respondents were further asked to indicate the extent to which leave programmes influence employee productivity. The information is as shown in Table 6.

Table 6: Extent to which Leave Programs influence Employee Productivity

EXTENT	RESPONDENTS	
	FREQUENCY	PERCENTAGE
Very Great Extent	60	44.78
Great Extent	47	35.07
Moderate	23	17.16
Low Extent	2	1.49
Very Low Extent	2	1.49
TOTAL	134	100

Source: Field Survey, 2018

From the results of the study in Table 6, the majority of the respondents (46.34%) stated that leave programmes influenced employee productivity in the Judiciary to a great extent; 41.46% to a very great extent; 7.31% to a moderate extent; 2.43% to a low extent and 2.43% a very low extent. This means that leave programmes influenced employee work performance to a great extent. This result agrees with Boles & Lynch's (2004) argument that leave programmes positively influence employee productivity.

Employee Productivity at Judiciary

The study, additionally, sought to establish the influence of work life balance on employee productivity. The findings were as shown in Table 7 below.

Table7 : Work Life Balance and Employee Productivity

RESPONSES	FREQUENCY	PERCENTAGE
Yes	76	56.60
No	58	43.40
TOTAL	134	100.00

Source: Field Survey, 2018

From the study findings in Table 7, majority of the respondents (56.60%) agreed that work life balance did influence employee productivity in the Judiciary while 43.40% posited that work life balance did not influence employee productivity. This suggests that work life balance is an important factor on employee productivity in the Anambra State judiciary. The finding is in agreement with a study by Oswald (2012) who posited that work life balance influences employees' work performance.

The study sought to examine and possibly establish that optimal work-life balance engenders improved work efficiency, work quality, job satisfaction, employee motivation and employee productivity in the judiciary. According to the findings it shows that most of the respondents indicated that improved efficiency, quality, job satisfaction and employee motivations toward enhanced productivity are, to a great extent, influenced by the dimensions of a good work life balance. This implies that these factors are a good measure of employee performance in the Anambra State Judiciary.

Regression Analysis

The study adopted a multiple regression analysis to establish the relationship of the independent variables and the dependent variable - employee work performance. The results are shown in Table 8. The Coefficient of Determination (Adjusted R^2) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables; or the percentage of variation in the dependent variable (Employee performance) that is explained by the two relevant independent variables dimensions (Flexible Work Schedules, Leave Programmes).

Table 8: Model Summary

MODEL	R	R SQUARED	ADJUSTED R SQUARED	STD. ERROR OF ESTIMATE
1	.901 ^a	.881	.771	.2102

a. Predictors: (Constant) Flexible working schedules, Leave programs

Source: Field Survey, 2018

The independent variables studied explained 77.10% of the influence employee productivity – the flexible work schedules and Leave programmes as represented by adjusted R^2 . This means that factors outside this research contribute 22.90% influence on employee performance in the State Judiciary.

Table 9 Analysis of Variance^a

MODEL	SUM OF SQUARES	Df	MEAN	F	Sig
Regression	22.788	2	5.697	33.0548	.0002 ^b
Residual	8.2728	131	.17235		
TOTAL	123.148	133			

a. Dependent Variable: Employee productivity in Judiciary

b. Predictors: (Constant), Flexible working schedules, Leave programs Critical Value=12.654

From the ANOVA statistics in Table 9, the study showed that the regression model had a significance level of 0.2% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-Value) was less than 5%. The calculated value was greater than the critical value ($33.0548 > 12.654$) an indication that Flexible Work Schedules and Leave Programmes do actually influence employee productivity.

Table 10. Regression Coefficients^a

MODEL	UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS	T	Sig
	B	STD. ERROR	Beta		
(Constant)	12.578	2.065		2.339	.001
Flexible Working Schedules	.893	.156	.235	3.366	.001
Leave Programmes	.551	.336	.309	2.269	.005

a. Dependent Variable: Employee performance in the Judiciary

The researcher conducted a multiple regression analysis so as to determine the relationship between the dependent variable and independent variables. This shows that flexible working schedule contributes more to Employee productivity in the Judiciary followed by leave programmes. At 5% level of significance and 95% level of confidence, flexible working schedules showed a 0.001 level of significance, and leave programs had a 0.005 level of significance; hence the more significant factor was the flexible work schedules variable.

Summary of Findings

Flexible Working Schedules

From the study it was revealed that flexible working schedules influenced positively employee productivity at judiciary. The study found out that it influenced employee productivity at judiciary to a great extent. The study also established that respondents agreed technological resources that allow flex time, part time and timework influenced employee productivity at judiciary. The variable was statistically significant at the 0.05 level of significance and influence was of great strength on employee productivity at the judiciary.

Leave Programmes

Further the study established that the various leave programmes determine employee work performance at the judiciary. These leave programmes influenced employee productivity at the Anambra State judiciary to a great extent. According to the regression analysis, this variable was statistically significant at the 0.05 level of significance.

The study concludes that flexible working schedules and leave programs determine the employee productivity at judiciary. The flexible working schedules plays a critical role as it was the most significant factor followed by leave programmes equally played a significant role in influencing employee productivity at the Anambra State Judiciary. The study also concludes that 77.10% of flexible work schedules and leave programmes variables actually accounted for employee productivity at the Anambra State.

Further, the study also revealed that flexible working schedules such as part time, telework and flexible time work are great determinants of employee productivity. Finally, the study revealed that leave programmes such as maternity, study, sick, recreational and compassionate leave when offered to employees as permissible by the organizational work dynamics, would influence employee productivity to a great extent. Certainly this goes a long way to improve employee ability and productivity at judiciary. This study concludes therefore that flexible work schedules and leave programmes positively impact employee productivity at the Anambra State Judiciary.

Conclusions and Recommendations

This study sought to investigate and establish the influence of work-life balance on employee performance productivity in Nigeria. In the larger global arena, most studies are done in industries and companies. Moreso very little research works have been conducted to explore the impact of work-life balance on employee productivity particularly in government institutions. This is part of the reasons why this researcher calls for further studies to be undertaken in Nigeria. The researcher also recommends further studies on effectiveness of Work-Life Balance policies in organizations. Similar studies should also be conducted on the other contemporary trends in HR Management to provide realistic and contextual solutions to these work-life balance challenges in Human Resource Management.

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