

Original Article

Work-Life Balance and Employee Performance of Female Academic Staff of Public Tertiary Institutions in Anambra State

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Abstract: *The work-life balance and productivity of female academic staff at a few public tertiary institutions in Anambra state were examined in this study. Examining the connection between work-overload and employee performance was one of the explicit goals. In order to determine the connection between workplace-family conflict and worker performance, to investigate the strength of the link between employee performance and occupational stress.*

Three hypotheses were developed in accordance with the aforementioned goals to direct the study. A survey design was employed in the study's execution. 600 female employees from the twelve (12) public tertiary institutions who made up the study's population. Using the Borg and Gall formula, a sample size of 115 people was drawn from the general population. We gathered information from both primary and secondary sources. For data collection, a questionnaire with a 5-point Likert scale was employed. The statistical package for social sciences (SPSS version 23) was used to analyse the data using the Pearson Product Moment Correlation Coefficient at 0.05 probability threshold of significance. Findings indicated that: work-overload did not significantly ($r = .113$, $p = .433$, $p\text{-value} > .05$) affect performance of female academic staff of selected public tertiary institutions in Anambra state, work-family conflict did not significantly affect ($r = .052$; $p=.409$; $p\text{-value} > .05$) performance of female academic staff of selected public tertiary institutions in Anambra state, lastly job stress did not also significantly ($r = .038$; $p= .552$; $p\text{-value} > 0.05$) affect performance of female academic staff of selected public tertiary institutions in Anambra state Nigeria. The study found that family-friendly workplace practises had a considerable positive impact on how these women employees were able to reconcile their home and professional life. It was advised that management and supervisors of public tertiary institutions should develop policies emphasising the integration of work and family obligations. The organisations should also offer flexible work schedules because doing so could lessen employee annoyance by removing overly busy schedules and give workers the opportunity to balance their conflicting responsibilities at home and at work.

Keywords: *Work Life Balance, Work-Load, Work-Family Conflict, Job Stress and Performance.*

I. INTRODUCTION

A balance between work and personal life, which make up the two primary spheres of a person's social world (Leslie et al., 2019), is now essential in the modern era. The term "work" is typically used to refer to formal paid employment in an organizational context, while "personal life" is the non-work sphere that includes family, education, travel, fitness, health, and other things of the sort (BenitoOsorio et al., 2014; Kalliath & Brough, 2008 as cited in Mayya et al., 2021). According to Schubert-Irastorza and Fabry (2017), the higher education sector is currently more scrutinised than ever before, and the Tertiary Education System is under a lot of strain at work (Sliškočić & Maslić Seršić, 2011 as cited in Mayya et al., 2021). The higher education environment is now diverse and complex due to factors including global rivalry, the free market, technological innovation, and privatisation of higher education (Shrivastava & Shukla, 2017). Teaching is a time-consuming task that requires the instructor to complete a lot of paperwork on time (Bhatnagar, 2018). Academic time is required for the preparation and delivery of courses, lessons, examinations, and student guidance (Alboliteeh, 2019; Chandra & Varghese, 2019; Muben & Karim, 2018). The academic staff has a responsibility to complete the obligations given to them by their department, school, or professional organisations. Academies are also intended to publish, serve as reviewers, participants, or organisers of professional/community development programmes that add to the corpus of knowledge in their respective fields of study (University Grants Commission, 2019). Being an academic, a spouse, a mother, and a friend are just a few of the responsibilities placed on women in academia by their jobs, families, and personal lives (Dutta et al., 2011). Academics are responsible for teaching, grading, supervising, conducting research, and handling administrative tasks. This can result in



disagreements over time and pressure from having to juggle demands from both work and non-work realms (Macaskill and Reidy, 2016). Due to the blending of responsibilities, these multiple chores may prevent time from being spent on other activities. Long and unsociable work hours may result from this, which can mean less time spent on the family and other crucial facets of life. Studies show that academic staff in higher education programmes experience work stress owing to work overload, despite the fact that the academic community benefits from benefits like leave or semester/year breaks, incentives, the opportunity for professional promotion, support services, etc. (Beddoes & Pawley, 2014; Lakshmi & Prasanth, 2018; Ren & Caudle, 2016). There are instances when demands from both work and nonwork activities conflict. Because of the intense competition at work, employees who want to offer everything their best view WLB as an impossibility (Tummala, 2016). This notion led the researchers to decide to investigate the link between employee performance of female academic staff at public tertiary institutions in Anambra state, Nigeria, and work-life balance.

II. PROBLEM STATEMENT

There is proof that greater levels of employee performance are associated with work-life balance. An engaged worker that is happy with their work is a tremendous asset to the company. Unfortunately, lecturers have a tremendous amount of work to do on a daily basis, including creating lesson plans, marking papers, conducting research, supervising students, and participating in community service projects both inside and outside of the school. Research and writing, which are typically done in the evenings and on weekends, have been shown to consume the majority of academics' time. If proper precautions are not taken, this could lead to family conflicts, especially among female academics who need these hours to care for their homes and raise their families. These continued to worry female academics. It has been difficult for women to strike a balance between job and personal life despite their increased efforts. This study aims to evaluate the work-life balance and employee performance of female academic staff in the chosen public tertiary institutions in Anambra state, Nigeria, in an effort to address the issue.

A) Objectives of the Study

The study's particular goals are;

To investigate the connection between employee performance and workload

To determine the connection between employee performance and work-family conflict

To assess the strength of the link between workplace stress and worker performance

B) Scope of the Study

The study examined the work-life balance and productivity of female academic staff members working in public tertiary institutions in Nigeria's Anambra state. It examined work-overload, work-family conflict, job stress, and its connection to female academic staff members' performance.

The survey was conducted in ten LGA across the state at twelve carefully chosen public tertiary institutions. The only group that made up the target demographic was the female academic staff at the chosen institutions. This study covered the period from July to October, 2022 as time scope.

III. LITERATURE REVIEW

A) The Concept of Work-Life Balance (WLB)

In order to enable employees to manage work and personal duties and hence increase employee loyalty and productivity, supportive and healthy work environments must be established and maintained (Maryam, and Feza, 2019). The definition of work-life balance has been interpreted differently by several authors, hence there is no agreement on what it means. The notion was described by Barrera 2007 (as mentioned in Miebaka & Constance 2020) as employers collaborating with their staff to establish agreements that take into account both the needs of the company and the personal lives of the staff members. This definition makes it abundantly obvious that both the employer and the employee share responsibility for achieving balance (Barrera 2007 as cited in Miebaka & Constance 2020).

a. Work-Overload

Workload refers to the responsibilities assigned to an employee as part of his job description at his place of work; it also means the set of statutory tasks and responsibilities that are assigned to an employee which he/she must accomplish at a given time (Opunne & Fekarurhobo 2021). The amount of work assigned to a person for a job is known as their workload, according to Tulangow et al. (2018). Work overload on the other hand is when a person has too much work to do in a given time (Opunne & Fekarurhobo 2021). The degree to which employees are expected to perform more work than can be reasonably anticipated in a particular period is known as work-overload. Caplan1999 (as cited in Hara, Zaeema, and Iram 2017).

b. Job Stress

When the demands of the workplace do not align with the needs, resources, or abilities of the employee or worker, detrimental emotional and physical reactions result (Syed, Muhammad, Mehboob, 2017). Due to factors relating to their jobs, this circumstance puts strain on the workers; in the literature on organisational behaviour, this pressure is referred to as job stress (Mensah, & Amponsah-Tawiah, 2016).

c. Work-Family Conflict

Work-family conflicts arise when demands from one function, typically at work, interfere with a person's ability to meet demands from a different job in a different domain, typically the home. Prior to Greenhaus and Beutell (1985) pointing out its bi-directionality, work-family conflict was previously believed to be a unidirectional concept. This notion was further examined and supported by Frone et al. (1997 as quoted in Nwugbalsla 2016). The first concept is work to family conflicts, which refers to how work affects family responsibilities (Syed, Muhammad, Islamabad, and Mehboob 2017). The second concept is family-work conflicts, which refers to inter-role conflicts that have an impact on how much time employees devote to their families and how much pressure this puts on them to perform work-related tasks.

B) The Concept of Employee Performance

Employee performance was described by Faza and Zazir (2015) (as referenced in Khalel 2019) as answers in the form of behaviours that reflect what the employee has learnt or the type of training they have received; it also includes the results of their mental and psychological capacities. Employee performance is defined as an indicator of completing a planned task within a certain time frame in accordance with the job description (Iqbal, Ijaz, Latif & Mushtaq, 2015 as cited in Irakoze & Kashosi, 2019). Employee performance can be considered as the extent to which a person is able to complete the task entrusted to him successfully, subject to the usual restrictions of reasonable utilisation of the available resources, according to Dar et al. (2011) (as cited in Udu & Eke (2018)). The overall perception of an individual's behaviour in running an organisation successfully is what determines an employee's performance (Kombo & Oloko, 2014 as cited in Udu & Eke, 2018).

C) Theoretical Framework

The Work-Family Border Theory, Compensation Theory, and Spillover Theory served as the foundation for this study.

a. Spill-Over Theory

Guest proposed this hypothesis in 2002. The relationship between work-life balance and employee performance is clearly explained by the spillover theory. According to the theory, people transfer the values, emotions, attitudes, skills, and behaviours they develop in one area of their lives to another (Piortrkowski, 1979; Belsky, Perry-Jenkins, and Crouter, 1985; Powell & Greenhaus, 2010, Lakshmypriya & Krishna, 2016); this is why there is a spillover between these systems.

b. The Compensation Theory

According to Lambert's (1990) Compensation Theory, individuals seek to make up for a lack of happiness in one area (such as their jobs or personal lives) by seeking out more fulfilment in the other. The workplace and family life are predicted to be a part of the same environment by compensation theory. However, there is a balancing influence between home and work. In most cases, compensating for what is lacking in one environment may be done in another. If one is not satisfied at work, a more fulfilling time at home may make up for this poor experience (Young & Kleiner, 1992).

c. Work-Family Border Theory

S.C. Clark, a scholar, created this hypothesis in 2000. Only the areas of job and family are covered by the theory. According to the notion, people frequently cross borders as they commute to and from their places of employment. This theory is predicated on the idea that humans only play a part inside the boundaries of specific life domains that are divided by borders, sometimes known as temporal, physical, or emotional lines (Clark, 2000). One of the challenges the theory addresses is the crossing of borders, particularly between the home and work spheres.

D) Empirical Review:

A number of related studies have been carried out, on work-life balance, and these includes:

Work-Life Balance and Women Academics in Higher Education: A Comparative Study of the UK and Nigeria was the subject of research by Oginni, E. (2022). The study examined how time-based conflict affected the lives of female academics. It made use of spillover theory to comprehend the positive and negative spillover between these women's work and non-work domains. Three techniques were used for this research: interviews, diary studies, and participatory visual methods. The researcher settled on a sample size of 40, which was in accordance with the suggestions for the right sample size made by Dworkin (2012) and McIntosh and Morse (2015). Purposeful sampling was chosen for this study. This sample size was, however, decreased to 30 for female academics and 4 for HR representatives and the Athena SWAN self-assessment team, resulting in a total sample size of 34. The type of data was the primary factor in choosing to use qualitative data analysis because the information acquired through participatory visual methods, diary studies, and interviews is mostly composed of

words and images and is therefore quite qualitative in character. The results indicated that hourly-paid, full-time, part-time, and female academics worked lengthy and solitary hours. This had a detrimental impact on both married and single people, with and without children, but the impact on those with children was higher. Additionally, having a lot on my plate interfered with my personal time and family time.

In order to ascertain the effects of workplace stress and workload on turnover intention as well as the mediating function of job satisfaction in universities in Malaysia, Anees, Heidler, Cavaliere, and Nordin (2021) conducted a study. The poll for this study included 140 academics and management professionals in total. The data analysis method employed was partial least square structural equation modelling. The findings revealed that workload and job stress both positively impact turnover intention, but job satisfaction acts as a mediator in this connection.

The work-life balance of female professors at the Arts and Science College in Trichy, Tamil Nadu, was assessed by Saravanan in 2021. The study's major goal was to determine the different levels of work-life balance experienced by female teachers. It also looked at the numerous sociodemographic characteristics that may have an impact on this balance. In order to obtain primary data for this study, the researcher chose 100 respondents as samples. The data were examined using the statistical package for social science (SPSS). The results of this survey showed that more than 50% of female teachers and more than 25% of female employees had poor work-life balance, respectively. According to this study, there was no correlation between work-life balance and a woman's age, marital status, family structure, years of job experience, or nativity background. The monthly income and the women instructors' ability to combine their job and personal lives also showed a good correlation.

In order to investigate the effects of work overload and work hours on employees' performance in a few industrial industries in Ogun State, Ukwadinamor and Oduguwa (2020) conducted a study. Employees from Unilever Plc, Lafarge Cement, Reckitt Benckiser, GZ Industries Limited, and Evans Medical Plc made up the study's population, which included a total of 26754 participants. 400 people made up the study's sample. It was discovered through the use of a descriptive survey research methodology and linear regression analysis of the data that work-overload and work hours have a substantial impact on employees' performance.

In order to ascertain the impact of work satisfaction on organisational commitment of library staff in public institutions in South-West Nigeria, Adewoyin, Ikonne, and Madukoma (2020) conducted a study. 346 professionals and paraprofessional library staff from 16 public (federal and state) colleges in Southwest Nigeria made up the study's population. Total enumeration sampling was used to completely count the library staff members chosen for the study because the population of the study was neither deemed to be too large nor too small. Utilising a tested questionnaire, data were gathered. Inferential statistics, such as multiple regression analysis, were used to test the hypotheses while descriptive statistics, such as frequency, percentages, mean, and standard deviation, were employed to analyse the research topics. The results demonstrated that job satisfaction had a substantial impact on library staff members' organisational commitment.

A study was conducted by Faturrahman, Parminto, and Irwansyah in 2020 to ascertain the impact of work stress, workload, and the surrounding conditions on Mulawarman's non-civil servant employees' intentions to leave their jobs. In this study, data were collected by observation, interviews, and questionnaires. Survey research methodologies were also used. The Slovin formula was used to get the sample size, which was 100 employees for the study. Data analysis methods included simple regression and multivariate regression. The study's findings indicated that intention to turnover is somewhat influenced by work stress.

IV. METHODOLOGY

A) *Research Design*

Because surveys may easily provide information on huge groups of people, this study adopted them for a more in-depth investigation. A 5-point Likert scale will be used for each item in the survey instrument that will be constructed for the study's data collection.

B) *Area of Study*

Nigeria's Anambra State South-East served as the study's subject area. "Light of the Nation" is its state motto. Its limits are defined by Delta state to the west, Imo state to the south, Enugu state to the east, and Kogi state to the north. It includes twenty one local government areas. The Igbo, which make up 98% of the entire population in Anambra State, and the Igala, who make up just 2% of the overall population, are the indigenous ethnic groupings.

C) *Sources of Data*

Two sources were employed to compile the necessary information during the course of the research. Primary and secondary sources of information are among them.

a. Primary Source of Data

The study sample, which consisted of female academic employees at particular public tertiary institutions, was surveyed using systematically designed questionnaires. The majority of the data gathered represented facts, observations, and events that the researchers had originally collected.

b. Secondary Source of Data

Secondary data consists of already published information from libraries, archives, and government agencies. The researchers searched the internet for recent books and journals in addition to the aforementioned sources to compile the data for the study.

D) Population of the Study

Only female academic personnel at particular public tertiary institutions in Anambra state served as the study's target group. A population of 600 female academic staff working in the fourteen (14) selected public tertiary institutions located in ten (10) local government area of the state was collected. Two public universities, two public polytechnics, two public colleges of education, four technical colleges, and four health and nursing schools from the state served as the study's tertiary institutions. These institutions include; The Nnamdi Azikiwe University Awka (UNIZIK), Chukwuemeka Odumegwu Ojukwu University Igbariam (COOU), Federal Polytechnic Oko (OKO POLY), Anambra state Polytechnic Mgbakwu (ANSPOLY), Nwafor Orizu College of Education Nsugbe, Federal College of Education technical Umunze, Anambra state College of Health Obosi, School of Nursing Nnamdi Azikiwe University Nnewi, School of Post Basic midwifery Odumegwu Ojukwu University Nkpor, School of Health information and management Nnewi, Government Technical College Onitsha, Government Technical College Umuchu, Government Technical College Umunze and Government Technical College Umueri. The researchers selected these institutions based on their activeness and popularity in the state.

E) Determination of the Sample Size

The Borg & Gall formula from 1973 was used to calculate the sample size for this study. In terms of statistics, the Borg & Gall (1973) sample size formula is as follows:

$$n = (Z_x)^2(e) [N]$$

$$(Z_x)^2 = \text{Confidence level at } 0.05$$

$$e = \text{Error of margin } (0.05)$$

$$N = \text{Population of Interest} = 600$$

$$X = \text{Significance Level}$$

Substituting in the formula, we have:

$$n = (1.960)^2 (0.05) [600]$$

$$= 3.8416 \times 30$$

$$n = 115$$

$$\text{Sample size} = 115$$

a. Quota Sampling Technique

The proportion of respondents for each institution chosen for the study was determined using the quota sampling method. As a result, Bowley's Allocation was used to calculate the quota for each school.

$$nh = \frac{nNh}{N}$$

Where

nh = number of units allocated to each sub group

Nh = no of respondent in each sub group

n = Total sample size

N = Total population size

Table 1: Proportion of Population and Sample Size for Each Institution

S/N	INSTITUTIONS	L.G.A LOCATED	POPULATION SIZE	SAMPLE SIZE FROM EACH INSTITUTION	
	UNIVERSITIES				
1	UNIZIK	AWKA SOUTH	155	$\frac{155 \times 115}{600} = 30$	
2	COOU	IHALA	75	$\frac{75 \times 115}{600} = 14$	
	POLYTECHNICS				
3	FED.POLY.OKO	ORUMBA NORTH	140	$\frac{140 \times 115}{600} = 27$	
4	ANSPOLY	AWKANORTH	25	$\frac{25 \times 115}{600} = 5$	
	COLLEGES OF EDUC.				
5	TECHNICAL	ORUMBA SOUTH	50	$\frac{50 \times 115}{600} = 9$	
6	NSUGBE	ANAMBRA EAST	35	$\frac{35 \times 115}{600} = 6$	
	HEALTH & NURSING				
7	COLL. OF HEALTH OBOSI	IDEMILI NORTH	20	$\frac{20}{600} = 4$	
8	SCH. OF NURS NNEWI	NNEWI NORTH	20	$\frac{20}{600} = 4$	
9	MIDWIFERY NKPOR	IDEMILI NORTH	20	$\frac{20}{600} = 4$	
10	HEALTH & IMFORM	NNEWI NORTH	20	$\frac{20}{600} = 4$	
	TECHNICAL COLLEGES				
11	GOVT. TECH. ONITSHA	ONITSHA NORTH	10	$\frac{10}{600} = 2$	
12	GOVT. TECH.UMUCHU	AGUATA	10	$\frac{10}{600} = 2$	
13	GOVT. TECH.UMUNZE	ORUMBA SOUTH	10	$\frac{10}{600} = 2$	
14	GOVT. TECH.UMUERI	ANAMBRA EASTH	10	$\frac{10}{600} = 2$	
	TOTAL		600	115	

Source: Researcher field survey and computation, 2022

F) Method of Data Analysis

At a significance level of 0.05, the Pearson Product Moment Correlation Coefficient was used to analyse the data. A popular statistical technique for assessing relationship between variables is the Pearson Product Moment Correlation Coefficient.

When the obtained probability value (p-value) was greater than 0.05, the null hypothesis was accepted; however, when it was less than 0.05, it was rejected.

Research Question 1

How much does work-overload affect how well employees perform?

Table 2: Pearson’s Correlation between Employee Work-overload and Employee performance

Variables	N	Work-overload	Employee Performance	Remark
Work-overload	115	1	.113	Very LowExtent
Employee Performance	115	.113	1	

According to the findings in Table 2, there was a .113 correlation coefficient (r) between employee workload and performance according to Pearson's analysis. This result suggests that there is very little correlation between the two variables. This suggests that there is relatively little correlation between employee performance and work-overload.

Research Question 2

What kind of connection is there between employee performance and work-family conflict?

Table 3: Pearson’s Correlation between Work-family Conflict and Employee performance

Variable	N	Work-family conflict	Employee performance	Remark
Work-family conflict	115	1	.052	Very low positive relationship
Employee Performance	115	.052	1	

The outcome of Pearson's correlation between employee work-family conflict and performance is shown in Table 3. Employee work-family conflict has a very weakly positive association with employee performance, as indicated by the Pearson's r of .052.

Research Question 3

How much does job stress affect an employee's performance?

Table 4: Pearson’s Correlation between Employee Job Stress and their Performance

Variables	N	Job stress	Employee Performance	Remark
Job stress	115	1	.038	Very Low Extent
Employee Performance	115	.038	1	

The outcome shown in Table 4 demonstrates that there was a .038 correlation coefficient (r) between employee job stress and performance. This result demonstrates that there is a very weak correlation between the two variables, indicating a weak connection between employee performance and workplace stress.

Research Question 1& Hypothesis 1

Correlations

Correlations			
		Work-overload	Employee performance
Work-overload	Pearson Correlation	1	.113
	Sig. (2-tailed)		.072
	N	115	115
Employee performance	Pearson Correlation	.113	1
	Sig. (2-tailed)	.072	
	N	115	115

Research Question 2& Hypothesis 2

Correlations			
		Family work conflict	Employee performance
Family work conflict	Pearson Correlation	1	.052
	Sig. (2-tailed)		.409
	N	115	115
Employee performance	Pearson Correlation	.052	1
	Sig. (2-tailed)	.409	
	N	115	115

Research Question 3& Hypothesis 3

Correlations			
		Job stress	Employee performance
Job stress	Pearson Correlation	1	.038
	Sig. (2-tailed)		.552
	N	115	115
Employee performance	Pearson Correlation	.038	1
	Sig. (2-tailed)	.552	
	N	115	115

V. DISCUSSION OF FINDINGS

The researcher used the study's aims as a reference while presenting and analysing the findings in the earlier section of this chapter.

To investigate the connection between work-overload and employee performance of female academic staff at chosen public tertiary institutions in Anambra state, hypothesis one was evaluated with correlation. The result showed that work-overload did not significantly affect ($r = .113, p = .433, p\text{-value} > .05$) employee performance of female academic staff of selected public tertiary institutions in Anambra state, Nigeria. This result contrasts with the findings of Murali, Basit, and Hassan (2017), who found that time pressure is the primary cause of job stress and has a significant negative impact on employees' performance, as well as Botwe et al. (2017), who discovered that longer working hours because of work overload is a source of work-related stress and has a negative impact on employee performance.

In order to determine the connection between work-family conflict and employee performance, hypothesis two was put to the test using correlation. The outcome demonstrated that work-family conflict did not significantly affect the performance of female academic staff at particular public tertiary institutions in Anambra state ($r = .052; p = .409; p\text{-value} > .05$). The results of the present study are at odds with those of the studies mentioned by Purwanto, Hidayat, and Asbari (2021), who claimed that work-family conflict had an impact on both workplace commitment and job satisfaction. According to the study's analysis, there is a connection between teachers' professional commitment and work-family conflict.

To test third hypothesis, Pearson's product moment correlation was used. The findings indicated that employee performance of female academic staff at selected public tertiary institutions in Anambra state, Nigeria, was not substantially impacted by job stress ($r = .038; p = .552; p\text{-value} > 0.05$). The findings of this study contradict those of Mosadeghrad (2013) study, which found a positive relationship between work stress and intention to quit.

VI. CONCLUSION

Work-life balance is crucial in determining how well individuals perform on the job by increasing job satisfaction, lowering stress, increasing retention, and lowering turnover. Female employees stated that they experience stress at work and accomplish tasks less effectively when given a heavy workload. Additionally, maintaining a healthy work-life balance is thought to be essential for lowering employees' stress levels related to their jobs, which in turn improves performance.

A) Recommendations

The study makes the following recommendations for school management in Nigeria:

- a. Ensure that personnel are not overworked and do not have longer working hours in order to keep them rested for the tasks of the following day.
- b. It is advised that the administration of academic staff at public tertiary institutions in the state of Anambra design policies that place a focus on work-family integration. The organizations should also offer flexible work schedules because doing so could lessen employee annoyance by removing overly busy schedules and give workers the opportunity to balance their competing family and work responsibilities.

B) Suggestion for Further Research

The following issues have been identified from the study as needing more research:

- a. Due to morphological disparities, there is a need to research the impact of work-life balance on male academic staff members of public tertiary institutions in Anambra state, Nigeria.
- b. A study on work-life balance should not only be conducted in the education industry but also in the banking, health, and other industries.

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