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Work Life Balance and Employees' Work Performance in Sumal Food Limited, Ibadan

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ABSTRACT

Employee's work life balance is an indispensable phenomenon that is of serious concern globally, not only to the employees, but also to a number of employers in both the private and public sectors as this is a key driver in the organization that craves for prompt achievement of its set goals and the realization of the predetermined objectives through work performance of its staff. The study examines the effect of work life balance on the employee's job performance in the Sumal foods limited, Ibadan, Nigeria. Simple random sampling technique was adopted for the study with the administration of structured questionnaire on the respondents. This was to elicit the required information. The descriptive statistics utilized for the study comprised simple percentages and tables, while inferential statistics used were regression and Pearson Product Moment Correlation (PPMC). The findings of the study showed that work life balance exerts significant and positive effect on employees' work performance ($R=.342$, $R^2=.117$, $F= 8.617$, $p<.05$) in Sumal foods. The study concluded that there is a meaningful relationship between work life balance and employees' job performance in the organization. The study therefore recommends introduction of work life balance policies that are capable of helping the organization to gain competitive edge through offer of professional schemes that focus on adequate skills on how to handle job related challenges to the employees of the company.

Keywords: Employees' Performance; Employees' Welfare; Organizational, Effectiveness; Work Commitment; and Work Life Balance

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1. Introduction

In today's world of work, employees' work life balance is an important phenomenon that is of great concern to a number of employees in both the private and public sectors as this goes beyond prioritizing the work role and one's personal life, but it as well affects in no small measure the psychological, social, economic and mental welfare of the workforce. Work-life balance is generally associated with equilibrium between the amount of time and effort devoted to work and personal activities by the employee so as to maintain an overall sense of harmony in life as this reflects in his output which affects his performance in the workplace in the long run (Clarke, Koch & Hill, 2004).

Work life balance is an essential area of human resource management that is attracting growing attention from different quarters such as government, management, and employees' representatives and researchers as well. However, the understand of work-life balance in the workplace is germane to its advancement as this is capable of helping the management to be aware of the different demands on the organization and also on its resources such as time and energy that need prompt deployment for suitable address of the issue at hand. This is supported by Orogbu, Onyeizugbe and Chukwuemeke (2015) that employees who have some measures of control over their work environments tend to suffer less stress-related ill-health, with clear implications for the concept of work-life balance. This can equally enable the organization to implement a number of work-life balance initiatives that could strengthen the workforce in ensuring balance between their works and family responsibilities, thus facilitating improvements in their well-being and organizational benefits.

In the other hand, employees' performance is very critical not only to the prompt achievement of the organization's goals, but also to its survival. Thus makes organizations to strategize and develop various schemes in motivating their employees so as for them to contribute their quotas maximally for the success of their workplaces. Employee performance is a focal point in any establishment which necessitates gearing of every organization's policy towards increasing the workers' ability to cope with the work situations or combining the commitments at work with the domestic responsibilities. However, for an organization to be able to become the market leader and at the same time remains on the top in its industry, it is expected of being capable enough to improve its employees' performance and monitoring, and which are deemed possible when the employee's welfare is prioritized through adequate and satisfactory work life balance. As stated by Orogbu, Onyeizugbe and Chukwuemeke (2015), in a situation where this does not occur, the organization is liable to be faced with several challenges which stand as a set back in the sector where such organization belongs.

The poor work life balance is a universal issue that is adversely impacting not only on the organizations' operations, but it is also a challenge that is bedeviling the employees' welfare and performance as these employees find it so difficult, if not totally impossible to strike a balance between their social life and assigned responsibilities at work. This is particularly peculiar to and experienced more in private sector or establishments where much expectation is placed on employees for work performance and service delivery, and where high performance targets are set for prompt accomplishment, thus subjecting workers to longer working hours most time. The challenge is resulted from the employees' intense competing demands amid

home and work life aside changes in the workplace and demographic factors such as long working hours, use of more complicated communication technology that makes immediate and easy contact within the working environment possible, and an aging population along with high numbers of women in the labor force (Beauregard & Henry, 2009).

According to the Department of Trade and Industry (2001), the problems that come with work-life balance do not only affect the workforce, but also their establishments. In connection with employers, the problem of poor work life balance includes employees' lateness to work, absenteeism, heightened recruitment and training costs, woeful work performance, frequent sick leave, and higher employees' turnover. To the employees, the effect can be so detrimental and colossal on mental health, employee's level of work performance in the workplace coupled with life and job satisfaction. However, in the present day, the concept has widened to involve the effect that employment poses on family wellness, individual relationships as well as stress. Employee therefore encounters work-to-life conflict in an event of experiences at work placing interference with family life as this type of clash emerges as a result of interpersonal conflict in the organization, lack of management's support, fixed or inflexible working hours, and extraordinary work overload. On the other hand, family-to-work conflict is experienced when work life is interfered with family life such as unsupportive family members, an interpersonal dispute within the family, as well as care for both the elderly and children (Baral & Bhargava, 2010).

Consistent to Chooran and Azadehidel (2015), in the contemporal time, employees desire much more from their employers than just being paid for their contributions to the organization, thus requiring the modern workplace environments to ensure full payment of attention to the human needs in the organization. This is due to the fact that the essence of quality of work life is to enhance employees' job satisfaction and work performance as well as organization's effectiveness. Consequently, it is in the light of the above that this study attempts to carry out a study on work life balance and employees' work performance in Sumal food limited, Ibadan. Sumal food limited is a private manufacturing company located at plot 2 A, block J, Oluyole industrial estate, ring road, Ibadan, Nigeria. The company is known for products such as digestive, malted milk, robut gum, drops, etc. It specializes in the manufacturing of biscuits, chewing gum, and toffees.

Research Questions

- i. Does employees' assistance programme have any effect on the employees' performance in Sumal food limited, Ibadan ?; and
- ii. What is the relationship between flexible working time and employees' work performance in the study area?

Research Objectives

The specific objectives of the study are:

- i. to examine the effect of employees' assistance programme on the employees' performance in Sumal food limited, Ibadan; and

- ii. to ascertain the relationship between flexible working time and employees' work performance in the study area.

Research Hypotheses

HO₁: There is no significant effect of employees' assistance programme on employees' performance in Sumal Food Limited, Ibadan.

HO₂: There is no significant relationship between flexible working time and employees' job performance in the study area.

2. Literature Review

Concept of Work Life Balance

Work life balance as a concept has been described variously by a number of authors, for examples, Mwangi, Boinett, Tumwet and Bowen (2017) described the term as the positive relationship that exists between work and other essential activities in life which embrace family, leisure, personal development and community development issues. That is, the concept that is normally used as a more comprehensive expression to describe policies that have been formerly termed 'family-friendly', but are presently extended beyond the scope of the family. The concept is therefore referred to as the flexible working arrangements that allow both parents and non-parents to avail themselves of working arrangements that offer a balance between work responsibilities and personal responsibilities. In the like manner, Kossek and Ozeki (1998) described work-life balance as a concept that involves proper prioritizing between work (career and ambition) on the one hand and life (Health, pleasure, leisure, family and spiritual development) on the other. They further defined the term as a satisfactory level of involvement or fit between the multiple roles in a person's life.

Work life balance is usually related with equilibrium between the amount of time and effort devoted to work and personal activities by an employee so as to maintain an overall sense of harmony in life. Abbott and De Cieri, (2008) regard work life balance as an increasing importance to both employees and employers as employees are in need of it to balance their work and non-work roles with the employers requiring it to enhance their productivity, while as the same time hope to reduce costs.

According to the Department of Trade and Industry (2001), work life balance is not just only about families and childcare, neither is it about working less, but it is about working smart, about being fresh enough to offer all that is required to both the work and home without jeopardizing one for the other as this is a necessity for everyone at different stage in life. Murithi (2017) describes the concept as a process of adjusting the pattern of work in the organization so as for the employee to benefit from a better fit between their work, family and areas of their personal life and to achieve sustainable development and profitability in long run. Work life balance means being able to balance career and personal responsibilities. In practice, however the boundary between work and life is often blurred, and many employees struggle to find- and maintain a balance.

More also, Kumar (2015) opine that work life balance is about workers having some measures of control over when, where and how they work. However, it is important to understand that work-life balance does not connote devotion of equal amounts of time to the paid work and non-paid roles; in its broadest sense, it is a satisfactory level of involvement or fit existing between the multiple roles in a person's life. Although definitions and explanations may vary, work-life balance is generally associated with equilibrium between the amount of time and effort someone allocates to work and personal activities, in order to maintain an overall sense of harmony in life. (Clarke et al, 2004).

Work-Life Balance Approaches

In line with Mwangi, Boinett, Tumwet and Bowen (2017), the management of organizations in an effort to help their employees to better balance their works and family responsibilities, gain improvements in their welfare and as well provide organizational benefits can endeavour to put in place and implement series of work-life balance initiatives. These include, but are not limited to flexible working hours, part-time work, job sharing, compressed work weeks, telecommuting, and on-site child care facility.

- i. Flexible Working Hours:** Mwangi, Boinett, Tumwet and Bowen (2017) explain that the introduction of flexible working hour in the workplace will not only afford the employees the opportunity to determine or be involved in the determination of the start and end times of their working day, but will also help them to know beforehand the number of hours to be attached to a specific work. This opportunity can as well enable them to meet the family or personal commitments during the day or to minimize their shuttling time by starting and ending work before or after the busy hour.
- ii. Part-Time Work:** Mwangi, Boinett, Tumwet and Bowen (2017) maintain that arrangement of part – time works in the workplace could permit disabled individuals or people with ill - health or even persons with limited disposable time such. Students to join the labour force, improve their skills and gain work experience.
- iii. Job Sharing:** Job sharing is one of the approaches of work life balance that is relevant where opportunities for part-time works or other schedules are inadequate as it is such an arrangement which makes it possible for two more personnel to both fill a fulltime job with responsibilities and working time divided or shared between them. This approach important to the employees at it allows them to have more time for other commitments like family responsibilities. Job sharing is equally advantageous to employers as it improves staff retention in the organization, increases productivity and merges a wider range of skills and experience in a single job. Sometimes, this kind of arrangement can as well proffer added coverage during busy periods, while guaranteeing continuity of coverage when one partner is on holidays or on sick leave.
- iv. Compressed Work Weeks:** A compressed work week an adopted approach where employees could be given work longer shifts in exchange for a reduction in the number of working days in their work cycle like a weekly or biweekly basis. This approach may be particularly beneficial to employees who desire

reduction in the number of days per week spent on a work, but who cannot financially endeavour to reduce their working hours.

- v. Telecommuting:** Another work life balance approach is telecommuting. This type of arrangement is otherwise known as telework as it can be advantageous to employees by allowing them to organize their work day around their personal and family needs; to decrease work-related expenses; reduce commuting time; and work in a less stressful and disruptive environment. Telecommuting also makes it possible for people to do at least some of their regular work from home rather than going into the office.

Determinants of Work-Life Balance

According to Akinyele, Peters and Akinyele (2016), there are some factors that Determine employees' work life balance in the workplace and which are:

i. Individual

As said by Akinyele, Peters and Akinyele (2016), an individual is the most determinant of work-life balance in any organization. This is due to the importance of human elements in any setting coupled with their indispensability among all other organizational resources.

ii. Family

Akinyele, Peters and Akinyele (2016) maintain that the difficulties experienced in the family life such attention to one's spouse or marital cares, child raising, cares for the elderly at home go a long way to impact on the employees' work life balance and these can be attributed to the time constraint at work, pressure of workload, role expectations in the family. It is further maintained that those who have the responsibility of looking after a child or take care of their elderly ones might sometimes have to risk their careers by reducing their working hours, which later turn out to be a source of stress for them. Contrariwise, those without children to look after or any elderly one to care for at home do experience less work life imbalance.

iii. Work and Organization

In relations to Akinyele, Peters and Akinyele (2016), the kind of occupation that one has and the organization in which one works matter a lot to determine one's work life balance as both takes much of one's time, endeavors and mental strength as workplace is more powerful in work-life irregularity than the family environment

iv. Social Environment

Another determinant of employees' work-life balance in the organization is social environment. This is particularly in the countries that develop with their socially collectivist attributes.

Concept of Employee's Performance

In the past, a number of definitions have been advanced on the concept of employee's work performance. For instance, Hofer (1983) describes performance as a concept connected with the occurrence under consideration. Also, Calvin (2017) considers performance as appropriate job activities that are anticipated from an employee in his organization, and how well those activities are undertaken. In the opinion of Hellriegel, Jackson and Slocum (1999), performance is the level of an individual's work achievement after the exertion of his effort. Dar, Akmal, Akram and Khan (2011) opine that the concept of performance is the

activity that a person is able to carry out successfully as this depends so much on the constraints of reasonable utilization of the resources on ground, that is, the record of outcomes made available by a distinct job function or activity during a specified period of time.

More also, Chiekezie, Nzewi, and Chukwujama (2016) in their view hold that job performance refers the set of worker's behaviour that is monitorable, measurable and assessable in terms of accomplishment at individual's level as this behaviour is expected to be in line with the organizational goals. In other words, worker's performance is a key factor to be considered for any establishment that claims to be excellent. Hence, it could be deduced from this claim that the success of the organization or its failure is dependent largely on job performance of the individual workers in the organization. It is further held that work performance is generally referred to whether an individual carries out his / her job properly or not. Therefore, performance can be viewed as almost any behavior targeted toward a task or being seen as a satisfactory performer by one's superior. This could as well be related to as goal relevant actions that are under the control of the person and equally directed toward organization's specific objectives. However, the fundamental theme of all the definitions spins round behaviour that is relevant and contribute to the attainment of the organizational goals and objectives.

According to Vijay and Indradvi (2015), employees' performance in the workplace can be considered in a number of ways comprising their behavior, attitude and motivation to achieve set goals. Vijay and Indradvi (2015) therefore enumerate four different key factors that influence the employee's performance in the course of carrying out his duties for the organization' overall development. These include:

- i. **Job Autonomy:** Job autonomy is a factor that boosts the performance in the workplace and makes it possible for individuals to have a sense of responsibility (Dean, Colarelli & Konstans, 1987), as the absence of this in the organizations could bring about problems such as decrease in productivity, performance and heightened stress.
- ii. **Organizational Support:** Fasolo, Eisenberger and Davis LaMastr (1990) affirm that the sense of belonging that employees have due to the leadership's style in the organizations goes a long way in boosting their moral towards enhanced performance. The employees are expected to ordinarily put more effort to ensure upturn in the organization's productivity when the management gives the required support.
- iii. **Training:** The effects of training on employees' development and work performance are not minimal as this in turn assists in upgrading the employees' skills and knowledge for enhanced work performance.
- iv. **Justice in the Organization:** Folger and Cropanzano (1998) express that where organizational justice is being carried out as it should, the workplace become better for it as the workers 'commitment level increases towards the quick realization of the organization's predetermined goals and set objectives.

Empirical Review

In Nigeria, Orogbu, Onyeizugbe and Chukwuemeke (2015) conducted a research on work life balance and employees' performance in the selected commercial banks in Lagos State with the adoption of descriptive survey research design and the population of 759. The sample size of the study was 262. Pearson product moment correlation together with regression analysis was used to test the hypothesis of the study. The

findings of the study therefore showed that leave policy in the organization used to motivate employees' ability to deliver services in an efficient and effective manner, and that work life balance practice is a critical factor in enhancing employees' performance.

Also, Mmakwe and Ojiabo (2018) investigated the link between work-life balance and employee's performance in five selected banks in Port Harcourt, Rivers state. The population of the study stood at 769 employees, while the sample size was 400, which were derived at with the use of Taro Yamane's formula for sample size determination. The study employed spearman rank order correlation coefficient as the statistical tool to analyze the gathered data. The findings of the study therefore revealed a strong correlation between the work life balance and the measures of employee's performance in the studies banks.

In the same manner, Thevanes and Mangaleswaran (2018) examined the relationship between work-life balance and job performance of employees of selected private banks in Batticaloa region of Sri Lanka and utilized structured questionnaire as the instrument of data collection. The findings of the study established that work-life balance has positive and significant relationship with the work performance in the studied banks.

Furthermore, Osacr, Ngan and Balvinder (2019) carried out a study on work life balance, employee's job performance and satisfaction among Doctors and Nurses in Malaysia with the population of 491. The findings of the study indicated that work life balance has positive and significant impact on the employees' job performance. It was further found out that job satisfaction mediated positively in the relationship between flexible working hours and supportive supervision toward the work performance of Malaysian medical personnel as effective work life practices in the studied area had improved the employees' job satisfaction which had equally enhanced their general performance in the long run in term of good quality services.

Theoretical Framework

There are existence of some theories which include but not limited to social exchange theory, spill-over theory, role enhancement theory, expectancy theory that are relevant to explain the relationship between the concepts of work life balance and employee's performance. However, social exchange theory is therefore adopted for the purpose of this study as the theory makes it easy to understand the quality of the relationship between workers and employers in promoting performance through pro social behavior, organizational citizenship behavior and extra role performance. It as well explains how successful relationships can be modeled through adoption of attraction, communication, expectation formation and norm development for the inducement and maintenance of commitment.

Social Exchange

The key aspect of social exchange theory is the norm of reciprocity, that is, theory pinpoints the conditions under which individuals feel obliged to reciprocate when they benefit from some person's or some organizations' actions The theory maintains that employees exhibit positive or negative attitude in reaction to the treatment received from the employers as the existence of strong social exchange relationship between the employer and employee is capable of eliciting pleasant working relationship. This can as well arouse employees' positive behaviours such as job satisfaction, commitment to work, effective self-engagement of workforce in organization's performance and employers' trust in their workers. Social exchange theory

upholds that the kind of relationship chosen determines the weight of the workplace rewards and minimization of its costs. The primary idea is that relationships that offer maximum benefits to the organization for the least amount of effort are the ones that must be opted for and embraced as they have the likelihood to endure for long.

The theory therefore concludes that management of the workplaces or even the employers of labours need not to treat their staff anyhow or in an unfriendly manner, but fairly so that these workers can reciprocate the received beneficial treatments in the form of attitude such as organizational citizenship behaviour which is capable of resulting in effective organizational influence.

3. Methodology

The study adopts descriptive survey research design as this is deemed appropriate to describe and capture the details of the relationship of various variables. The used data source was primary through structured questionnaire, while related journals and textbooks were equally accessed and utilized. The study employed a simple random sampling technique in order to make sure that all respondents in the study area have equal chance of being prudently chosen. The population consisted of Two Hundred and Forty Eight (248) staff members of Sumal foods limited, Ibadan, Oyo State, Nigeria which was made up of senior and junior staff members together with the casual labours. This was established on the obtained figure on the field through the supplied information.

Taro Yamane's formula was adopted to determine the sample size of One Hundred and Three (153) for the study, where

$$n = \frac{N}{1 + N (e)^2} \quad , \text{ and}$$

n = Sample size, N = Population of the study, i. e, 248

e = Tolerable error (5%)

$$n = 248 \frac{1}{1 + 248 (0.05)^2} \quad n = 153.08$$

therefore, n = 153

So, a total number of One Hundred and Three (153) copies of questionnaire were administered on the respondents, but only One Hundred and Thirty Six (136) copies, that is, (89 %) were properly filled, retrieved and useful for the study. The remaining copies of the questionnaire were not returned by the respondents. The descriptive statistics used for the study involves simple percentages and frequency tables, while inferential statistical tools utilized were regression and Pearson Product Moment Correlation (PPMC).

4. Results and Discussion

The results of the analysis of the study are presented from table 1 through 3. Out of the total number of One Hundred and Fifty Three (153) copies of questionnaire administered on the staff of the Sumal foods limited at Ibadan, One Hundred and Thirty Six (136) copies were usefully returned. Hence, the analysis was based on One Hundred and Thirty Six (136).

Table 1: Socio-Demographic Data of the Respondents

Variable	Level	Frequency (f)	Percentage (%)
Gender	Male	104	76.5
	Female	32	23.5
	Total	136	100.0
Age	<20 years	20	14.7
	21-30 years	80	58.8
	31-40 years	31	22.8
	41 years and Above	5	3.7
	Total	136	100.0
Marital Status	Singled	77	56.6
	Married	59	43.4
	Total	136	100.0
Educational Qualifications	M.SC./MBA	14	10.3
	B.SC./HND	72	52.9
	OND/NCE	36	26.5
	SSCE	12	8.8
	Others	2	1.5
	Total	136	100.0
Working Experience	<1 years	2	1.5
	1-5 years	71	52.2
	6-10 years	32	23.5
	11-15 years	9	6.6
	16 years & Above	22	16.2
Total	136	100.0	
Working Hour	Day	99	72.8
	Night	18	13.2
	Both	19	14.0
	Total	136	100.0

Source: Field Survey, 2020

As shown in Table 1, majority (76.5%) of the staff of Sumal foods limited, Ibadan was males, while 23.5% were females. The cross tabulation therefore made it known that female employees in the company were more affected by work life balance variables. Likewise, 58.8% of the workforces of the establishment were of age 21-30 years, while 14.7% and 3.7% respectively were of age less than 20 years and 41 years and above. This implies that work life variables impacted more on employees that are of age 41 and above in Sumal foods limited though the company has more of employees whose ages fall between 21 and 30 years. Also, in Sumal food limited, 56.6% of the staff members were still singles, while 43.4% were married individuals, the cross tabulation therefore revealed that work life balance has much more effect on married workers in the company compare to their single counterparts despite the fact that singles are more in the in the organization.

Furthermore, the company had 52.9% workers who were B.SC./HND holders (University / Polytechnic Graduates), 26.5% possessed OND/NCE (Ordinary National Diploma/ National Certificate Examination), 10.3% had M.SC./MBA (Postgraduate Certificates), and 8.8% of the employees of the company were holders of senior secondary school certificate (SSSC), whereas 1.5% was indicated to have other qualifications. The cross tabulation consequently established that Graduate workers out of the entire workforces in the Sumal food limited were more affected by the work life balance. As regards years of working experience, 52.2% of the workers had 1-5 years of experience, 23.5% had 6-10 years, 16.2% had 16 years and above, 1.5 had less than 1year, while 6.6% had 11-15 years of working experience. This implication is that people with less than one year work experience in the company were affected adversely more than others by the work life balance variables. Most personnel in the company, that is, 72.8% of them happened to be day workers, 13.2% used to work in the night as there is shifting in the work schedule of the establishment, while 14.0% were both day and night workers. The cross tabulation therefore indicted that employees who work in the organization both day and night based on the company's work schedules suffer more.

Testing of The Research Hypotheses

HO₁: There is no significant effect of employees' assistance programme on employees' performance in Sumal Food Limited, Ibadan.

Table 2: Summary of Regression Analyses on the employees' assistance programme on Employees' Performance in Sumal Food Limited Ibadan (N = 136)

Variable	B	SEB	B	t	p
Constant	-.931	.187		-4.989	.000
Employee involvement	.367	.089	.344	4.103	.000
Employee Assistance Program	-.007	.064	-.009	-.110	.913
R		.342			
R ²		.117			
F		8.617*			

*p < .05. Dependent Variable: Employees performance

Source: Authors' Computation, 2020

Table 2 indicates the effect of employees’ assistance programme on employees’ performance in Sumal Food Limited Ibadan. It is shown that the effect of employees’ assistance programme on employees’ performance yield a coefficient of a multiple correlation (R) and square (R²) of .342 and .117 respectively. These values are statistically significant at 0.05 probability level. In other words, work life balance variable could explain for 11.7% of the observed variance in employees’ performance. This result also reveals that employees’ assistance programme exerts significant effect on employees’ performance. This result therefore concludes that there was significant effect of employees’ assistance programme on employees’ performance at Sumal Food Limited Ibadan. This finding is in tandem with the findings of the studies carried out by Orogbu, Onyeizugbe and Chukwuemeke (2015), and Osacr, Ngan and Balvinder (2019). The findings of Orogbu, Onyeizugbe and Chukwuemeke (2015)’s study established that work life balance practice enhanced employees’ performance in the studied selected commercial banks in Lagos, while Osacr, Ngan and Balvinder (2019) observed from the results of their study that the practice of effective work life balance in the studied area had improved the job satisfaction of the studied Malaysian medical personnel which had invariably resulted in the enhancement of the general performances of these health workers in the long run in term of quality services delivery to the people.

HO₂: There is no significant relationship between flexible working time and employees’ job performance at Sumal Food Limited, Ibadan

Table 3: Relationship between flexible working time and Employees’ Job Performance at the Sumal Food Limited, Ibadan

Variables	1	2	3	4
1 Employee Performance	1			
2 Work Life Balance Policies	.342 [*]	1		
3 Leave Programme	.247 [*]	.208 [*]	1	.162
4 Flexible working Time	-.147	.131	.162	1

*= P<.05, N=136

Source: Authors’ Computation, 2020

Table 3 illustrates the result of the relationship between flexible working time and employees’ job performance. As shown in Table 3, the correlation coefficient (r) between flexible working time and employees’ job performance is .342. This value is found to be significant at 0.05 probability level. This suggests that there is a positive and significant relationship between flexible working time and employees’ job performance (N = 136, r = .342 p < 0.05). Similarly, the correlation coefficient (r) between leave programme and employees’ job performance is .247. This value is found to be significant at 0.05 probability level. This suggests that there is a positive and significant relationship between leave programme and employees’ job performance (N = 136, r = .247 p < 0.05). However, the correlation coefficient (r) between flexible working time and employees’ job performance is -.147. This implies that there is an inverse and non-significant relationship between flexible working time and employees’ job performance (N = 136, r = -.147 p > 0.05). This result concludes that there is significant relationship between work life balance, leave programme

and employees' job performance of Sumal Food Limited, Ibadan. This finding corroborates with the findings of the research undertaken by Mmakwe and Ojiabo (2018) which showed strong correlation between the work life balance and the measures of employee's performance in the studied selected banks located in the Nigerian city of Port – Harcourt. This result is equally in agreement with the study of Thevanes and Mangaleswaran (2018) that established positive and significant relationship between flexible working time and work performance of the staff of the selected banks in Batticaloa region of Sri Lanka.

5. Conclusion, Recommendations

Consequent to the findings of the study, it could be inferred that the practice of adequate and effective work life balance is required for the employees' work motivation and satisfaction which is capable of invariably resulting to superlative or enhanced job performance in Sumal foods limited. This is so since the adoption of some approaches of work life balance such as flexible working hours, part-time works, job sharing, compress work weeks and telecommuting in the intensity - work environment go a long way not only to retain employees in the workplace, but also to make them to be fully committed to the economic policies of the organization. It could therefore be concluded that work life balance exerts significant and positive effect on employees' work performance in Sumal foods limited and that there is meaningful relationship between work life balance and employees' job performance in the organization.

Recommendation

Following the findings of the study, it is therefore recommended that:

- i. the management of Sumal foods limited should ensure that work life balance in the company is well addressed and promoted through introduction of a variety of schemes such flexibility, strict maximum hours, telecommuting, compulsory leave, and encouragement of an atmosphere that does not promote overtime. This is to facilitate efficiency and effectiveness of the employees in the organization and to give them the enablement to combine their domestic responsibilities with the organizational tasks.
- ii. the management of the company should come up with the work life balance policies that are capable of helping the organization to gain competitive edge through offer of professional programmes that focus on giving employees adequate skills on how to handle job related challenges resulting to greater skills acquisition, more work experiences and better job performance. This should as well be incorporated into the organization's strategic plans with a view to enable the company to fit itself into the constantly changing or dynamic work environment.

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