



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

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## **Abstract**

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

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

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

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

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**Key phrases**

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

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## 1. INTRODUCTION

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

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

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

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

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

## 2. WORK-LIFE BALANCE

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

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

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

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

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

## 2.1 Work-life balance strategies

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

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

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

## 2.2 Work-family satisfaction

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

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

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

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

the job and leadership style within the corporate entity. Lack of job satisfaction may result in employees causing glitches to the business. However, other studies focus on the effect of work and family characteristics on work-family conflict, at the expense of satisfaction with work-family balance (Abendroth & Den Dulk 2011:237).

Employees who are satisfied with work and family roles have the tendencies to experience well-being (Greenhaus & Powell 2006:73). The interference of work with family life, reduces the satisfaction on the job which result in reduced work commitment and low productivity. Satisfaction with work and family can be enhanced by effective implementation of WLBS. The findings of the study conducted by Guest (2002:335) revealed that "HRM-performance relationship and that certain HR practices are associated with higher work and life satisfaction". Such practices are important in determining overall employee well-being (Zheng, Kashi, Molineux & Ee 2016:502). Based on the literature, this article examines the association between work-family satisfaction and employees' job outcomes in the manufacturing industry.

### **2.3 Work-life balance strategies and job performance**

In this era of globalisation and global competitiveness, managing productivity and retention especially of key employees have become critical factors for the sustainability of organisations. The WLB campaign has focused more on firms' efforts to provide a diverse and mutually beneficial working arrangements (Smeaton *et al.* 2015:4). Abendroth and Den Dulk (2011:237) examined the various types of support for work and family satisfaction, establishing the relationship between WLBS and performance in the process.

Beauregard and Henry (2009:9) identified business case of WLB practices which include social exchange developments, improved cost savings, enhanced efficiency and reduced turnover as key elements for organisational performance. As Sav, Harris and Sebar (2015:69) suggested, the ability of employees to balance work and non-work commitments has significant implication on their choice of occupations. It is evident that human resource practitioners interested in meeting the challenges of the twenty-first century workforce can leverage on WLBS. Since imbalance between work-life and family-life may influence employee's turnover intention and absenteeism, WLBS can help address the imbalance thereby enhancing employee motivation and curtailing the rate of turnover and absenteeism.

According to Bloom, Kretchmer and Reenan (2009:16), the controversy on WLB improving performance, their application and efficacy has been researched by management scholars and they discovered the following. (1) WLBS offer a favourable impact on organisation performance. (2) In circumstances that require high workers' flexibility and awareness, WLB strategies are more operational. (3) Organisations that have more skilled employees are expected to implement WLB strategies. The researchers explained further that businesses are not introducing effective and functional strategies to ensure their employees achieve WLB because of the high costs involved.

A study conducted by Akanji (2012:249), depicts that external environmental factors such as corruption, high unemployment rate, inflation and the culture of patriarchy played significant roles in the level of work-family conflict among the workforce in Nigeria.

This reason for this is borne out of the fact that, terms and conditions of employment with exception to wages are controlled by the Nigerian Employment Act of 1971 (Epie 2009:199). Epie (2009:199), further stated that the employment act has minimal provisions for family responsive policies. The lack of policy framework has made many firms in the manufacturing sector to downplay WLBS as many of the employees do not access the WLBS provided by their organisations because of perceived negative consequence.

According to Zheng *et al.* (2015:355), organisations have brought the issue of WLB to the front burner for it enhances employees' health and wellbeing thereby impacting on organisational outcomes. It is plausible to say that organisations adoption of WLBS are linked with unobserved characteristics that tend to be time-invariant (Kato & Kodama 2015:7). WLBS can contribute immensely to overall corporate strategies. A healthy practice of WLBS promotes employees' satisfaction with work situation reducing turnover intention, especially of skilled employees (Coetzee & Stoltz 2015:84). The absence of WLB in the world of work results in poor performance and more absenteeism of employees but satisfaction with work is linked with balanced work and family life (Wayne, Musisca & Fleeson 2004: 124).

The structure of employment in relation to gender issue at work and family life are factors to consider in the work-family debate (Xiao & Cooke 2012:7). In Nigeria, working women are anticipated to experience more work-family conflict where gender parity is at low ebb. The

cultures of patriarchy hold sway among cultural practices in Nigeria. Thus a woman is expected to manage the home front irrespective of her employment status. WLBS may have a contradictory effect if it does not benefit all cadres of employees irrespective of gender (Prowse & Prowse 2015:758).

The ideas of teleworking, flexi-time, job sharing, and part-time working are almost strange among employers of labour in Nigeria and are not encouraged. Many researchers have emphasised that managing WLB has become the most critical management tactics for safeguarding employees' performance. The present-day economic drift is in the direction of knowledge economy and knowledge intensive industry, as such, most employees have access to information (Sharma 2013:98). In line with the literature review, the following hypotheses were formulated:

- H1.** There is a significant relationship between WLBS and employees' job performance.
- H2.** There is a relationship between work-family satisfaction and employees' job performance.
- H3.** WLBS and work-family satisfaction significantly influence employees' job performance.

### **3. METHODOLOGY**

This article adopted a quantitative method to investigate the influences of WLBS and work-family satisfaction on employees' job performance at selected manufacturing firms in Lagos metropolis. The target population consists of 508 employees of two manufacturing firms in Lagos metropolis, Nigeria. The choice of Lagos as the location for this study is borne out of the fact that, it is the commercial hub of Nigeria.

#### **3.1 Sampling technique and sample size**

A simple random sampling technique was adopted to select two manufacturing firms as representatives of the sector in Lagos metropolis where the survey was conducted. The reason for adopting convenience sampling was because only two manufacturing firms agreed in writing for the survey to be conducted among their employees.



A simple random sampling technique was helpful in selecting respondents among the employees of the two manufacturing firms. Krejcie and Morgan (1970:608) table, was adopted to arrive at the sample size of 304. Structured questionnaires were administered to collect data in the two manufacturing firms. From the 304 questionnaires that were administered, 276 were returned for analysis. Seven (7) of the returned questionnaires were not properly completed and were discarded. The remaining 269 questionnaires, which constitute 88.5 % of the response rate were analysed. The statistical Package for the Social Sciences (SPSS) version 23 was valuable to establish the relationships among the variables.

### **3.2 Measurement**

The study adopted 5-point Likert-type rating scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The rating scale which was developed in 1932 by American Psychologist, was named after its inventor, Rensis Likert (Wilson 2014:168). Likert scale is commonly used in survey research that employs questionnaires (Carifio & Perla 2007:113). The validated scale with high reliability was adapted to measure the variables in this study. The various scales adapted in each of the variables are explained below:

#### **3.2.1 Work-life balance strategies**

To measure WLBS, the researchers draw insight from the WLBS scale developed by De Cieri et al. (2005:95). The scale was divided into two dimensions; The first dimension focus on 13-item to elicit information relating to availability of WLBS while the second dimension contained 12-item aimed at measuring the effectiveness of WLBS. The Cronbach's alpha test of reliability for the two dimensional scales were .87 and .79 respectively. The reliability test shows that both scales are very reliable. However, the 13-items scale was found to be more relevant in the measure of the relationship between WLBS and work-family satisfaction as predictors of employee's job performance in the manufacturing sector in Lagos metropolis. The questionnaire included items such as flexible work options, paid maternity/paternity leave, health and wellness policies, child care facility for nursing mothers and HIV/AIDS counselling.

### **3.2.2 Work-family satisfaction**

A combination of the revised version of the Job Descriptive Index (JDI) and Minnesota Satisfaction Questionnaire (MSQ) were adapted to measure Work satisfaction. The JDI as developed by Smith, Kendall and Hulin (1969), measures various dimensions of work satisfaction. Smith *et al.* (1969:100) defined satisfaction "as the feelings a worker has about his job". The validation study conducted by Kinicki, McKee-Ryan, Schriesheim and Carson (2002:16) revealed that the JDI has adequate internal consistency reliability.

The researcher further stated that the "average reliability for the revised JDI were .87, .88, .86, .88, and .89 for satisfaction with Pay, Promotion, Co-workers, Work and Supervision, respectively." Five items from the 20-item scale of MSQ were selected. Items such as 'the chance to do something that makes use of my abilities' was adapted to 'I am satisfied with the way I can use my skills and abilities in my job'. Satisfaction with family life was adapted from the 3-item scale developed by Edwards and Rothbard (1999:101). It included items such as; 'I am satisfied with the conditions of my family-life'.

The scale was found to be very reliable with a Cronbach's alpha of .97. The scale was supported by 3-item family satisfaction scale developed by Diener, Emmons, Larsen and Sharon (1985:72). The reliability tests for the scale was .85 and .87 respectively. Responses were provided on a Likert-type rating scale from strongly disagree (1) to strongly agree (5). The least score represents lack of family satisfaction while the highest score in the rating scale represent high level of family satisfaction.

Overall, the adapted scale for this study amounted to a 10-item scale each that was used to measure satisfaction with work and satisfaction with family. The Cronbach's alpha test of reliability for the two scales are .902 and .918 respectively. The reliability test is consistent with the rule of thumb as alpha coefficients ranged from acceptable to excellent at point .902 and 918 (Pallant 2011 cited in Atiku & Fields 2015: 823).

### **3.2.3 Employees' job performance**

Employees' job performance was measured with the adaptation of 12-item from the organisational commitment scale developed by Williams and Anderson (1991:609). The 21-item scale was found to be appropriate for this study, because it primarily measured

dimensions of employees' individual performance and performance of employees that have direct bearing on the organisation.

The scale shows high reliability with a Cronbach's alpha of .91. Items such as; "adequately completes assigned duties" was adapted to "I adequately complete all duties assigned to me", "fulfils responsibilities specified in job description" was adapted as "I fulfil responsibilities specified in my job description", "helps others who have heavy work loads" was written as "I help colleagues who have heavy workloads". Other items adapted for this study followed the same sequence. The 12-items administered to respondents shows high reliability with Cronbach's alpha of .837.

#### 4. RESULTS AND DISCUSSION

The results presented in this section were derived from the quantitative approach for data collection and analysis. The data collected through structured questionnaires were coded and analysed using correlation and multiple regression analysis via Statistical Package for the Social Sciences (SPSS), version 23. The inferential statistics is instrumental in testing the formulated hypotheses. The multiple regression analysis is fundamental in showcasing the influences of WLBS and work-family satisfaction on employees' job performance in the manufacturing industry.

**TABLE 1: Pearson correlation coefficients among key variables investigated**

Variables	1	2	3
1 Work-life balance strategies (WLBS)	—		
2 Satisfaction with family	0.411**	—	
3 Satisfaction with work	0.538**	0.631**	—
4 Job performance	-0.239**	0.240**	0.260**

\*\* Correlation is significant at the 0.001 level (2-tailed)

Source: Field survey 2016

According to the empirical evidence illustrated in Table 1, the WLBS is positively associated with satisfaction with family at ( $r = 0.411$ ,  $N = 269$ ,  $p < 0.001$ ). This result indicates that WLBS contribute to employees' achievement of satisfaction with family in the manufacturing sector based on data collected in Lagos metropolis.

Therefore, higher levels of leave options, employee health and wellness programme, paid/unpaid time off, dependent care, personal development and flexible work arrangements are related to greater levels of family satisfaction.

This result is consistent with the study conducted by Haar, Russo, Sune and Ollier-Malaterre (2014:16) and Chan *et al.* (2015:16), in which their findings revealed that the achievement of WLB is positively associated with family satisfaction.

#### **4.1 WLBS and employees' job performance**

A higher level of leave options, employee health and wellness programme, paid/unpaid time off, dependent care, personal development and flexible work arrangements (WLBS) is related to a lower level of employees' job performance in the manufacturing sector ( $r = -0.239$ ,  $N = 269$ ,  $p < 0.001$ ). The hypothesis one (H1) was supported, because WLBS statistically influenced employees' job performance in the manufacturing industry. Regarding the direction of the relationship between WLBS and employees' job performance in the manufacturing industry; it is necessary to take note of the adverse (negative) effect.

This result is not surprising on the ground that paid/unpaid time off, as a WLB strategy for example, will have an adverse effect on the productivity of such an employee. This could have a cumulative adverse effect on overall performance of the organisation. The correlation between WLBS and satisfaction with work reveals a significantly strong and positive association at the level ( $r=0.538$ ,  $N = 269$ ,  $p < 0.001$ ). This suggests that leave options, employee health and wellness programme, paid/unpaid time off, dependent care, personal development and flexible work arrangements are positively associated with higher levels of employees' satisfaction with work.

This outcome supports the findings of studies conducted by Guest (2002:351) and bin Saleh (2015:56) in which it was revealed that organisational adoption of family-friendly policy as HR strategy is strongly and consistently associated with work satisfaction. Statistically,

employees' demonstrated a higher level of work satisfaction compared to family satisfaction in their opinions of the implemented WLBS in the manufacturing industry.

#### **4.2 Work-family satisfaction and employees' job performance**

Employees' satisfaction with work and family life is significantly correlated ( $r = 0.631$ ,  $N = 269$ ,  $p < 0.001$ ). Meaning a greater level of work satisfaction is associated with a higher level of family satisfaction and vice versa in the manufacturing industry. This is consistent with the study conducted by Pattusamy and Jacob (2015:12) in which it was found that work and family satisfaction could be enhanced when an employee is able to maintain a balance between work and family domain. Satisfaction with family is positively associated with employees' job performance ( $r = 0.240$ ,  $N = 269$ ,  $p < 0.001$ ) in the manufacturing industry.

Similarly, satisfaction with work is positively associated with employees' job performance ( $r = 0.260$ ,  $N = 269$ ,  $p < 0.001$ ) in the manufacturing industry. Therefore, a higher level of work-family satisfaction is positively related to a greater level of employees' job performance in the Nigerian manufacturing industry. As such, hypothesis two (H2) was supported based on this empirical evidence. It is necessary to consider employees' involvement in the design of WLB policies in the manufacturing industry, having empirically verified the positive influence of work-family satisfaction on employees' job performance. Table 2 presents the result of multiple regression using WLBS and work-family satisfaction as predictors of employees' job performance in the manufacturing industry.

#### **4.3 WLBS and work-family satisfaction as predictors of employees work outcomes**

This section presents the results of the regression analysis. These results are presented in table 2.

The regression model in table 2 depicts R square of 0.277 with an adjusted R square of 0.272. This suggests that WLBS and work-family satisfaction explain 27.2% of the variations in employees' job performance ( $p < 0.001$ ) in the Nigerian manufacturing industry. This means that WLBS and work-family satisfaction jointly predicts or explains the variations in employees' job performance at selected manufacturing firms.

**TABLE 2: Regression analysis**

Variables	R	R square	Adjusted R square	F	Beta	T	P
Constant	0.526 <sup>a</sup>	0.277	0.272	50.987		26.869	0.000 <sup>b</sup>
Work-life balance strategies					-0.525	-8.604	0.000
Work-family satisfaction					0.549	8.993	0.000

a. Predictors: work-family satisfaction, work-life balance strategies.

b. Dependent variable: job performance.

Source: Field survey 2016

Therefore, hypothesis three (H3) was supported based on the adjusted R<sup>2</sup> revealing 27.2% variations in employees' job performance, which were explained by WLBS and work-family satisfaction. The remaining 72.8% in employees' job performance in the Nigerian manufacturing industry could be explained by the extraneous factors, which were not covered in the current study.

The standardised Beta value and the corresponding p values for WLBS and work-family satisfaction ( $\beta = -.525$ ,  $p < 0.001$ ) and ( $\beta = .549$ ,  $p < 0.01$ ) indicate that work-family satisfaction contributed more to the regression model compared to the WLBS. Therefore, work-family satisfaction explained most of the variations in employees' job performance in the Nigerian manufacturing industry. Statistically, one can conclude that WLBS and work-family satisfaction serve as predictors of employees' job performance in the manufacturing industry.

The findings of this study provide support for a similar study conducted by Butts, Casper and Yang (2013:12) in which it was found that the use of WLBS (otherwise referred to as work-family supportive policies in the study) correlate with satisfaction with work, employees' job commitment, turnover intention and reduction in work-family conflict.

## 5. LIMITATION AND FUTURE RESEARCH DIRECTIONS

This study was limited to the manufacturing sector in Lagos metropolis using structured questionnaires for data collection. There is a need to investigate the effectiveness of WLBS in other sector of the economy such as tourism. The mediating role of work-family satisfaction on the link between WLBS and organisational outcomes need further investigation using Structural Equation Modelling (SEM) as a tool of data analysis.

## 6. RECOMMENDATION

The managerial implication drawn from the empirical analysis is that WLBS negatively influenced employees' job performance at selected manufacturing firms operating in Lagos Metropolis, Nigeria. For emphasis, paid/unpaid leave as a WLB strategy has an adverse effect on an employee's productivity in the industry. Non-approval of paid/unpaid leave on the other hand, could also results to work-family dissatisfaction.

These are the challenges faced by managers in implementing WLBS and maintaining high levels of employees' productivity in the manufacturing industry. The inverse relationship between WLBS and employee's productivity is a notable managerial implication for policy makers and Human Resource (HR) practitioners in the manufacturing industry. WLBS could be strategically designed/implemented towards high levels of employees' productivity in the manufacturing firms.

The options of flexible work arrangements and teleworking might be valuable in achieving WLB and maintaining high levels of employees' productivity in the Nigerian manufacturing industry. For instance, alignment of corporate/business strategies, cultural values, and structures with WLBS could enhance employees' job performance in the industry.

This article recommends a critical re-evaluation of the implemented WLBS to address the adverse effects on employee's job performance in the manufacturing industry. Therefore, implementations of cultural values and work structures that support WLBS and work-family satisfaction could have a positive influence on employees' job performance, if adequately considered and implemented.

## 7. CONCLUSION

The principal objective of this article was to investigate the influences of WLBS and work family satisfaction on employees' job performance at selected manufacturing firms within Lagos Metropolis. The findings of the data analysis from the survey conducted revealed that effective implementation of WLBS enhanced employees' achievement of work-family satisfaction. This article submits that there is a positive relationship between WLBS and work-family satisfaction in the manufacturing sector.

This article concludes that satisfaction with work and family lives slightly explain most of the variations in employees' job performance, compared to the variations explained by WLBS in the manufacturing industry.

This article informs that availability and effective implementation of WLBS such as flexible work arrangements, leave options, employee health and wellness program, paid/unpaid time off, dependent care, and personal development contribute significantly to employees' satisfaction with work and family lives in the manufacturing sector.

The authors submit that there is a significant relationship between work-family satisfaction and employees' job performance, as empirically verified in the manufacturing sector. Conversely, the adverse effect of WLBS on employees' job performance is a major concern for HR practitioners in the manufacturing sector. Finally, this article affirms that WLBS and work-family satisfaction significantly influence employees' job performance in the manufacturing sector as stated in the hypotheses.

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