



Work-Life Balance and Employee Performance

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Abstract

Original Research Article

This paper explores the role of work-life balance on employee performance, Work-life balance is the ability of individuals to effectively manage the demands of their work and personal lives, thereby achieving a sense of harmony and fulfilment. From literatures reviewed, it was deduced that work-life balance is very crucial in the performance of an employee, work life balance plays a great role in the performance of an employee, work life balance influences employee performance by enhancing job satisfaction which enables the employee to have sufficient control over their work schedules and they effectively manage their personal and professional responsibilities. Flexible work time, leave policy, telecommuting, virtual meetings and communication tools were the measures of work life balance considered to enhance the performance of an employee. The review showed that employees get committed to their work schedule and organisation thereby reducing turnover intentions, it was further revealed that employees who experience a healthy work-life balance are more satisfied, engaged, and productive and they exhibit lower absenteeism. This paper was anchored on Herzberg two factor theory of motivation-hygiene. There are some factors that hinders work life balance to be effectively functional, innovations and technology has to implement into the organizations and nation at large in order for work-life balance to be effectively utilized in organisations. In conclusion, work life has a positive impact on the employee performance, every organisation needs to promote work life balance through policies and practices.

Keywords: Work-life balance, employee performance, telecommuting, flexible work time, leave policy.

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1.0 Introduction

In contemporary organisational psychology and management, the concept of work-life balance has emerged as a critical factor influencing employee well-being and organisational effectiveness. As the demands of the workplace continue to evolve and intensify, individuals seek to maintain a harmonious equilibrium between their professional responsibilities and personal lives. This equilibrium not only impacts the mental, physical, and emotional health of employees but also significantly influences

their job satisfaction, productivity, and overall performance. In this context, understanding the dynamics of work-life balance and its implications for employee performance has become imperative for organisations seeking to foster a supportive and conducive work environment. Work-life balance is defined as the ability of individuals to effectively manage the demands of their work and personal lives, thereby achieving a sense of harmony and fulfilment (Hebbar et al., 2019). It encompasses various dimensions, including the allocation of time



and resources between work and personal activities, the degree of flexibility in work arrangements, and the extent to which individuals experience conflicts between their professional and personal roles. Achieving a satisfactory work-life balance is essential for promoting employee well-being, reducing stress levels, and enhancing overall job satisfaction.

In private organisations, the issue of work-life balance has gained significant prominence. Employees face unique challenges in balancing their professional responsibilities with personal commitments. Long working hours, heavy workloads, and high expectations from the employers can lead to burnout and decreased performance among employees (Skaalvik & Skaalvik., 2021). Moreover, the lack of autonomy, control, and social support exacerbates the challenge of achieving work-life balance in private organisation (Demerouti et al., 2021).

Recent studies have highlighted the importance of work-life balance in enhancing employees' performance and productivity (Ali et al., 2022). Employees who achieve a better balance between work and life are more likely to experience reduced stress, improved mental health, and increased job satisfaction (Kossek & Lautsch., 2022). Research has also shown that employees in the education sector, particularly in private schools, face unique challenges in achieving work-life balance (Gichunge et al., 2020). This study examines the role of work-life balance on employee performance in organisation, highlighting the critical importance of work-life balance in the organisations.

2.0 Literature Review

2.1 Work-life Balance

Work-life balance has become a central topic of discussion and research in organisational psychology and management, reflecting the evolving dynamics of the modern workplace. It refers to the ability of individuals to effectively manage the demands of their work and personal lives, thereby achieving a sense of harmony and satisfaction (Hebbbar et al., 2019). Achieving a satisfactory work-life balance is

crucial for promoting employee well-being, reducing stress levels, and enhancing overall job satisfaction. Work-life balance encompasses the harmonization of professional responsibilities with personal life domains such as family, leisure, and health (Thompson & Brown., 2020). Rooted in the premise of achieving equilibrium between work and non-work roles, the concept of work-life balance acknowledges the interconnectedness of various life domains and the necessity of allocating time and energy effectively to fulfill diverse obligations (Garcia & Lee., 2019). Central to this notion is the recognition that individuals have distinct needs, preferences, and priorities outside of their professional endeavors, necessitating organisational support and flexibility to accommodate diverse lifestyles and preferences (Nguyen & Kim., 2020).

According to Anisha and Melvin (2020), work life balance relates to the extent to which an individual is engaged in, and equally satisfied with his or her work role and family role. There are three components of work life balance, namely time balance (equal time voted to work and family), involvement balance (equal involvement in work and family) and satisfaction balance (equal satisfaction with work and family). Abeykoon and Perera (2019) state that proper work life balance is accomplished when a person can function well both at work and home and having minimal conflicts between the work realms. Employees who have managed to strike a balance between their work and their personal lives have higher levels of job satisfaction, perform much better in their roles and therefore, have lower instances of employee absence, whether planned or unplanned (Utete et al., 2022). Bocean et al. (2023) studied on work-Life balance and employee satisfaction found that the balance between professional and personal life generates satisfaction. Alfatihah et al. (2021) studied that the influence of work-life balance on job satisfaction on work-life balance affects job satisfaction.

Work-life balance has been one of the key pillars in improving employees' overall performance. To do this, people use strategies that help them balance their involvement in their careers and their families (Deery., 2018). Work-life balance solutions provide many benefits for both individuals and businesses.

Increased work-life balance practices support family stability, reduce social problems, and prepare employees to care for their children by guiding them and engaging in other parenting activities. Improving the health and quality of life of the elderly is also essential to their care. Along with the social benefits, employees benefit from having more time for charitable endeavours and education, which increases their output. Several factors influence work-life balance, including the allocation of time and resources between work and personal activities, the degree of flexibility in work arrangements, and the extent to which individuals experience conflicts between their professional and personal roles. According to Skaalvik et al (2021), in private schools, educators often experience long working hours, heavy workloads, and high expectations from school administrators and parents, which can lead to burnout and decreased performance. Additionally, the lack of autonomy, control, and social support exacerbates the challenge of achieving work-life balance in organisations (Demerouti et al., 2022). Research has shown that employees who achieve a better balance between work and life are more likely to experience reduced stress, improved mental health, and increased job satisfaction (Kossek et al., 2022). Work-life balance is crucial for employees to perform at their best and provide quality service. However, achieving work-life balance in organisations, remains a significant challenge due to various organizational and individual factors.

Most organisations are facing challenges in attracting and retaining qualified staff due to poor working conditions, inadequate compensation, and limited opportunities for professional development (Nwagwu., 2020). This has resulted in high turnover rates, decreased morale, and reduced performance among employees. Therefore, it is essential for organisations to prioritize work-life balance as a strategic imperative to enhance employee well-being, job satisfaction, and overall performance. Work-life balance is a critical factor influencing employee well-being and organisational effectiveness. Achieving a satisfactory work-life balance requires addressing various organisational and individual factors, including workload, flexibility in work arrangements, and social support,

adequate leave. By prioritizing work-life balance, organisations can create a conducive work environment that empowers employees to thrive personally and professionally, driving sustainable growth and success in the organisation.

2.2 Core Elements of Work-Life Balance

Work-life balance is increasingly recognized as a critical factor influencing employee performance in an organisations. It encompasses various practices and policies that help employees manage their work and personal life responsibilities effectively. This study explores the core elements of work-life balance, including flexible work time, leave policy, telecommuting, virtual meetings, and communication tools such as fax and email, and the role on employee performance.

Flexible Work Time: Flexible work time arrangements, such as flex time, compressed workweeks, and staggered hours, allow employees to adjust their work schedules to better fit their personal needs. Research indicates that flexible work schedules can significantly enhance job satisfaction, reduce stress, and improve overall performance (Gupta., 2017). Flexible work time arrangements are pivotal in helping employees achieve a better work-life balance. Flexible work time allows employees to tailor their work schedules to meet personal needs without compromising their professional responsibilities. According to Hill et al. (2001), flexible work arrangements have been shown to reduce work-family conflict and increase job satisfaction. In organisations, where employees often juggle various roles and responsibilities, flexible work time can significantly enhance productivity and morale. By allowing employees to choose their working hours within a specified range, public work organisations can accommodate diverse personal commitments, such as childcare or continuing education, which in turn reduces stress and absenteeism (Hill et al., 2001). Moreover, flexible work time can lead to increased employee engagement, as it empowers employees with greater control over their work schedules. This sense of autonomy can boost motivation and dedication, translating to improved performance and efficiency

in their roles. Therefore, integrating flexible work time arrangements is essential for fostering a supportive and productive work environment in organisations.

Leave Policy: Effective leave policies are essential for promoting work-life balance. These policies include paid time off (PTO), maternity and paternity leave, sick leave, and sabbaticals. Cascio and Boudreau (2008) emphasize that comprehensive leave policies not only support employee well-being but also contribute to higher levels of organizational commitment and performance. Employees who can take necessary leave without fear of job loss or financial strain are more likely to return to work refreshed and more productive. According to Brough and Kalliath (2009), generous leave policies are associated with higher levels of employee satisfaction and organisational commitment. In public work organisations, where employees often deal with high-stress situations, having access to adequate leave can prevent burnout and promote mental and physical health (Brough & Kalliath., 2009). For instance, parental leave allows employees to take time off to care for a new child without the fear of losing their job or income, fostering loyalty and reducing turnover. Similarly, sick leave ensures that employees can recover from illness without spreading it to colleagues or feeling pressured to work while unwell. By providing these essential leave options, organisations demonstrate their commitment to employee welfare, which can enhance organizational reputation and attract top talent. Moreover, transparent and fair leave policies contribute to a supportive work culture, where employees feel valued and respected. This sense of security and trust can lead to increased productivity and engagement, as employees are more likely to perform well when they know their personal needs are acknowledged and supported by their employer.

Telecommuting: Telecommuting has become a vital component of work-life balance, offering flexibility and convenience to employees in organisations. Telecommuting, or remote work, allows employees to perform their duties from locations outside the traditional office environment. Bloom et al. (2015) highlight that telecommuting can lead to increased productivity, job satisfaction, and reduced

commuting stress. In organisations, telecommuting can be particularly beneficial, as it enables employees to manage their work and personal responsibilities more effectively (Bloom et al., 2015). For example, employees can avoid lengthy commutes, which not only saves time and reduces environmental impact but also allows for a better balance between work and home life. Telecommuting can also enhance employee well-being by providing a comfortable and personalized work environment. This flexibility can lead to higher job satisfaction and lower turnover rates, as employees appreciate the opportunity to work from home or other convenient locations. Furthermore, telecommuting can be an effective tool for retaining talent, especially for those who may need to relocate due to personal reasons but still wish to remain with the organization. By offering telecommuting options, organisations can demonstrate their adaptability and support for modern work practices, ultimately leading to a more motivated and productive workforce.

Virtual Meetings: The advent of virtual meeting platforms such as Zoom has revolutionized how employees communicate and collaborate. Virtual meetings facilitate real-time interaction, reduce the need for travel, and allow employees to participate in meetings from any location. Armstrong (2014) notes that virtual meetings can enhance work-life balance by reducing the time and stress associated with commuting, thus enabling employees to be more engaged and productive during work hours. Virtual meetings have become an integral part of work-life balance strategies, especially in organisations. The use of platforms like Zoom and Microsoft Teams has enabled employees to stay connected and collaborate effectively, regardless of their physical location. Bernstein et al. (2020) note that virtual meetings offer increased flexibility and accessibility, allowing employees to balance their work and personal lives more efficiently (Bernstein et al., 2020). In organizations, virtual meetings can reduce the need for travel, saving time and resources while minimizing the disruption to employees' daily routines. This flexibility allows employees to attend meetings from home or other convenient locations, making it easier to manage childcare or other

personal responsibilities. Virtual meetings also promote inclusivity, as they can accommodate participants from diverse geographical locations, ensuring that all relevant stakeholders can contribute to discussions. Moreover, the use of virtual meetings can lead to more efficient and focused interactions, as they often include features such as screen sharing and real-time document collaboration, which enhance productivity and decision-making. By incorporating virtual meetings into their work practices, organisations can support a more flexible and responsive work environment, ultimately improving employee satisfaction and performance.

Communication Tools (Fax and Email): Effective communication is essential for maintaining work-life balance, and digital communication tools play a crucial role in facilitating this balance in organisations. Tools such as email, instant messaging, and collaboration platforms like Slack and Microsoft Teams enable employees to communicate and collaborate efficiently, regardless of their location. While traditional communication tools like fax may seem outdated, they still play a role in certain organisations, particularly in legal and administrative contexts. However, email remains a primary mode of communication in most organisations. Lu and Peeta (2009) highlight the importance of digital communication tools in supporting flexible work arrangements and ensuring timely information exchange. Email, for instance, allows employees to send and receive messages asynchronously, providing flexibility in managing their workload. Instant messaging tools offer real-time communication, which can be particularly useful for quick updates and urgent matters. Collaboration platforms integrate various communication and project management features, enabling seamless coordination and teamwork. In organisations, these tools can enhance transparency, streamline workflows, and reduce the need for in-person meetings, allowing employees to manage their time more effectively. Effective management of email communication is crucial for maintaining work-life balance. Overuse or mismanagement of email can lead to work-life conflict and stress. Organisations should promote best practices for email use, such as setting clear expectations for

response times and encouraging employees to disconnect after work hours (Meyer & Smith., 2000). Furthermore, digital communication tools can support a culture of continuous feedback and engagement, fostering a more connected and motivated workforce. By leveraging these tools, public work organisations can create a flexible and efficient communication infrastructure that supports work-life balance and enhances overall performance.

The role of work-life balance elements into organisational policies and practices has a profound impact on employee performance. Employees who experience a healthy work-life balance are generally more satisfied, engaged, and productive. They exhibit lower absenteeism and turnover rates, contributing to overall organisational effectiveness (Denisi & Murphy., 2017). Moreover, work-life balance initiatives can enhance the organisation's reputation, making it an attractive employer for top talent. Work-life balance is a critical component of employee performance in public work organisations. Flexible work time, leave policies, telecommuting, virtual meetings, and effective communication tools are essential elements that contribute to achieving a harmonious balance between work and personal life. By implementing and promoting these practices, public work organisations can enhance employee well-being, motivation, and performance, ultimately leading to greater organisational success. Research has shown that work-life balance significantly affects employees' physical and mental health. For instance, a study by the American Psychological Association (APA) found that chronic work stress is linked to various health problems, including heart disease, hypertension, and mental health disorders such as depression and anxiety (APA, 2017). Employees who can balance their work and personal lives tend to have better health outcomes, which directly translates to improved performance at work. Moreover, the World Health Organisation (WHO) reports that excessive work-related stress contributes to a range of health issues, including cardiovascular diseases and musculoskeletal disorders (WHO, 2019). These health problems can result in increased absenteeism and presenteeism, where employees are physically present but not fully productive, thus impacting overall performance.

2.3 Employee Performance

Employee performance is a multifaceted construct that encompasses the outcomes, behaviours, and contributions of employees within an organisation. It is a critical aspect of organisational effectiveness and is influenced by various factors, including individual characteristics, job design, leadership, and organisational culture (Ali et al., 2022). Performance includes assessment and judgment procedures and being relevant to the job. Performance refers to how workers carry out their responsibilities and includes observable, measurable actions. A business needs productive employees to succeed and gain a competitive advantage. Employee performance, as defined by the business lexicon, is a person's capacity to complete the tasks assigned to them at work. The performance of the workforce has an impact on the performance of the company.

Employee Performance in an organisation is a very important issue in the workplace, employee performance is particularly important as it directly impacts the quality of output provided to organization and the overall reputation and success of the organisation. It can help the organisation increase and utilize the capacity of the human resources it has. It translates into good service delivery and interaction which affect every area of the organisation. To achieve this, organisation needs to make policies that will encourage employee performance. An employee's job performance depends on or is a consequence of some combination of ability, effort, and opportunity.

A critical component of the workplace is the efficiency of the workforce. It might allow the business to expand while retaining its current workforce. Effective service delivery and participation affect every aspect of the organisation. To start this business, policies that reward employee performance must be created. An employee's ability, effort, and opportunity all impact or contribute to how well they carry out their responsibilities. However, measurements could be made in terms of outcomes or results. Performance is the history of results attained while carrying out a specific job function or activity over a predetermined period. This definition describes the performance as a

collection of results generated over a certain period. The achievement of objectives of the tasks provided to employees within a set amount of time is the researchers' working definition of employee performance for the study (Lambert., 2022).

Employee performance can be conceptualized and assessed using different approaches, including objective measures such as productivity and sales figures, as well as subjective measures such as supervisor ratings, self-assessments, and peer evaluations (Sadat & Rekha., 2024). Both quantitative and qualitative methods can be used to evaluate employee performance, depending on the nature of the job and the organisational context. Research has shown that employee performance is influenced by various factors, including job satisfaction, motivation, job design, leadership style, organizational culture, and work environment (Khalid., 2024). For example, employees who are satisfied with their jobs and feel motivated to perform are more likely to exhibit higher levels of performance and productivity (Abeykoon et al., 2019). Similarly, employees who perceive their work environment as supportive, inclusive, and conducive to their growth and development are more likely to excel in their roles. Employee performance is a critical determinant of organisational success. By fostering a supportive work environment, providing opportunities for professional growth and development, and recognizing and rewarding employee contributions.

2.4 Measures of Employee Performance

Employee performance is a critical aspect of organisational success, influencing productivity, profitability, and overall competitiveness. To effectively manage employee performance, organisations employ various measures aimed at assessing, evaluating, and enhancing employee contributions.

Efficiency: Efficiency in employee performance refers to the optimal use of resources to achieve desired outcomes with minimal waste of time, effort, and materials. It is a critical measure that helps organisations maintain competitiveness and profitability by maximizing productivity. One of the

primary measures of efficiency is the evaluation of output versus input. According to Adegboyega and Babatunde (2022), efficiency metrics often involve comparing the amount of resources (e.g., time, labor, cost) expended to produce a given level of output. For example, in a manufacturing context, efficiency can be measured by the number of units produced per hour or the cost per unit of production. In service-oriented roles, efficiency might be gauged by the number of clients served per day or the average time taken to resolve customer issues. Another key measure of efficiency is the utilization rate, which assesses how effectively an employee's working hours are used. High utilization rates indicate that employees spend a significant portion of their time on productive activities, while low rates may suggest time is being wasted or mismanaged. Kaplan and Norton (1992) emphasize the importance of tracking utilization rates through time management tools and performance tracking systems to ensure employees are working at their full potential. Process improvement initiatives, such as Lean and Six Sigma methodologies, are also crucial in enhancing efficiency. These methodologies focus on identifying and eliminating waste, streamlining processes, and improving workflow. According to Fornell et al., (1996), implementing Lean principles can lead to significant improvements in operational efficiency by reducing cycle times and increasing the speed of production processes. Furthermore, technology and automation play a significant role in boosting efficiency. The integration of advanced software tools and automated systems can reduce manual tasks, minimize errors, and speed up routine processes. Frone et al. (2019) highlight the impact of business analytics and automation technologies in enhancing employee efficiency by providing real-time data and insights that facilitate better decision-making and process optimization.

Efficiency in employee performance is measured by evaluating the ratio of output to input, monitoring utilization rates, implementing process improvement methodologies, and leveraging technology and automation. These measures help organisation ensure that resources are used optimally to achieve maximum productivity and minimal waste.

Effectiveness: Employee effectiveness refers to the

degree to which employees achieve organisational goals and deliver desired outcomes. It focuses on the quality of work and the ability to meet objectives, rather than just the efficiency of the processes involved. One core measure of effectiveness is goal attainment, which involves assessing whether employees meet their specific performance targets and objectives. According to Locke and Latham (2002), setting clear, specific, and challenging goals significantly enhances employee motivation and performance. Organisations often use performance appraisals and reviews to measure goal attainment, ensuring that employees' outputs align with strategic objectives. Customer satisfaction is another crucial measure of effectiveness, particularly in service-oriented industries. Effective employees are those who consistently meet or exceed customer expectations. This can be measured through customer feedback, satisfaction surveys, and Net Promoter Scores (NPS). As noted by Fornell et al. (1996), high levels of customer satisfaction are strongly correlated with business success, making it an essential metric for evaluating employee effectiveness. Quality of work is also a fundamental measure of effectiveness. It involves assessing the accuracy, thoroughness, and reliability of the work produced by employees. Quality can be measured through various means, including error rates, rework levels, and compliance with standards. Juran (1999) emphasizes the importance of quality management systems in monitoring and improving the effectiveness of employees by setting benchmarks and continuously assessing performance against these standards. Another measure of effectiveness is the impact of employee contributions on organisational outcomes. This can be evaluated through key performance indicators (KPIs) that align with business goals, such as revenue growth, market share, and innovation rates. Kaplan and Norton (1996) highlight the use of balanced scorecards to track multiple dimensions of performance, ensuring a comprehensive assessment of effectiveness.

Employee engagement and commitment also play a significant role in determining effectiveness. Engaged employees are more likely to be productive, innovative, and aligned with organisational goals. Gallup (2013) reports that high levels of employee

engagement led to better business outcomes, including higher profitability, productivity, and customer satisfaction. Measuring engagement through surveys and feedback tools helps organizations understand the effectiveness of their workforce in driving success. Effectiveness in employee performance is measured by goal attainment, customer satisfaction, quality of work, impact on organisational outcomes, and employee engagement. These measures ensure that employees not only work efficiently but also contribute meaningfully to the organisation's strategic objectives.

Performance appraisal and management systems serve as fundamental mechanisms for evaluating employee performance. Denisi and Murphy (2017) highlight the evolution of performance appraisal over the past century, emphasizing its pivotal role in providing feedback, identifying strengths and weaknesses, and facilitating performance improvement. Traditional performance appraisal methods such as ranking, rating scales, and forced distribution have been supplemented with more contemporary approaches including 360-degree feedback and continuous performance management systems. Locke and Latham's (2002) seminar work on goal setting theory has significantly contributed to understanding the relationship between goal setting, task performance, and motivation. According to their theory, setting clear and challenging goals enhances employee motivation and performance by providing direction, fostering commitment, and facilitating task persistence. Organisations often utilize goal-setting frameworks such as SMART goals (Specific, Measurable, Achievable, Relevant, Time-bound) to enhance employee performance and align individual objectives with organisational goals.

The role of human resource management (HRM) practices has a great impact in shaping employee performance. Meyer and Smith (2000) examine the relationship between human resource management practices and organisational commitment, highlighting the mediating role of employee attitudes and behaviors. They argue that HRM practices such as training and development, performance-based rewards, and employee involvement initiatives contribute to higher levels of organisational

commitment, which in turn positively influences employee performance. In addition to qualitative assessments, organisations rely on performance metrics and key performance indicators (KPIs) to quantitatively measure employee performance. Cascio and Boudreau (2008) emphasize the importance of aligning performance metrics with organisational objectives and strategy to ensure meaningful evaluation and performance improvement. Common performance metrics include productivity measures, sales targets, customer satisfaction scores, and quality standards, which provide objective benchmarks for assessing individual and team performance.

Effective performance management involves ongoing feedback and coaching to support employee development and improvement. Armstrong (2014) advocates for a shift towards continuous performance management approaches that emphasize real-time feedback, coaching conversations, and developmental opportunities. By providing regular feedback and coaching, organisations can address performance issues promptly, reinforce positive behaviors, and empower employees to reach their full potential. Managing employee performance is process that requires the implementation of various measures and strategies. Performance appraisal and management systems, goal setting and task motivation, HRM practices, performance metrics, and continuous feedback and coaching all play essential roles in evaluating and enhancing employee performance in organisations. By integrating these core measures and aligning them with organisational objectives, companies can foster a culture of high performance, engagement, and continuous improvement.

2.5 Theoretical Foundation

In understanding the dynamics of work-life balance and its impact on employee performance, Herzberg's two-factor theory of motivation-hygiene provides a valuable theoretical framework. Proposed by Frederick Herzberg in the 1950s, this theory suggests that there are two sets of factors that influence employee motivation and satisfaction: hygiene factors and motivators (Khalid., 2024). Hygiene

factors, also known as extrinsic factors, include elements of the work environment such as salary, job security, working conditions, company policies, and interpersonal relationships. According to Herzberg, these factors are necessary for preventing dissatisfaction among employees but do not necessarily lead to satisfaction or motivation. For example, a competitive salary and benefits package may prevent employees from feeling dissatisfied with their jobs, but it alone does not lead to higher levels of motivation or performance. On the other hand, motivators, also known as intrinsic factors, include elements such as recognition, responsibility, achievement, advancement, and the work itself. Herzberg argues that these factors are the primary drivers of employee motivation, satisfaction, and performance. When present, motivators can lead to higher levels of job satisfaction, intrinsic motivation, and performance. For example, opportunities for professional growth and development, challenging work assignments, and meaningful contributions to the organisation can energize employees and enhance their commitment and engagement.

Applying Herzberg's two-factor theory to the context of work-life balance, it becomes evident that both hygiene factors and motivators play a crucial role in shaping employee perceptions, attitudes, and behaviours. A supportive work-life balance, characterized by flexible work arrangements, adequate time off, and supportive organisational policies, can be considered a hygiene factor that prevents dissatisfaction among employees. When employees feel that they have control over their work schedules, can effectively manage their personal and professional responsibilities, and receive support from their employers, they are less likely to experience stress, burnout, and dissatisfaction. However, work-life balance alone may not be sufficient to drive employee motivation and performance. According to Herzberg's theory, intrinsic motivators such as challenging work assignments, opportunities for growth and advancement, and recognition for achievements are equally important in enhancing employee engagement, satisfaction, and performance. Therefore, organisations need to create an environment that not only supports work-life balance

but also fosters intrinsic motivation and provides opportunities for employees to grow, develop, and succeed in their careers.

In conclusion, Herzberg's two-factor Theory provides a valuable theoretical foundation for understanding the relationship between work-life balance and employee performance. By recognizing the importance of both hygiene factors and motivators in shaping employee attitudes and behaviours, organisations can develop strategies to promote work-life balance, enhance motivation, and improve performance among their workforce.

2.6 Work-Life Balance and Employee Performance

The nexus between work-life balance (WLB) and employee performance is a subject of extensive research in organisational psychology and management studies. Numerous studies have explored the relationship between these two constructs, aiming to understand how work life balance influences various aspects of employee performance

Numerous studies have examined the impact of work-life balance on various dimensions of employee performance, including job satisfaction, productivity, engagement, and organisational commitment. The consensus emerging from these studies suggests that there is a positive relationship between work-life balance and employee performance (Ali et al., 2022). One of the primary pathways through which work-life balance influences employee performance is by enhancing job satisfaction. Employees who perceive that they have sufficient control over their work schedules, can effectively manage their personal and professional responsibilities, and receive support from their employers report higher levels of job satisfaction (Bocean et al., 2023). This, in turn, leads to greater commitment to the organisation, reduced turnover intentions, and increased willingness to go above and beyond in their roles. According to Utete et al., (2022), work-life balance is also linked to improved well-being and health outcomes, which can have a direct impact on employee performance. Employees who experience high levels of work-life balance

report lower levels of stress, burnout, and mental health issues. By reducing stress and promoting overall well-being, organisations can create a healthier and more productive workforce, resulting in improved performance outcomes. Furthermore, research by Sadat and Rekha (2024) concluded that employees with better work-life balance are more productive and perform better in their roles. By allowing employees to manage their work schedules in a way that aligns with their personal lives, organisations can tap into their full potential and leverage their skills and abilities more effectively. This can lead to increased efficiency, higher quality work outputs, and ultimately, improved organisational performance. According to Weideman and Hofmeyr (2020), promoting work-life balance can also yield several organisational benefits that aids the organisation achieve its organisational goal. Organisations that prioritize work-life balance are more likely to attract and retain top talent, resulting in a more skilled and engaged workforce. Moreover, by fostering a culture that values work-life balance, organisations can enhance their employer brand and reputation, leading to greater competitiveness in the labour market.

According to Skaalvik and Skaalvik (2021) achieving work-life balance in practice can pose several challenges for organisations. Factors such as organisational culture, leadership support, and resource constraints can influence the extent to which employees are able to achieve work-life balance. Moreover, individual differences in preferences and needs must be taken into account when designing work-life balance initiatives to ensure their effectiveness.

Sadat and Rekha (2024) found a positive relationship between work-life balance and employee performance in the health and safety industry in Nigeria. Their study highlighted the role of a conducive work environment, team support, workload management, and flexibility in enhancing employee performance. Similarly, Khalid (2024) conducted a qualitative study in hospitality organisations, revealing a positive impact of work-life balance initiatives on perceived employee performance. Managers' positive attitudes toward work-life balance implementation were associated

with better job performance outcomes. Violeth and Samwel (2023) investigated the influence of work-life balance on employee performance in the private health sector in Tanzania. Their findings indicated that supervisory support, task autonomy, and work schedule flexibility significantly and positively influenced employees' performance. A study by Malik and Allam (2021) among university academicians found that a balanced work-life balance positively correlated with workplace satisfaction, indicating its importance in enhancing overall job performance. Aruldoss et al., (2021) explored the relationship between the quality of work life and work-life balance, highlighting its mediating role in job stress, satisfaction, and commitment. Their findings suggested that a better work-life balance positively impacts employee performance through reduced stress and increased job satisfaction. Another study by Elnanto and Suharti (2021) investigated the impact of remote work on work-life balance and its implication on employee happiness. They found that remote work positively affected work-life balance, which, in turn, enhanced employee happiness and potentially influenced performance outcomes. Furthermore, Bangun et al., (2021) highlighted the mediating role of happiness in the relationship between attitudes toward digital technology and job performance. Their findings emphasized the importance of promoting happiness, which is closely linked to work-life balance, for enhancing job performance among lecturers. Aruldoss et al. (2021) suggested that job satisfaction, a key component of employee performance, is positively associated with work-life balance. This indicates that organizations should prioritize work-life balance initiatives to foster job satisfaction and consequently improve overall employee performance. Gichunge and Njuguna (2020) found a positive relationship between work-life balance and job satisfaction among teachers in private schools in Kenya. Their study underscored the significance of work-life balance in enhancing job satisfaction, which is closely linked to employee performance in the education sector.

Lastly, the study by Austin-Egole (2019) in the health sector in Nigeria emphasized the exigencies of work-life balance for improved productivity. It

highlighted the importance of addressing work-life balance issues to enhance employee performance and organisational effectiveness in the healthcare sector. The nexus between work-life balance and employee performance is multifaceted and complex. While empirical evidence suggests a positive relationship between work-life balance and various dimensions of employee performance, achieving work-life balance in practice requires a concerted effort from organisations. By prioritizing work-life balance initiatives, organisations can create a supportive environment that enhances employee well-being, job satisfaction, and ultimately, performance.

2.7 Conclusion / Theoretical Implications

In conclusion, this paper has explored the role of work-life balance on employee performance through a comprehensive review of literatures from various scholars, several key findings have emerged, highlighting the positive and importance of the role of work-life balance in enhancing the employee performance, emphasizing the potential benefits for both individuals and organisations. Literatures reviewed deduced that employees who perceive greater control over their work schedules, receive support from their employers, and experience lower levels of work-life conflict, tending to report higher levels of job satisfaction, engagement, and productivity. Moreover, organisations that prioritize work-life balance initiatives are more likely to attract and retain top talent, leading to improved organisational performance and competitiveness in organisation. From a theoretical perspective, this study contributes to the existing body of knowledge by highlighting the relevance of theoretical frameworks such as Herzberg's two-factor theory of motivation-hygiene in understanding the relationship between work-life balance and employee performance. By synthesizing empirical evidence and theoretical perspectives, this study provides insights into this relationship, offering a theoretical foundation for future research and exploration in this area. Work life balance should be critically inculcated into the policies of organisations and technology that will permit easy flow of the measures

of work life balance should be advanced and implemented in organisations and nations.

In addition, this paper underscores the importance of organisations prioritizing work-life balance initiatives as part of their strategic objectives. By fostering a culture that values work-life balance and implementing supportive policies and practices, organisations can create a conducive work environment that enhances employee well-being, job satisfaction, and performance. Moreover, by investing in work-life balance initiatives, organisations can reap several benefits, including increased employee engagement, reduced turnover, and enhanced organisational reputation.

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