

**QUALITY OF WORK-LIFE AND EMPLOYEES' PERFORMANCE IN FEDERAL POLYTECHNIC,
BIDA, NIGER STATE**

BY

**Adekanmbi Christiana Oluwamuyiwa: Department of Business and Entrepreneurship, Kwara State University,
Malete; E-mail: oluwamuyiwaajibola@gmail.com**

**Dr. Ahmed Yahaya Abdulhameed: Department of Business and Entrepreneurship, Kwara State University,
Malete; E-mail: tayohameed@yahoo.com**

&

**Dr. Nurudeen Ahmed Bello: Department of business and Entrepreneurship, Kwara State University,
Malete; E-mail: talktonura@yahoo.com**

Abstract

The study examined the quality of work-life and employees' performance in Federal Polytechnic, Bida, Niger state. The descriptive survey of correlational type was used for the study. The purposive and simple random sampling techniques were used to select 306 respondents from the population of 1,461 (739 teaching and 722 non-teaching) staff of Federal Polytechnic, Bida, Niger state. Data were collected with self-structured questionnaires entitled "Quality of Work-Life Scale" (QWLS) and "Employees' Performance Scale" (EPS) with Cronbach Alpha reliability indices of .75 and .71 respectively. The data collected were subjected to percentage and regression analysis at .05 level of significance, using SPSS statistical software of version 20. The findings of the study revealed that job security have impact on employees' satisfaction with coworkers and employer ($\beta = -.100$, $F [2; 259] = 4.078$; $p < .05$); work-life stability impact employees' commitment ($\beta = -.097$, $F [2; 259] = 44.866$; $p < .05$); and workplace conditions significantly impact employees' task proficiency ($\beta = -.097$, $F [2; 259] = 7.596$; $p < .05$). It was conclude in this regard that quality of work-life contributes significantly to employees' performance. It was recommended among others that Polytechnic administrators should ensure safety and stability of their employees' job in order to facilitate positive relationships among colleagues and employers for effective performance towards the accomplishment of the institutional goals and objectives.

Keywords: Quality, Work-life concept; Employees' performance, Federal polytechnic, Bida, Niger state

Introduction

The Polytechnic institution is aimed at training students in different field of studies such as technology and management, which are relevant to the needs, aspirations and the development of the Nigeria's diverse economy and industries. An efficient system of skills development and a functioning vocational training system are key to a nation's economic development. Skills development is one of the keys to the development of other related systems and the stability of an economy relies on having an effective skilled workforce (Centre for the Development of Vocational Training, 2014). Thus, the employers in the Polytechnic need employees with requisite skills and energy to enable them achieve the set goals and objectives. The role of human resources or workforce in the Polytechnic setting cannot be undermined. Employees of an organisation are the pillar or strength of such establishment because they are responsible for carryout planned activities tailored towards the achievement of the organisational goals. It is important that an organisation implements quality human resource practices that aligns with the overall business strategy and goals to passionate employee goals. Capable employees directly impacts on organisation growth and development through innovative management of human capital (Ashraf, 2019). Hence, there is need for effective human resource management that will provide a quality work-life conditions for employees; which will in turn improve employees' motivation, commitment and performance.

Pranee (2010) noted that quality of work-life is an appropriate human resource management strategy for enhancing employees' performance. Quality of work-life is a multi-dimensional construct that encompasses variety of interrelated factors. It includes workplace conditions, productivity, motivation, job security, job

involvement, job promotional opportunities, job satisfaction, competence development, health, safety and well-being, involvement in decision-making processes, as well as balance between professional and personal life as (Lee, Dai & McCreary, 2015). Pranee (2010) described quality of work-life as a systematic and holistic approach that include job enrichment, enough and fair recompense, autonomous work groups and work-life stability with a focus on improving the satisfaction and productivity of employees. It entails employees' commitment to the organisation and an environment in which such commitment can thrive. Hence, quality of work includes employees' job related well-being and the extent to which they are satisfied with the rewards, fulfillment at job and enjoys the absence of stress and other negative personal consequences. The job security, work-life stability and workplace conditions are the focus of this study. On the other hand, employees' performance is how staff members fulfill the duties and obligations of their role, completes required tasks and comport themselves in the workplace. Karakas (2010) described employee performance as individual's work achievement after exerting required effort on the job which is associated through getting a meaningful work, engaged profile and compassionate colleagues/employers around. Monitoring of employees' performance reflects a picture of how an organisation is running; it does not only help x-ray the present status of an organisation but also provide them with information that fits into future growth plans. Evaluating performance of employees also helps them to reach their full potentials, enhance their morale and quality of production, as well as improve their overall work performance. However, underperforming employees might lead to poor organisation performance and difficulty in attaining the set goals. It must be noted that there are no fixed performance appraisal criteria; they can differ from one organisation to the other based on their varying guidelines and culture. However, certain attributes remain common and are followed by every organisation; they include skills, competency level, behavioural traits (commitment, relating with coworkers), task proficiency, willingness to learn among others (McCook, 2002; Griffin, Neal & Parker, 2007). In this study, employees' satisfaction with coworkers, employees' commitment and task proficiency are considered.

According to Maxwell (2005), work-life balance is about adjusting working patterns regardless of age, race or gender so that everyone can find a rhythm to help combine work with their other responsibilities or aspirations. It addresses issue concerning each and every employees in an organisation. The issue has become universal. Also, the nature of WLB does not only concern working fewer hours, it has become more multi-faceted. Moreover, Clark (2000) described balance as satisfaction and good functioning at work and at home, with a minimum of role conflict. WLB is an area of increasing importance to both employees and employers. Employees need to balance work and non-work roles and employers require it to increase productivity and reduce cost (Abbott & De Cieri, 2008). The drivers for WLB can be attributed to changes in the demographic distribution of the labour force, technological advancement and the opening hour's culture in modern society (Beauregard & Henry, 2009). Previous studies had established the link between different components of quality of work-life and employees performance. For instance, Hamzah, Mu'taman and Omar (2014) investigated the impact of leadership methods on the yields of government facilities in the Kingdom of Saudi Arabia and the result revealed that leadership methods result to job performance of employees. Saleem and Khurshid (2014) examined the relationship between human resource practices and job performance of workers and the findings showed a strong relationship between compensation provided (excellence, transparency in selection and appointment, training, development programmes and organisational commitment) and improved job performance by employees. Elhosni (2016) examined the effect of quality of work-life in enhancing organisational commitment, the study found that QWL affects organisational commitment positively.

Werther and Davis (2002) had reiterated that job security and the balance between personal life and work are important variables employees usually factorise into the effort they expend in discharging their work roles. Indumathy and Kamalarj (2012) claimed that quality of work-life should be considered as an asset by the organisation because employees perform better when they are allowed to manage their own work, contribute to decision-making and take responsibility; this orientation motivates employees in meeting their physiological and their economic needs. Igbokwe, Itoya and Eziuzo (2020) indicated in their findings that long hours of work as has negative effect on employees' performance in tertiary institutions and the high level of pressure experienced

by employees often contribute to their poor work performance. In this regard, a balanced quality of work-life is an effective tool for organisational culture change and for performance improvement among employees in an organisation. Therefore, this current study investigated the quality of work-life and employees' performance in Federal Polytechnic, Bida, Niger State, Nigeria.

Statement of the Problem

Part of the aims and objectives that guide the establishment of Polytechnics in Nigeria are to train and retrain the required manpower to manage and maintain the expected growing resources and technologies in industries and factories. Competent and well adjusted employees (teaching and non-teaching) are needed in this regard to make the institutions short and long-terms objectives achievable. Polytechnic employees are thus expected to perform at optimum degree in their work role and responsibilities. However, Ng'ethe, Iravo and Namusonge (2012) have claimed that most Nigerian tertiary institutions are experiencing inefficiency and unproductivity among their staff due to inappropriate imbalance between work and life endeavours. This has consequently affected the performance of the administrative staff, students and teaching staff. Babatunde, Olanipekun, Lateef and Babalola (2020) investigated work-life balance and the performance of academic staff at the selected tertiary institutions in Kwara State, Nigeria; the outcome of the study showed that work-life balance (work flexibility and work environment) significantly affect the employees' performance. In a comparative study of private and public universities in Kwara State, Nigeria, Atunde, Oladimeji, Abdulraheem, Medupin, Tijani, Oladejobi, Rilwan and Jesuwaye (2021) assessed the employment conditions in the library workplace. Their findings revealed that professional development opportunities and quality work-life integration were better in public University libraries than in the private ones, while pay and compensation, promotion prospects and welfare benefits in private University libraries are better than that of the public University libraries. The above stated researches are evident that there is paucity of empirical research on QWL and employees' performance in the Polytechnic education system; hence, the research effort to determine the impact of quality of work-life on employees' performance in Federal Polytechnic, Bida, Niger State, Nigeria.

Objectives of the Study

The study investigated the quality of work-life and employees' performance in Federal Polytechnic, Bida. It specifically determined:

1. the impact of job security on employees' satisfaction with coworkers and employers in Federal Polytechnic, Bida.
2. the impact of work-life stability on employees' commitment to work in Federal Polytechnic, Bida.
3. the impact of workplace condition on employees' tasks proficiency in Federal Polytechnic, Bida.

Research Hypotheses

The following hypotheses were formulated for testing in this study:

1. There is no significant impact of job security on employees' satisfaction with coworkers in Federal Polytechnic, Bida.
2. There is no significant impact of work-life stability on employees' commitment to work in Federal Polytechnic, Bida.
3. There is no significant impact of workplace condition on employees' tasks proficiency in Federal Polytechnic, Bida.

Methodology

Being a quantitative research, the study employed a descriptive survey of correlational design; as the study examined to what degree or extent the independent variable contribute to the dependent variable. The correlational design is the measurement of two or more factors to determine or estimate the extent to which the values for the factors are related or change in an identifiable patterns (Thomee, Harenstam & Hagberg, 2011). The population of the study is 1,461 (which comprises 739 teaching staff and 722 non-teaching) staff of Federal Polytechnic, Bida, Niger State (Registrar's Office, 2020). From the population, 306 respondents were selected

(Krejcie & Morgan, 1970) using purposive and simple random sampling technique. However, 261 responses were retrieved at the end of the research exercise. The respondents were deliberately met at their various workplace or offices and were selected on random basis. The instruments used for data collection were self-structured close-ended questionnaires on Quality of Work-Life and Employees’ Performance, with .75 and .71 Cronbach Alpha reliability coefficients respectively. The instruments consisted of the Demographic Profiles section of the respondents and items of the independent and dependent variables in the following section. The questionnaires were patterned on Five Point Likert-Type rating format of, Strongly Agree = 5; Agree = 4; Neutral = 3; Disagree = 2; and Strongly Disagree = 1. The null hypotheses formulated were tested using Linear Regression Analysis at .05 level of significance; with the version 20 of SPSS statistical software. In a situation where a researcher wants to determine if values for one factor predict values for the second factor, linear regression is considered appropriate (Privitera & Wallace, 2011).

Results

The results’ presentation started with the demographic profiles of the respondents. Percentage was used to presents the respondents’ demographic attributes as follows:

Table 1: Percentage Distribution of Respondents’ Demographic Profiles

S/N	Variable		Frequency	Percentage %
1	Gender	Male	172	65.9
		Female	89	34.1
		Total	261	100.0
2	Age	30-39	58	22.2
		40-49	145	55.6
		50-59	31	11.9
		60 and above	27	10.3
		Total	261	100.0
3	Marital Status	Single	98	37.5
		Married	135	51.7
		Widow/Others	28	10.7
		Total	261	100.0
4	Educational Background	First Degree	43	16.5
		Masters	118	45.2
		Ph.D.	81	31.0
		Others	19	7.3
		Total	261	100.0
5	Length of Service	Less than 5years	28	10.7
		5-10	64	24.5
		11-20	46	17.6
		21-30	47	18.0
		31 and above	76	29.1
		Total	261	100.0

Table 1 presents the demographic profiles of the respondents. The table shows that out of the 306 respondents who participated in this study, 172 (65.9%) were males; while 89 (43.1%) were females. This means that more males participated in this study than their female counterpart. The respondents’ age distribution shows that 58 of them representing 22.2% were within the age bracket 30 and 39 years, 145 (55.6%) were between 40-49 years, 31 (11.9%) were between the age of 50 and 59 years; while 27 (10.3%) of the respondents were 60 years and above. This implies that employees in the mid adulthood have the largest number of participants in the study. With respect to marital status, 98 (37.5%) of the respondents were single, 135 (51.7%) were married; while 28 (10.7%) were widowed; indicating that married individuals took larger percentage of the participants. In terms of

educational background, 43 (16.5%) of the respondents were first degree holders, 118 (45.2%) have Masters degree, 81 (31.0%) possessed Ph.D. degree; while 19 of the (7.3%) of the respondents indicated other types of educational qualification. This means that respondents with Masters degree were more in this study. Distribution on the basis of length of service indicates that 28 (10.7%) of the respondents have spent less than 5 years in service, 64 (24.5%) have being in service between 5-10 years, 46 (17.6%) were within 11-20 years in service, 47 (18.0%) have spent between 21-30 years with the institution; 76 (29.1%) of the employees have being with the institution for 31 years and above. Therefore, employees with the highest length of service 31 and above were more represented in this study.

H01: There is no significant impact of job security on employees’ satisfaction with coworkers and employers in Federal Polytechnic, Bida.

Table 2: Regression Coefficients for Job Security Impact on Employees’ Satisfaction with Co-Workers and Employer

Variable	F	B	β	T	p
Constant		15.621		21.781	.000
Job Security	4.078	-.068	-.100	-1.619	.003

Note: $R^2_{adj} = .016$ (N =306; p = .002).

The regression analysis in table 2 shows that the independent variable explained 16% ($R^2 = .160$) proportion of variance in the dependent variable. This shows that job security scores significantly predicts employees’ satisfaction with coworkers and employer, $\beta = -.100$, $F(2; 259) = 4.078$; $p = .003 < .05$; hence, the null hypothesis is rejected. Therefore, there is a significant impact of job security on employees’ satisfaction with coworkers and employers in Federal Polytechnic, Bida.

H02: There is no significant impact of work-life stability on employees’ commitment to work in Federal Polytechnic, Bida.

Table 3: Regression Coefficients for Work-Life Stability Impact on Employees’ Commitment to Work

Variable	F	B	β	t	p
Constant		12.527		9.571	.000
Commitment	44.866	-.139	-.097	-1.798	.003

Note: $R^2_{adj} = .252$ (N =306; p = .000).

The regression analysis in table 3 shows that the independent variable explained 25% ($R^2 = .252$) proportion of variance in the dependent variable. This shows that work-life stability scores significantly predicts employees’ commitment, $\beta = -.097$, $F(2; 259) = 44.866$; $p = .003 < .05$; hence, the null hypothesis is rejected. Therefore, there is a significant impact of work-life stability on employees’ commitment in Federal Polytechnic, Bida.

H03: There is no significant impact of workplace condition on employees’ tasks proficiency in Federal Polytechnic, Bida.

Table 4: Regression Coefficients for Workplace Condition Impact on Employees’ Tasks Proficiency

Variable	F	B	β	t	p
Constant		12.025		14.661	.000
Workplace condition	7.596	.185	.232	3.823	.000

Note: $R^2_{adj} = .048$ (N =306; p = .000).

The regression analysis in table 4 shows that the independent variable explained 4.8% ($R^2 = .048$) proportion of variance in the dependent variable. This shows that workplace conditions scores significantly predicts employees’ task proficiency, $\beta = .232$, $F(2; 259) = 7.596$; $p = .000 < .05$; hence, the null hypothesis is rejected. Therefore, there is a significant impact of workplace conditions on employees’ tasks proficiency in Federal Polytechnic, Bida.

Discussion

The regression analysis result revealed that there is a significant impact of job security on employees' satisfaction with coworkers and employers in Federal Polytechnic, Bida. This means that job security enhances employee's satisfaction with coworkers and employers. The more an individual confident that there is reliable, the more they are likely to feel comfortable with coworkers and employer in an organisation. The finding of this study is in line with the study of Vloisky and Aguilar (2009) whose finding revealed that job security is associated with employees' relationship with coworkers and employers. On the other hand, the finding of Elomri and Randa (2017) revealed a statistical significant difference in employees' job performance and relationships with colleagues and manager. It disagreement with this other finding might be explained by different locales in which the studies were conducted. The finding of this study concurs with the previous study perhaps, because there is similarity in the category of respondents that participated in both studies. This finding suggests that job security is one of the key human resource policies that could be used by an organisation in facilitating effective interpersonal relationship among employees and employer for consequent positive job performance and high level of productivity.

The second result from this study is that there is a significant impact of work-life stability on employees' commitment in Federal Polytechnic, Bida. This implies that stability or balance between work and home factors will improve commitment of employees to work and motivate them towards discharging their duties and responsibilities with ease. The more stable a work-life the more level of commitment shown by an employee to work. This current finding is in tandem with the findings of Elhosni (2016); Faloye and Owoeye (2019); Babatunde, Olanipekun, Lateef and Babalola (2020) who reported a significant impact of work-life stability on employees' commitment level to work. The agreement of this finding with the past studies could have resulted from the fact that similar organisation was used to carry out the studies. Babatunde, Olanipekun, Lateef and Babalola (2020) noted that increase in a flexible work style not encroaching into the private life, employees reacts in a positive way and also when the environment becomes conducive, employees tend to rise their work culture thereby affecting their performance. The finding of this study follows that balance between work and family life is one of the strong components of work-life quality that can improve the commitment and loyalty of employees to an organisation; and in turn contribute hugely to the employees' work performance.

Regression analysis on hypothesis three tested indicated there is a significant impact of workplace condition on employees' tasks proficiency in Federal Polytechnic, Bida. This means that workplace condition contributes to employee's level of tasks proficiency. That is, the more conducive the workplace for employees the better or proficient they become in performing a specific tasks or role. This current finding supports the previous studies by Bakar, Rozaini and Norailis (2015); Ulabour and Akande (2019); Atunde, Oladimeji, Abdulraheem, Medupin, Tijani, Oladejobi, Rilwan and Jesuwaye (2021) which showed that workplace conditions significantly influence workers performance of tasks effectively. The similitude of this current result with the previous finding may have caused by the fact that both studies were conducted in the same locale, Nigeria. The finding of this study suggests that making a workplace conducive and comfortable for workers will go a long way in improving the employees' proficiency in performing their duties and responsibilities for the growth and development of the organisation.

Conclusion

The conclusion arrived at from the findings of this study is that quality of work-life contributes significantly to employees' performance. The educational administrators thus own the responsibility of redesigning their human resource policies to accommodate different components of quality of work-life (such as job security, work-life balance and workplace conditions) that can translate to positive work performance in employees and in turn contribute the overall satisfaction of the employees and achievement of the set goals and objectives of the higher educational institutions.

Recommendations

Based on the findings of this study, it was recommended that:

1. Administrator should create an enabling environment for their employees, where they can be rest assured and confident that their job is safe and stable regardless of general economic conditions in the country; thereby, enhancing the employees' relationships with colleagues and employers, improve their level of work performance and contributing enormously to the success of the technical institution of learning.
2. Administrator should design the work-schedule and workload of their employees in such a way that it will not affect their personal and family life. Maintaining balance between work and family life will give room employees to give adequate attention and commitment to work in achieving the organisation goals and objectives, through outstanding performance.
3. Administrators should make the conditions of work for their employees-centric favourable by paying the employees meaningful salary, engaging the employees on different training programmes, seminars or workshops that can enhance their competency level and increase their performance level towards achieving the organisation goals.

References

- Abbott, J. & De Cieri, H. (2008). Influences on work/life benefits decision making: Management and employee perspectives. *Journal of Management and Organization*, 14 (3), 303-322.
- Abeba, M. A., Mesele, D. A. & Lemessa, B. (2015). The impact of training and development on employee performance and effectiveness: A case study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia. *Journal of Human Resource and Sustainability Studies*, 3 (4), 188-202.
- Adebayo, A. (2016). Work-life balance among academic staff of the University of Lagos. *Makerere Journal of Higher Education*, 8 (2), 153-164.
- Ashraf, S. (2019). *How HRM can help an organisation to achieve its goals?*. <https://www.linkedin.com/pulse/how-hrm-can-help-organisation-achieve-its-goals-shahmeen-ashraf>.
- Atunde, M., Oladimeji, R., Abdulraheem, J., Medupin, J., Tijani, A. ., Oladejobi, J., Rilwan, A. & Jesuwaye, O. (2021). Assessment of employment conditions in the library workplace: A comparative study of public and private universities in Kwara State, Nigeria. *AU EJournal of Interdisciplinary Research*, 6 (2), 58-69.
- Babatunde, S. O., Olanipekun, W. D., Lateef, S. A. & Babalola, H. B. (2020). Work-life balance and the performance of academic staff at the selected tertiary institutions in Kwara State, Nigeria. *Journal of Southwest Jiaotong University*, 55 (6). <http://www.jsju.org/index.php/journal/article/view/790>.
- Bakar, A., Rozaini, R. & Norailis, A. W. (2015). Roles of organisational support in quality of work-life in insurance industry. *Journal of Economics, Business and Management*, 3, 753-757.
- Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*, 19,9-22. <http://dx.doi.org/10.1016/j.hrmr.2008.09.001>.
- Centre for the Development of Vocational Training (2014). *Macroeconomic benefits of vocational education and training*. Luxembourg: Publications Office of the European Union.
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53, 747-770.
- Daud, N. (2010). Investigating the relationship between quality of work-life and organisational commitment amongst employees in Malaysian Firms. *International Journal of Business & Management*, 5, 75-82.
- Elomri, M. & Randa, S. (2017). The effect of quality of career on the performance of the public employee: An empirical study on civil service employees in Saudi Arabia. *The Jordanian Journal of Business Administration*, 13, 1-18.
- Essouiti, S. (2016). *About the impact of the quality of work-life on organisational loyalty in the Palestinian Ministries*. PhD Thesis, Khartoum: Sudan University of Science and Technology.

- Faloye, D. O. & Owoeye, I. (2019). Diversity, work-life balance and employees' performance in Nigeria: A survey of tertiary institutions and banks in Ondo state. *International Journal of Business and Management Studies*, 08 (01), 175–192.
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behaviour in uncertain and interdependent contexts. *Academy of Management Journal*, 50 (2), 327–347.
- Hamzah, A. R., Mu'taman, J., & Omar, D. O. (2014). Leadership styles and performance of public sector organisations: The case of Saudi Arabia. *Journal of Business Management and Accounting*, 5, 55-62.
- Igbokwe, I. C., Itoya, J. & Eziuzo, G. O. (2020). Long hours of work and employee performance in Nigerian universities. *European Journal of Human Resource Management Studies*, 4 (2), 189-204.
- Indumathy, R. & Kamalarj, S. (2012). Labour: A study on quality of work-life among workers with special preference to Textile Industry in Tirupur District a Textile Hub. *International Journal of Multidisciplinary Research*, 2, 265-281.
- Karakas, F. (2010). Spirituality and performance in organisations: A literature review. *Journal of Business Ethics*, 94 (1), 89–106.
- Lee, Y. W., Dai, Y. T. & McCreary, L. L. (2015). Quality of work-life as a predictor of nurses' intention to leave units, organisations and the profession. *Journal of Nursing Management*, 23, 521–31.
- Mackelprang, A.W., Jayaram, J. & Xu, K. (2012). The influence of types of training on service system performance in mass service and service shop operations. *International Journal of Production Economics*, 138 (1), 183-194.
- Maxwell, G. A. (2005). Checks and balances: The role of managers in work–life balance policies and practices. *Journal of Retailing and Consumer Services*, 12 (3), 179-189.
- McCook, K. D. (2002). *Performance management system in organisations* (Unpublished doctoral dissertation). Baton Rouge, LA, US: Louisiana State University and Agricultural and Mechanical College.
- Ng'ethe, J. M., Iravo, M. E. & Namusonge, G. S. (2012). Determinants of academic staff retention in public Universities in Kenya: Empirical review. *International Journal of Humanities and Social Science*, 2, (1), 205-212.
- Pranee, C. (2010). Quality of work-life for sustainable development. *International Journal of Organisational Innovation*, 2 (3), 124-137.
- Privitera, G. J. & Wallace, M. (2011). An assessment of liking for sugars using the estimated daily intake scale. *Appetite*, 56 (1), 713–718.
- Saleem, I. & Khurshid, A. (2014). Do Human Resource Practices Affect Employee Performance? *Pakistan Business Review*, 15, 669-688.
- Tamunomiebi, M. D. & Oyibo, C. (2020). *Work-life balance and employee performance: A literature review*. <https://www.ejbm.org/index.php/ejbm/article/view/196>.
- Thomee, S., Harenstam, A. & Hagberg, M. (2011). Mobile phone use and stress, sleep disturbances, and symptoms of depression among young adults - a prospective cohort study. *BMC Public Health*, 11 (1), 66. <http://doi.org/10.1186/1471-2458-11-66>.
- Ulabour, E. A. & Akande, S. O. (2019). Investigating the effect of quality of work-life on employees attrition: an evidence of selected tertiary institutions in Osun State. *International Conference of Science, Engineering & Environmental Technology*, 4 (22), 163-174. <https://doi.org/10.5539/ijbm.v5n10p75>.
- Vloisky, R. P. & Aguilar, F. X. (2009). A model of employee satisfaction: Gender differences in cooperative extension. *Journal of Extension*, 47, 1-15.
- Werther, W. & Davis, K. (2002). *Human resources and personnel management*. New York: McGraw-Hill Series in Management.