



Work life Balance: A Catalyst for Effective Teachers Performance in Nigeria

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Abstract

The transition from viewing work-life balance practices solely as a means of accommodating individual employees with care giving responsibilities to recognizing their contribution to teachers' performance and employee engagement is an important paradigm shift that is still very much in process. Thus, work life balance leads to improve the job performance by improving the employee loyalty, satisfaction, commitment, organizational citizenship behavior and productivity as well as reducing employee turnover and absenteeism. Indicators of work life balance were as well examined, such as daily work hours, flexible work options, co-worker support and family friendly policies or childcare facilities. A review of literature has it that with better work- life balance, teachers may feel more in control of their working life hence resulting in less stressed-happier teachers, increased production rate, and lower absenteeism. However, some of the challenges causing the inability to balance work and life demand is the increasing level of work-life conflicts experienced by teachers. Work-life conflict occurs when an individual has to perform multiple roles that require excessive time, energy and commitment. Finally, the study concluded that effective work/life balance have the potential to significantly improve employee morale; reduce absenteeism, and retain organizational knowledge, particularly during difficult economic times. The study recommended that institution needs to encourage work-life balance among the teachers and the institution.

Keywords: Work-Life Balance, Catalyst, Teachers Performance.

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INTRODUCTION

The place of work has been redefined owing to economic conditions and increasing social demands. At first, work was taken up for purposes of survival and necessity, however the role of workers has evolved and its composition has significantly changed. On the other hand, today's society still sees work as a necessary element for sustaining life's demands, hence constituting a

source of personal satisfaction to the worker. Work-life balance is an important concept that is receiving increasing attention from government, researchers, and management and employee representatives. Factors contributing to the interest in work-life balance issues are global competition, renewed interest in personal lives/family values and an aging workforce (Lockwood, 2003). Sverko et al. (2002) attribute the growing relevance of work-life balance in industrialized societies to changing technology, changing values and changing demographic trends. Other factors include increasing complexity of work and family roles, the increased prevalence of dual income households and the expanded number of women entering the workforce. Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or „fit“ between the multiple roles in a person’s life (Hudson, 2005).

There is no one accepted definition of what constitutes a work-life balance practice, the term usually refers to one of the following: organizational support for dependent care, flexible work options, and family or personal leave (Estes & Michael, 2005). Hence these practices include flexible work hours (e.g., flextime, which permits workers to vary their start and finish times provided a certain number of hours is worked; compressed work week, in which employees work a full week's worth of hours in four days and take the fifth off), working from home (telework), sharing a full-time job between two employees (job sharing), family leave programs (e.g., parental leave, adoption leave, compassionate leave), onsite childcare, and financial and/or informational assistance with childcare and eldercare services. One of the approaches to aid the achievement of personal satisfaction and professional goals for workers, therefore, is the entrenchment of work-life initiatives and policies by employers of labour (Greenhaus & Powell, 2006). More so, the value of the employees in ensuring successful implementation of organizations goals and objectives have informed the quest in academia and amongst human resource management practitioners, as to how best to create a balance between work and personal life so as to enhance employee productivity (Wright & Boswell 2002).

Providing quality of life for an employee at the same time retaining the productivity levels of an employee at the work place is the main focus for work life balance. Greenhaus et al. (2003) pointed out that balance work life score provides an organization with a productive and innovative employee, whereas disparity in the work life balance tends to develop depressed, dissatisfied and unproductive employees. In the current work place, employees are faced with greater workload, increasing time pressure and growing obstacles in satisfying both job and personal demands (Sabatini et al., 2008). At work the demand for productivity leads to more tasks, which have to be fulfilled in a shorter period of time. Satisfying the often-conflicting demands of work and family life is one of the biggest challenges for modern employees as this impinges on their ability to accomplish a given task within the stipulated time frame (Lingard et al., 2012). In response to the above challenges, most employers are committed to helping their employee achieve some level of work-life balance as they believe that it will assist with employee morale and productivity (Convergence International, 2008).

Again, organizations seeking to achieve productivity of their employees have turned to policies such as flexible working option, on-site childcare, eliciting support for co-workers (Simard et al., 2011); flexibility in working conditions, family-friendly policies, support for gender equality and expanded labor rights. Furthermore, work-life balance has been found to have a number of positive outcomes. There is evidence that work-life balance is related to higher levels of teachers’ commitment (Baral & Bhargava, 2010). An empirical study of 3,000 Australians conducted by (Convergence International, 2008) showed that work-life balance is the number one factor of job attraction and satisfaction which results in increase productivity. Also,

Hamming and Bauer (2009) in a study of employee productivity discovered that when work-life imbalance issues developed in male as well as female employees, they tend to develop further issues such as negative emotions, depression, low energy, pessimism, fatigue and sleep disorders. Work life balance practices are deliberate organizational changes in programs or organizational culture that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles (Garg & Rastogi, 2006).

The transition from viewing work-life balance practices solely as a means of accommodating individual employees with care giving responsibilities to recognizing their contribution to teachers' performance and employee engagement is an important paradigm shift that is still very much „in process. In today's competitive world, institutions are spending lot of time and money on employee satisfaction in an effort to improve commitment, and also to help the institutional needs. Schools that have implemented the work life balances programs recognize that teachers' welfare affects the bottom line of the schools. Thus, successfully balancing work and family life is one of the major challenges facing current teachers (Hill et al., 2001). One of the consequences of the inability to balance work and life demand is the increasing level of work-life conflicts experienced by teachers. Work-life conflict occurs when an individual has to perform multiple roles that require excessive time, energy and commitment.

Family interference with work occurs when family role responsibilities hinder performance at work. For instance, a child's illness can prevent a parent from going to work and these results in loss of man hour to the organization. Though, scholars in various part of the globe are grappling with need to unravel factors that predicts teachers' performance in schools with strong evidence from the educational sector (Grzywacz & Carlson, 2007). Also, Chimani and Bukhari (2015) attempt an empirical examination of the influence of work life balance on productivity of employee in the banking sector of Pakistan, from literature therefore there is a dearth in literature exploring the influence of work life balance on teachers' performance. It is this observed gap in literature that this study is set to bridge.

CONCEPTUAL CLARIFICATION

Concept of Work-Life Balance

The term work-life balance is commonly used as a more comprehensive expression to describe policies that have been previously termed 'family-friendly', but are now extended beyond the scope of the family. Work life balance (acronym WLB) is the separation between work life and personal life of an employee in the organization. It is the boundary that one creates between the professional life, career advancement, personal life or any other segment that makes up the life of an individual. Apart from the career life these segments include family, personal growth, fitness and health, community relations and friendship. Finding the balance between career and personal life has always been a challenge for working people. Work-life balance refers to the flexible working arrangements that allow both parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Redmond et al., 2006). Also, Grzywacz and Carlson (2007) define work life balance as accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role partners in the work and family domains.

Voydanoff (2008) posited that work-life balance is the global assessment that work and family resources are sufficient to meet work and family demands such that participation is effective in both domains. Furthermore, work-life balance is how well an individual is able to

manage their professional life as an employee and at the same time being able to coordinate their social life alongside in order to achieve a comprehensive personal satisfaction. In this sense, most women work part time so they can take care of their home. work-life balance “describes the relationship between your work and the commitments in the rest of your life, and how they impact on one another”. Put simply, it's about finding peace and balance between the demands of work and those of personal fulfillment and a happier life.

For each most persons, achieving the ultimate in work-life balance is completely different and dependent upon their life stage and priorities at the time, which may be fluid and ever-changing. The balance a teacher required two years ago, may be very different today. For a teacher in the early stages of their career, a promotion may be the most important thing. Work-life balance for them may include long hours at work and cutting back on socializing to ensure the end-goal is met. Work-life balance is a term used for the idea that you need time for both work and other aspects of life, whether those are family-related or personal interests. The saying goes that ‘all work and no play makes Jack a dull boy’. But work, or at least some kind of contributory effort, whether paid or voluntary, is often recognized as being important for personal satisfaction, so it seems likely that ‘all play’ would be dull too (Sloan, 2012).

Indicators of Work life Balance

Work-life balance indicators at the workplace for the purposes of this study typically will focus on the followings:

Daily Work Hours

Daily work hours and working time arrangements are key elements of working conditions and determine the possibilities for employees to balance work with their other life spheres. This development has led to an increasing literature that suggests the effect of the changed work time patterns might have on the satisfaction, happiness and well-being of employees and their families. Hours worked vary substantially between countries, but also within countries due to the prevalence of part-time work and working hours regulations or agreements (Collewet & Sauermann, 2017). Understanding how the number of hours worked affects employee productivity is an important element of understanding employee demand, and has important implications for the regulation of daily working hours and firm management. Still, a lot remains unknown about the effect of daily working hours on employee productivity. In theory, there could be two opposite effects. On the one hand, longer hours can lead to higher productivity if a worker faces fixed set-up costs and fixed unproductive time during the day, or if longer hours lead to better utilization of capital goods (Friedman & Greenhaus, 2000). On the other hand, worker fatigue could set in after a number of hours worked, so that the marginal effect on productivity of an extra hour per worker starts decreasing (Pencavel, 2015).

In recent years, work–life balance has become a major factor for balancing working time and free time. Literature on the topic mainly focuses on family-friendly measures and how companies operationalize them (Dilger & König, 2007, Prognos, 2003). In particular, time is a crucial resource for balancing work and life, because it can be allocated to either work or free time. Existing literature offers little evidence about the influence of working time preferences on employees’ satisfaction in Germany. Those supporting working hour’s legislation believe that this would enhance employees’ safety and health and in return, boost staff productivity and morale, thus benefitting employers, however, those opposing legislation believe that mandatory

standard working hour would affect workers of all skill and seniority levels and hence, influence the operational flexibility of businesses which has long been a key competitive edge.

Merz (2002) stated that German employees found that those hours are much lower than actual working hours, a preference that persisted for at least the next decade (Holst, 2007) connects working hours to individual well-being by using the number of working hours an employee wants to change as an indicator of economic well-being, based on GSOEP data from the mid-1980s to the mid-1990s. Grözinger (2008) use more current data from 2004 and find that working time preferences are highly relevant to life and job satisfaction. In addition, Hanglberger (2010) analyzed the effect of working hours on job satisfaction with 2005 and 2007 GSOEP data and finds a positive effect of self-determined working hours on job satisfaction for full-time employees.

Flexible Work Options

The need for flexibility increased during the latter part of the 20th century as women entered the workforce and continued working after having children. The need for employees to care for parents increased as people lived longer, and this prompted requests for flexible schedules. Older workers continued to work beyond the traditional retirement age, though many seniors prefer part-time employment, seasonal work or flexible daily scheduling. The importance of continuing education also impacts employee work schedules. Telecommuting lends itself to planning work hours around other life responsibilities (Baer, 2011). One reason why many have advocated their use is because of the belief that they help employees manage better the conflict between work and family (Cohen, & Single, 2003). This conflict has received much attention in both popular press and the academic literature particularly over the last decade. One result of this is that organizations have sought to become more family-friendly. Because flexible works arrangements are a common component of many family-responsive human resource policies, their popularity has increased (Glass & Finley, 2002).

More so, flexibility time at work now takes various forms and includes job sharing, variable working time and telecommuting alongside conventional part time schedules. These arrangements vary across different countries and reflect the amount of control over working time that employer or employee enjoys in relation to when the work is done and the number of hours worked during a specific period (Cole, 2006). Flexible Work option provide organizations and their employees the ability to make choices about when (flextime, compressed workweeks), where (telecommuting), and for how long (part-time, reduced hours) work-related activities are accomplished. These types of work arrangements have seen a rise in popularity due to a change in workforce demographics and employee demands for greater work-life balance (Wendt, 2010). Furthermore, it makes good business sense to provide flexible-working opportunities and appropriate policies for employees. It helps companies to retain skilled employees, raise employee morale and minimize absenteeism (Baldoni, 2013). Organizations that help employees work in a way that best supports them in balancing their work and home environments are more likely to have engaged employees. Engaged employees stay longer and contribute in a more meaningful way (Allen et al., 2000). Tamps and Piedmonte (2010) noted that employees prefer flexible working option which are not dangerous and unpleasant.

They like flexible working option which are similar to the conditions that they have in their homes. Because employees spend so much time in their work environment each week, it's important for tertiary institutions to create a flexible working option that will maximize their productivity on the job. Such things as providing virtual offices rather than centralized ones, and

other gestures that contributes to comfortable and favorable work conditions. Providing productivity tools such as upgraded information technology to help employees accomplish tasks more efficiently contributes to job productivity. Al-Sumaiti (2010) observed that the conditions under which a job is performed can be different -from those completely comfortable to those very difficult and dangerous to employees' life and health. Again, difficult working conditions can be influenced by: external factors that include climate meteorological conditions, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke and other harmful factors; subjective factors that include gender and age of the worker, fatigue, monotony, unfavorable posture during work, etc.; factors related to the organization of production such as duration of the work shift, work schedule, working time, work pace, excessive strain have to the agitation in modern institutions for flexible work options (Gayathri & Ramakrishnan, 2013).

Co-worker Support

Coworker support refers to employees' beliefs about the extent to which coworkers provide desirable resources in the form of emotional support like showing concern when a colleague is experiencing difficulties (Susi, 2010). Providing support especially helping with work tasks has been found to increase the levels of engagement among team members. One of the factors that researchers have attributed to the achievement of work-life balance is co-worker support (Wadsworth & Owen, 2007). Supportive co-workers assist employees engage with the organization to which they belong. This element is measured by how those in employees' immediate workgroups behave and the adequacy of the recognition employees receive for the work they do. Employees in the work place need to feel that they belong and that they have co-workers they can rely on for support and advice including sharing personal/family issues (Kirrane & Buckley, 2005). More so, employees seek to be treated with respect by those they work with. A hostile work environment with rude or unpleasant coworkers is one that usually has lower job productivity and satisfaction.

A survey by Newsham (2014) in Florida, on co-worker's relationship and job satisfaction showed that of those responding said they had personally experienced a great amount of workplace incivility. Fifty percent also believe morale is poor where they work. Managers need to step in and mediate conflicts before they escalate into more serious problems requiring disciplinary action. Employees may need to be reminded what behaviors are considered inappropriate when interacting with coworkers. Furthermore, Oludayo et al. (2015) observed that organization were workers exhibit supportive work-family culture, psychological resources are enhanced and employee's experiences increase sense of self-acceptance and flexibility that supposedly develop positive affect towards work. These sense of satisfaction when transfer to family domain may enhance the performance and well-being in the family (Friedman & Greenhaus, 2000; Choi, 2007). Also, when organizations create an atmosphere that encourages employees to be supportive to themselves by taking out time to sympathize, understand and listen to a fellow employee's problems as well as providing advice and information whenever needed lead to more positive affect and confidence from work that may carry over and enhance their productive capacity in the organization.

Family Friendly Policies or Childcare Facilities

Family Planning (FFPs) assist workers control their circle of relatives' responsibilities (Albrecht et al., 2015). These laws create bendy operating surroundings and allow ladies to paintings higher at domestic and inside the future (Subramaniam & Selvaratnam, 2010; Beham & Drobnic, 2010), for this reason growing carrier lifestyles popular (QWL). As a result, FFP is useful to employees and their organizations (Porter & Ayman, 2010). Modern commercial enterprise traits and the involvement of workers have no longer best elevated the economic pressures on the corporation however also made existence much less efficient for workers (Brough et al., 2008) For companies and for individuals, the terrible effect of this paintings-existence boom is increasing, but workers and workers are affected by existence-paintings conflicts, reduced productivity and an increase in unemployment or translation.

There is not any shortage of FFP components. Many of the definitions of the FFP exist, and are recognized and described. FFP as a marketing strategy recognizes workers' wishes for livelihoods and allows them to manage work in their families (Albrecht, 2003; Beham & Drobnic, 2010; Robbins et al., 2011). FFPs increase QWL, empower personnel to control their time and reduce interference and pressure among work and family existence (Porter & Ayman, 2010; Houle et al., 2009) Work-associated responsibilities, for girls, are greater often than now not predicted in their own family expectations (Knudsen, 2009) and convey negative results, consisting of work fatigue, frustration of fulfillment and high ranges of signs and symptoms psychiatry (Wood et al., 2010).

Beham and Drobnic (2010) see a own family system that restores work and circle of relatives life is vital. The capability to determine when, what, in which and how to work allows personnel to arrange their work in QWL and reduce their goal to leave the activity (Porter & Ayman, 2010). WLB acts as a tremendous support to fill the cardiologist spiritually (Beham & Drobnic, 2010). Flexible paintings policies can help crew contributors, especially, address Problems related to long running days and time constraints in widespread, and QWL, WLB, and the inclusion of problems related to girls (Subramaniam et al., 2010). Waldfogel (2011) discovered that Britain, over the last decade, has visible a dramatic exchange in water, for preparations along with parental charges, college prices, aid for toddler care and time-out is a time of trade which could extend exponentially.

FORMS OF WORKLIFE BALANCE

Working Conditions

Working conditions refers to the working environment and all existing circumstances affecting labor in the workplace, including job hours, physical aspects, legal rights and responsibilities (Ali et al., 2013). This covers such matters as: the organization of work and work activities; training, skills and employability; health, safety and well-being; and working time and work-life balance. Working conditions are at the core of paid work and employment relationships. Generally speaking, working conditions cover a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace. The government/employers of labor monitors trends and developments regarding working time, work organization, and work-life balance around the world and analyses key and emerging issues, in order to provide government/employers of labor constituents and policymakers with practical information and research-based policy advice grounded in state-of-the-art knowledge. In addition, the government/employers of labor seek to collaborate with national research institutes and

academic institutions to obtain the state-of-the-art knowledge needed to support workers and employers in developing and implementing balanced working time arrangements that can protect workers' health, benefit their well-being and work-life balance, and promote sustainable enterprises as well (Ali et al., 2013).

Workplace Objectives

Workplace objectives are specific goals a company sets out to achieve in a specified time frame. Objectives may be limited or ongoing in nature and generally guide the way a business operates (McQuerrey, 2017). Work Objectives clearly communicate what is expected from teacher during the coming academic year, season, or term. However, the followings are what makes up a objective:

Well-Defined Goals: Workplace objectives should be specific and well-defined to ensure employees are aware of what the company intends to accomplish. Objectives may be set by management or a board of directors and are often developed in line with the company's overall direction. Examples of well-defined objectives include opening a new location in another city, implementing a new communications strategy or introducing a new product or service.

Measurable Outcomes: For an objective to be met, employees must understand what the goal is and how to know if they've reached it. It also helps if goals are attainable -- setting goals that are lofty or beyond the scope or ability of staffers can decrease morale. An example of a measurable goal is meeting a specific earnings figure in a predetermined amount of time, gaining a percentage in market share over a year or reducing customer complaints by a specific amount by a certain deadline.

Relevant to Strategy: Workplace objectives are often created in line with the company's overall strategic vision. This ensures that all work product is carried out with the company's "big picture" in mind. For example, a law firm might strive to have the largest litigation department in the city, or a construction company might set its sights on winning the greatest number of government contracts in its region. Keeping all workplace goals in line with overall vision helps a business maintain its collective focus.

Well-Planned and Well-Managed: Successful objectives are mapped out in detail through project planning and project management. This ensures human and financial resources are effectively utilized in every way. For example, a workplace objective of launching a new product line might include projects related to research and development, market research, branding and creation of advertising and marketing strategies. Project managers use project plans and workflow charts to map progress and identify potential slowdowns.

Time-Sensitive: Objectives should have specific, time-relevant components to ensure on-time delivery or completion. For example, a sales team may have monthly earning objectives, a marketing department may have weekly publishing deadlines, while an accounting department may have annual projects based on a fiscal year calendar. Setting time limits on objectives can help improve productivity and keep staffers focused and on-task (McQuerrey, 2017).

Managing Expectations in Workplace

Managing expectations means communicating so that all involved have a clear understanding of what to expect—and when to expect it. It also requires keeping communications open. In a way, expectations can be helpful: they can give us a sense of motivation and direction, or help us meet certain standards. However, when expectations influence our thoughts too much, or when we give into others' wishes instead of following our own path, it can greatly affect our personal wellbeing.

Managing Others' Expectations: Even when an employee has workers own personal expectations well in hand, it can be difficult to change what others expect of you. Invest some time and energy, however, and you can slowly improve your relationships with others—and with yourself.

Prepare for Problems: Just as you have to adapt to changing situations in your personal life, you will run headlong into these problems in your social life as well. Always try to imagine the worst-case scenario for your situation, and anticipate possible outcomes. Having a plan B (and C) can help ensure that you meet expectations, even when things go wrong.

Predict Others' Expectations: Everyone comes to a situation with biases and preconceptions, which are at the root of all expectations. Knowing where others stand in terms of their own personal issues and beliefs can help workers understand where their expectations come from.

Time Management in Workplace

By making time management a priority, workers can accomplish more in a shorter period. This can mean a higher level of productivity for those on set schedules or the ability to spend less time at work for individuals who have to stay until their duties are complete. Either way, workers benefit (Kashyap, nd). Time management helps workers prioritize workers tasks so that workers ensure they have enough time available to complete every project. The quality of workers work increases when you're not rushing to complete it ahead of a fast-approaching deadline. Time management is the most important factor that works for the success of highly successful people. Each and every person has 24 hours in a day but how one manages that time, is dependent upon person to person. Time management is, therefore, an important key to lead a successful and well as less stressful life. Effective time management means getting more of the important work done in a day. In fact, effective time management is even more important than efficient use of our time. Of course, the best time managers are both effective and efficient (Kashyap, nd).

Productivity in Workplace

Workplace productivity is the efficiency in which tasks and goals are completed for the company. By creating a productive workplace, benefits such as profitability and employee morale will be more discernable. Having a productive workforce is an aspect of the business world that many companies struggle with. Productive operations are good for employee morale, creating a sense of accomplishment and pride. Productivity also helps to avert the consequences of a badly run workplace: If workers employees finish their workload in a satisfying time frame, they are less likely to feel burned out and frustrated (Gartenstein, 2017). Improving productivity in the workplace also saves time. Aside from the financial benefits of reducing payroll, saving time allows workers employees to work in other areas of workers business, such as planning,

strategizing and improving infrastructure. If workers devote extra attention to processes that tend to get lost in the shuffle, workers company will run more smoothly and workers will create a higher-quality product. Productive operations are good for employee morale, creating a sense of accomplishment and pride (Kluwer, 2020). Productivity also helps to avert the consequences of a badly run workplace. If workers employees finish their workload in a satisfying time frame, they are less likely to feel burned out and frustrated. This creates a positive feedback loop: Morale improves productivity, and productivity improves morale (Gartenstein, 2017).

Workplace Integration

One can define integration as the process of integrating or combining previously separated groups or institutions. Workplace communication campaigns are needed when two institutions join or merge. A buddy system can be introduced where four staff members; two from each institution team up and sit together in close proximity. Define integration is role in changing workplaces and decreasing management resistance to change and is also as the process of integrating or combining previously separated institution. Workplace communication campaigns are needed when two companies join or merge. A great deal of uncertainty is created during the integration. The process often entails retrenchments or demotions. A clear, well structure workplace communication campaign will deal with all the queries and concerns the workforce may have. It will create open two-way communication between management and staff from both merging or integrating entities (Institute of Medicine, 2012).

The Importance of Work-Life Balance

Work plays a significant part in all our lives. Our earnings ensure that the lights stay on, there's food on the table and the rainy-day pot is full. It is no easy task to achieve work-life balance in today's unpredictable and fast-paced business world. As we grow increasingly more connected through technology and social media, it is becoming more and more difficult to separate work from our personal lives. It is commonplace to check emails at all hours, take business calls at the dinner table and work on our laptops on weekends. Employers expect more from their people, which leads to them feeling more pressure to achieve greater results. Consequently, this leads to longer working hours, and less time spent at home. As a business leader, you have a responsibility to help all your team juggle the demands of their work and personal lives. Even your most engaged employees may still be struggling to find balance (Lockwood, 2003).

Maintaining a healthy work-life balance is not only important for health and relationships, but it can also improve your employee's productivity, and ultimately performance. Put simply, if your people do not view work as a chore, then they will work harder, make fewer mistakes and are more likely to become advocates for your brand. Institution that gains a reputation for encouraging work-life balance have become very attractive especially when you consider how difficult it can be to attract and retain younger workers these days. Meanwhile, it is good a good idea to keep an existing employee happy but focusing on work-life balance will help you draw a valuable talent-pool for new recruits and boost retention rates. It will save time and money, whilst ensuring a high level of in-house talent (Lakshmi et al., 2012).

Here are some more reasons why work-life balance is important any institution:

Work-life balance drives Employee engagement in diligences

Over the last couple of decades, we have seen a dramatic shift in the workforce and the needs of employees to effectively manage demanding work schedules and their personal lives. The McCrindle Research study of 3000 Australians shows that work-life balance is the number one factor of job attraction & retention (even above salary). Employers seeking scarce staff are increasingly touting their commitment to work-life balance in recruitment advertising. But apart from attracting someone into a job, do initiatives to encourage work-life balance also stimulate employee engagement. HR Partner can explore options and create recommendations for making change around programs, such as paid and unpaid time off plans, flexible work arrangements and child and elder care resources. The increased demand for work/life balance and the changing relationship between employers and employees are driving the need for HR professionals and their organizations to truly understand what employees need and want and then determine how to meet those needs while at the same time developing and leveraging workplace talents at all levels (Sangarry & Srinivasan, 2016).

Work-life Balance Policies and Practices Stimulating Employee Engagement in Workplace

Over the last decade the evidence for the business benefits of work-life balance policies has been growing in volume and strength. The studies show strong links between work-life balance policies and reduced absenteeism, increased productivity and job satisfaction. Other benefits include improved recruitment and retention rates with associated cost savings, reduced sick leave usage, a reduction in worker stress and improvements in employee satisfaction and loyalty, greater flexibility for business operating hours, an improved corporate image. The Workplace Employee Relations Survey 1998 suggests that the workplaces that are doing best on a number of dimensions were those with 'high commitment management practices' well embedded in the labour process, and where a large proportion of employees feel committed to the organization. They defined high commitment management practices to include policies on communication with employees and family -friendly working practices (Sangarry & Srinivasan, 2016).

Impact of Family-Friendly Policies Towards Employee Commitment

There is mixed evidence regarding the cost-effectiveness of work-life balance and family friendly policies. Some research links these policies with reduced levels of employee turnover, increased employee satisfaction, commitment and productivity, and decreased rates of physical and emotional disorders associated with work-life conflict (Brough & O 'Driscoll, 2005). For example, Glass and Riley (1998) demonstrated that a positive relationship existed between the provision of adequate maternity leave and reduced rates of turnover in US female employees. Similarly, Australian research found that 70% of businesses that incorporated telework options reported a number of positive benefits, such as increased business productivity and reduced costs, improved employee flexibility and work life balance, and increased workforce participation (Australian Telework Advisory Committee, 2006).

Fewer Health Problems

When we are stressed and over-worked, we run the risk of jeopardizing more than just our social lives our physical and mental health is in danger too. It is no secret that when we are overworked, tired or stressed our health will suffer. A poor work-life balance can lead to a variety of symptoms that can affect our wellbeing. This ranges from the flu to serious health conditions like strokes and respiratory problems. A study conducted by UCL of more than

10,000 participants stated that white-collar workers who worked three or more hours longer than required had a 60% higher risk of heart-related problems than those who did not work overtime. By encouraging your people to look after themselves and find balance, you will significantly limit health problems and absences. This will ensure your organization is more efficient during business hours and people want to be part of the business and culture (Darko-Asumadu et al., 2018).

More Engagement

By helping your people to find the perfect balance between work and home, you will increase their engagement levels. This has many positive effects: According to Tower Perrin's 2006 global survey; companies with highly-engaged employees had a near 52% gap in performance improvement in operating income. Additionally, companies with high levels of employee engagement improved 19.2% in operating income while companies with low levels of employee engagement declined 32.7%." Having an engaged workforce will lead to your people going 'the extra mile' for you and becoming loyal advocates for your brand and product. This is evidenced by Temkin Group, who suggests that "engaged staff are 2.5 times more likely to stay at work late if something needs to be done after the normal workday ends (Darko-Asumadu et al., 2018).

Less 'Burnouts'

We all get stressed from time to time. It is unavoidable. However, workplace burnouts are avoidable, and you should make efforts to ensure this doesn't happen to your people. Burnouts occur when we feel overwhelmed and unable to meet constant demands. The negative effects of burnout can affect every aspect of our lives. The inability to separate work from home will massively increase the chances of burnout, so it is important to encourage your team to take time off and "leave work at work (Otieno, 2010).

Further Mindfulness

When we find and sustain a healthy work-life balance, we develop greater control over our focus and ability to concentrate on the task at hand – this is known as mindfulness. Would not you prefer a team that is fully focused on whatever they are doing, instead of worrying about work/home? By encouraging your people to have a healthy work-life balance, you will create an environment where everyone is dedicated to the task at hand. This will improve retention rates, productivity and ultimately profit (Otieno, 2010).

Causes of Workplace Imbalance

Work-life imbalance comes from much deeper issues which includes the followings:

Relationships: Granted, sometimes excessive work will put strain on relationships for the simple reason that you are not around and that creates a gap. A tough question to consider is whether the source of your imbalance is the relationship itself. Relationship quality impacts a subordinate's psychological well-being and performance. A poor relationship with a boss leads to stress, low

morale low job satisfaction and less commitment on the part of the subordinate. Performance suffers as a result. Taking on relationship problems (although difficult) is critical in bringing life into alignment (Frey, n.d).

Appropriateness: There is always the issue of if the worker is at the appropriate workplace and if its turnout the they are not at the desirous workplace, they always experience work-life imbalance thereby could not put in their very best in job performance. When this happened, the worker looks for another job, get it (because his are awesome) and after a few months his work-life issues pop up. If this is a consistent pattern then the type of work, they are doing may not be for him. It may be time to pivot or at the very least, find an employer and work-philosophy that is radically different from his industry norm (Frey, n.d).

Fear of the Unknown: It is not uncommon for someone to have everything they need to take that bold step forward but fear is holding them back. Often, the reasons cited as causes of work-related stress involve relationships, workload, lack of managerial support and organizational change as the primary factors. Leaders who express anger, frustration and impatience even in relatively small doses may drive their employees into states of fear and survival. Fear of failure, fear of not being good enough, and most commonly fear of change. Change is uncomfortable and setting forth in a new direction can be scary enough to stay put even if it is less than ideal. “In a fear-based workplace, everyone is focused on their daily goals. They have to be because if they miss a goal, they could lose their job. In a fear-based environment, people are afraid to tell the truth because they already know no one wants to hear it.

The Employer of Labor: An employer who fails to encourage his workers to take breaks, take a walk or even work in an entirely different part of the office or set aside spare desks that workers can go to. Sometimes team chatter and phones can be overwhelming and it is healthy to break away for a bit. Meanwhile, creating that avenue for the workers helps reduce stress and helps prevent burnout in the workplace. By creating a work environment that prioritizes work-life balance, employers can save money and maintain a healthier, more productive workforce.

How to Balance Life and Remote Work

Work-life balance is the idea that workers need to set aside time for both their job and personal life. Working remotely, which eliminates commuting and sitting in a cubicle all day, might seem like the perfect solution to achieving balance. In reality though remote workers are often more stressed than their office-bound counterparts. They tend to work longer hours due to not drawing a line between working and home hours (Guest, 2002).

Learn to Say No

Saying no can be difficult, even when working in a remote workspace. Being an employee means feeling an obligation to work on or complete tasks handed to you. But if a worker never says no, they will find themself in an endless, unbalanced loop that is hard to untangle from. There are times when workers have to say no. Maybe workers have already worked overtime for the week and need to take a moment to recharge. Perhaps workers stress levels are maxed out from an increased workload (Guest, 2002).

Manage Workers Time

Being able to manage work time is an invaluable skill, especially for those who have obligations both in and outside the workplace, such as school or family. Remote workers can especially benefit from time management, as they are more susceptible to blending their time spent between home and work (Annor, 2014).

Learn to Prioritize

It is not uncommon for remote workers to have a to-do list that spans several pages. Stop getting overwhelmed by workers work and learn to prioritize your tasks by importance. Prioritizing does not have to end in the workplace. Many people have tasks they want to accomplish in their personal lives, as well. Perhaps you want to paint the house or take a vacation to Disney World. To be more successful, worker need to determine what will provide workers with the most value once finished. If workers keep a to-do list, workers are already halfway toward prioritizing workers goals. If workers do not keep a list, now is the time to write down everything workers hope to accomplish for the day or week. Workers might want separate lists for work and home. Next, number each item by importance, with one being the most necessary to accomplish. Use this list to decide which goal you should focus on (Asiedu-Appiah et al., 2013).

Set Personal Goals

Workers probably use goals in the workplace to remain motivated and track progress. They can also be used in workers personal life to stay happy at home and maintain balance. Everybody has different goals based on what is valuable to them. It could mean traveling, starting a new exercise routine, learning to join, visiting with family or more. To reach a goal, workers need a plan. Write down everything workers need to do or complete to achieve worker goal. For example, if workers goal involves going on vacation, you might need to save up money. Then, break down that goal into smaller goals. For saving money, workers smaller goal could be setting aside #500 in savings each month. Be sure to have a timeline for when each goal, including workers main goal, will be met (Hobson et al., 2001).

Creating the Perfect Balance

When workers are the remote worker, it can be hard to draw the line between being at work and being at home. But there are steps workers can take to block out distractions, work more efficiently and find the ideal work-life balance. Not only will a balance lead to improvements in workers work routine, but it will also enhance the personal time workers have at home (Tausig & Fenwick, 2001).

CONCLUSION

Effective work/life balance have the potential to significantly improve employee morale; reduce absenteeism, and retain organizational knowledge, particularly during difficult economic times. In today's global marketplace, as institutions aim to human hour losses, it falls to the human resource professional to understand the critical issues of work/life balance and champion work/life programs and also have a number of indicators to job attraction and satisfaction which results in increase performance. Workplace balance is as well associated with some of form of conditions which involves the working environment and all existing circumstances affecting labor in the workplace, including job hours, physical aspects, legal rights and responsibilities, matters as: the institution of work and work activities; training, skills and employability; health,

safety and well-being; and working time and work-life balance. Work plays a significant part in all our lives, therefore, maintaining a healthy work-life balance is not only important for health and relationships, but it can also improve your employee's productivity, and ultimately performance.

Recommendations

- Institution needs to encourage work-life balance among the teachers and the institution,
- management of institution should frequently organize socialization programmes for employees have time for hobbies, leisure activities and maintaining friendships,
- Health and safety of workers and the working environment should be a top priority in institutions, and
- Management and workers should make a remote work schedule that has a start and end time.

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