
WORK-LIFE-BALANCE AND ORGANIZATIONAL PERFORMANCE IN THE NIGERIA POLICE FORCE, IKOT AKPAN ABIA UYO, AKWA IBOM STATE.

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ABSTRACT: *This study was designed to examine the relationship between work-life-balance and organizational performance in the Nigeria Police Force, Ikot Akpan Abia, Akwa Ibom State. Two hypotheses were formulated in line with the research objectives. The descriptive survey research design was adopted for the study and a sample size of three hundred and fifty-three (353) respondents was drawn from a population of three thousand and eight (3008) using Taro Yamane's formula for sample size determination. The major instrument for data collection was a structured questionnaire administered to the respondents and the data collected were analyzed using simple percentage and Ordinal Logistic Regression Analysis. The result of the findings revealed that, there is a significant positive relationship between variables of flexible work arrangement (β_2) 1.681, welfare policies (β_3) = 1.771, and organizational performance 0.620 in the Nigeria Police Force, Ikot Akpan Abia. Based on the findings of the analysis, all the proxies of Work-life Balance had significant positive relationship with Organizational performance. Consequently, it is recommended that Government should provide flexible work arrangement by introducing remote work options for certain roles within the police force, where officers can perform their duties from a remote location using technology. Through welfare policies, government should ensure that police officers receive competitive salaries and benefits that reflect the demands and risks associated with their roles. Government should implement comprehensive health and wellness initiatives that prioritize the physical and mental well-being of police officers as this will improve organizational performance.*

Keywords: Work-life-balance, Flexible work arrangement, Work policies, Organizational Performance, The Nigeria Police Force.

Introduction

As the work environment becomes more dynamic day by day, it is important that employers both in private and public sector ensure there are better work life balances to ensure employee performance. Every individual is an integral part of the family in particular and the society at large. In today's business world, employee performance is noted as one of the key determinants of organizational goals but it can be influence by family issues. As a result, organizations look for different ways of supporting their employees in order for them to strike a balance between work and life in a bid to enhance corporate performance (Obiageli et al., 2015). The increase in competition among organizations globally and advancement in technology have prompted organizations to focus on work life balance initiatives to enhance employee performance (Evans, Pucik and Barsoux 2012), Employees are an important resource in any organization; hence, it is prudent for human resource managers to optimize their contribution to the company's goals and objectives as a way of sustaining effective organizational performance by minimizing work life conflicts (Afshan et al., 2012).

In the recent time, there has been an upsurge in the consideration of the pressures that work has on family as well as the life of employees. This has triggered research bordering on work-life balance (WLB) and organizational performance. In an environment where there is high level of competitive pressure stemming largely from efforts to deliver quality service, the weight on employees is enormous, this is because the issue of conflict or interface between people's private lives and occupational stress is critical to understanding how organizations can leverage on their performance and productivity levels (Karatape, 2010).

On their part, Grzywacz, and Marks (2017) defined work-life balance as "accomplishment of role-related expectations that are negotiated and shared between an individual and their role-related partners in the work and family domains. However, many organizations are gradually coming to terms with the issues of work life balance and its effects on staffs' performance as well as the challenge of attracting and retaining the best employees. Therefore, there is a need for HR managers to develop policies that solve the work life conflict; hence, motivating the employees.

Over the past six decades, workplace demographic has changed with more women being part of the workforce and joining jobs that have more responsibilities (Galinsky et al., 2011). Therefore, most families had to learn to balance between work and social life. As a result, FWAs have gained popularity around the world (Joiner & Bakalis, 2016) as a way of reducing work life conflict. The FWAs include working overtime, compressed work week, flextime, telecommuting, and job-sharing. Flexi time refers to an arrangement where employees are involved in deciding when they commence and end their daily duties. This is meant to enable the employees to meet personal commitments and allow them to respond to both unpredictable and predictable circumstances or reduce the commuting time by commencing duties before or after the rush hours (Duncan & Pettigrew, 2012).

Telecommuting refers to a work arrangement where staff does some work remotely from their home without necessarily reporting to the office. This FWA is beneficial to employees as they can organize their duties around their family and personal' need; thus, reduces work related expenses like travel, reduce commuting time, as well as working in a less stressful environment without disruption. This arrangement also caters for employees who could not be able to leave home due to disabilities (Hill, Ferris, Hawkins, and Weitzman, 2001). However, Duncan, and Pettigrew, (2012) noted that there are three groups of staff who are more likely to use telecommuting; namely, the female staffs, married staffs and those with

children. The family and work institute indicate that the prevalence of telecommuting has significantly improved over the last decade. While 34% of the surveyed organization allowed telecommuting in 2005, 67% of them allowed the same flexibility in 2015 (Matos & Galinsky, 2014).

Part-time is another type of flexible work arrangement that is quite popular in some of the European nations. For instance, more than 70% of female workers in the Netherlands work on part-time basis (Plantenga & Remery, 2009). Besides allowing employees with health issues or those who lack enough disposable time such as students, to participate in the labour force, working part time increase employee satisfaction. A survey on European Working Conditions revealed that 85% of staff who works part-time, less than 30 hours every week had no issues with balancing work and life responsibilities. Moreover, the employees who worked part time have the lowest levels of health problems. Therefore, part-time is a good strategy to balancing family and work life (Clarke et al., 2014).

The welfare policies considered include employee counseling, free health programmes, paid holidays, and employee training. Finally, under family responsibilities, the study focused on the parental role and caring for the elderly. The workforce demographic has changed and now comprise of women and men, those with families and other family members to take care. This causes conflict between work and family life, with some having multiple roles which make it hard to manage family and work responsibilities (Bruck, & Spector, 2015).

The relationship that exists between work life balance and organizational performance has been studied by different authors. A survey of 732 companies conducted in Germany, France, USA, and the UK revealed that the principles of work life balance were associated with organizational performance. However, the study also showed a conflict between work life practices and high performance within the companies (White, Hill, McGovern, Mills, and Smeaton, 2013). Lee and Bruvold (2015) argued that the perceived care and value attached to employees create a casual chain of processes from the intended Human Resource Practices to actual practice which triggers employee's performance.

Boxall et al. (2017) observed that in the current dynamic working environment, HR managers have embarked on various behaviours that are meant to improve employee performance at all level, be it group, individual, or organizational. The work environment is characterized by competition among organizations as all aspire to employ and retain the best employees in the market. Thus, to have a competitive advantage, organizations need to consider their human resources and ensure their satisfaction (Boxall et al., 2017). This is because as Ployhart and Moliterno (2011) noted, good human resource practices are widely associated with efficiency and effectiveness and which lead to tangible increased productivity.

Work-life practices as espoused by many organizations rest on attracting better applicants and reducing work-life conflicts among existing employees in order to enhance organizational performance. However, the impact of these processes is traced to a lot of factors. Therefore, this study was conducted to ascertain the influence of work-life on organizational performance.

Statement of the Problem

The employees face various work- related problems. Stress is a common problem that bedevils most of the employees. Opatha (2012) attributed this to multiple roles and responsibilities most employees have both at work and at home. When there is no balance

between work responsibilities and home responsibilities, there is usually a conflict between the two, which when not handled properly causes stress and even depression.

Job insecurity is another issue that affects employee's performance thereby reflecting on the performance of an organization. Job insecurity brings uncertainties to some employees since their position can be influenced by the politics of the day, which have a negative impact on performance generally. Inability to manage heavy workload is also a problem which affects employee performance since it is a major cause of occupational stress (Ali, 2013). Previous studies have classified stress factors which affects employee performance into four categories. First, the working conditions which include weekend duty, shift problems, long working hours, inadequate pay, safety issues and discriminations.

The second stress factor is relationship at work and third is ambiguity in responsibility and authority. Finally, organizational structure and climate such as major change in the workplace, communication policy, and lack of participation in decision making is among the stress factors that affect employee performance. This may explain the below-average performance by organizations. The workplace pressure continues to increase in the society globally and the Nigeria Police Force is not an exception. Men and women of the force are trying to balance family, work, and other private matters that relates to their life. The demand to meet target at work, family related pressure, and the pressure to balance the two has affected most of the officer's well-being. As a result, the personnel are using a lot of money on healthcare costs.

A study conducted in the USA by Alexandra et al. (2019) revealed that job-related stress costs the industry approximately 300 billion dollars annually in the form of turnover, absenteeism, diminished productivity and medical, insurance and legal expenses. While the concept of work life balance has been embraced in developed countries of America and Asia, but in Africa, the human resource managers have not fully embraced it, yet the studies conducted in African country indicate a need for an effective work life balance.

Scholars in this area of study have focused on private sectors such as the commercial banks and large corporations in the telecommunication sector. Less has been done on government institutions especially the Nigeria Police Force where officers continue to suffer work-related stress which negatively affects their performance as well as the overall performance of the organization. Therefore, this study sought to close the gap and contribute to the existing body of knowledge by examining the relationship between work life balance and organizational performance with a focus on leave policy, flexible working arrangements, welfare policies and family responsibilities in the Nigeria Police Force, Ikot Akpan Abia Uyo, Akwa Ibom State.

Objective of the Study

The general objective was to establish the relationship between work-life-balance and organizational performance in the Nigeria Police Force. Specific objectives are:

1. To determine the relationship between flexible working arrangements and organizational performance in the Nigeria Police Force.
2. To assess the relationship between welfare policies and organizational performance in the Nigeria Police Force

Research Questions

1. How does flexible working arrangements relate to organizational performance in the Nigeria Police Force?
2. What is the relationship between welfare policies and organizational performance in the Nigeria Police Force?

Hypotheses of the Study

- Ho₁:** There is no significant relationship between flexible working arrangements and organizational performance in the Nigeria Police Force.
- Ho₂:** There is no significant relationship between welfare policies and organizational performance in the Nigeria Police Force.

Significance of the study

This study is significant to different organizations in Nigeria as well as other nations where WLB initiatives have not been embraced. The Human Resource (HR) managers are among the beneficiaries since the study sheds more light on the importance of integrating WLB in their strategic plans. The policy makers in organizations will also find the research findings significant as it provides relevant information about WLB and its effects on organizational performance. In particular, the policy making body of the Nigeria Police Force will find the research findings important as it may inform their input in their work schedule and posting. Besides the scholars and students pursuing Human Resource Management (HRM) who may be interesting in researching WLB and organizational performance will also find the research significant.

Scope of the Study

The study centered on the relationship between work-life balance and organizational performance in the Nigeria Police Force Ikot Akpan Abia, Uyo, Akwa Ibom State. Thus, the content scope of the study covers the concept of work-life balance and organizational performance taking into consideration the leadership style as a moderating variable. Flexible working environment, leave policies, family responsibilities and welfare policies are the measures of work-life balance. Geographically, this study was carried out in the Akwa Ibom State Police Command Ikot Akpan Abia, Uyo. The Unit content comprises all the Police personnel in the Police Headquarters. Altogether, this study is domiciled in the field of Human Resources Management.

Limitation of the study

The researcher had faced some limitations during the study. Firstly, accessing the personnel of the Nigeria Police Force which is one of the sensitive departments in any government was not easy. To mitigate this, the researcher first sought an introduction letter from the Department of Business Administration Akwa Ibom State University as a research permit for easy accessibility of the respondents. It was also difficult to know how honest the respondents were in their responses. However, the researcher mitigated this by testing the reliability and viability of the research instruments to ensure they meet the required standard.

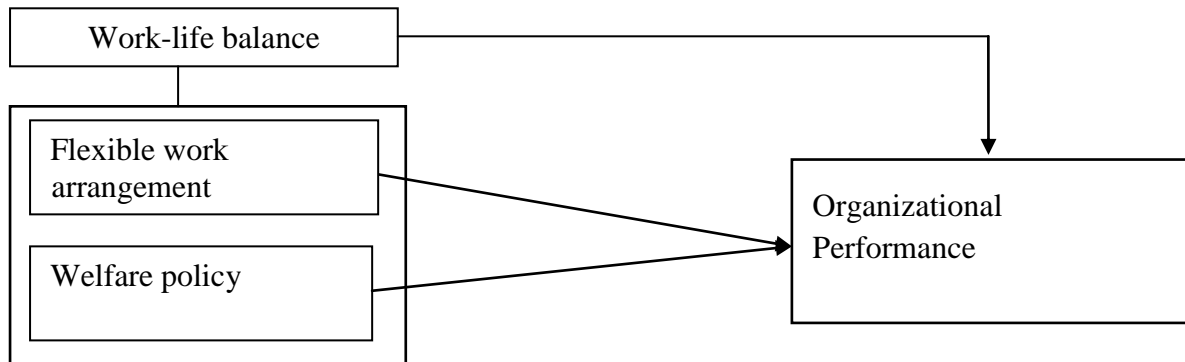
This study was limited to only three out of the numerous variables of work-life balance and the findings of the study should not be generalized to other organization except the organization under study.

REVIEW OF RELATED LITERATURE

Conceptual Review

The conceptual review covers the concept of work life balance with two dimensions as relate to the concept of organizational performance as depicted in the diagram below.

Conceptual Framework



Source: Model by the Researcher 2023.

Figure (1) Study Model of WLB and Organizational Performance by the researcher (2022)

The Concept of Work Life Balance

The origin of work-life balance practices spans from work-life conflict experienced by an employee. Work-Life Conflict is the inter-role conflict that results when roles of employees are incompatible with one other especially in areas such as being a spouse, parent or religious and leisure activities (Grzywacz, and Carlson, 2017). The concept of Work-Life Conflict postulated recognizes that most individuals have multiple roles. Work-life balance practices help minimize the amount of Work-Life Conflict and also target the antecedents; some of which include massive job requests and job burdens. Work-life balance is concerned with people having a measure of control over when, where and how they work.

Kalliath and Brough (2008) defined work-life balance as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities. Grzywacz, and Marks, (2017) defined it as the accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role partners in the work and family domains. Furthermore, Voydanoff (2008) posits that work-life balance is the global assessment that works, and family resources are sufficient to meet work and family demands such that participation is effective in both domains. To understand work-life balance, it is important to be aware of the different demands upon us and our personal methods- our time and our energy- that we can locate to address them. Research has indicated that those workers who have some form of control over their working environment tend to suffer less stress-related ill-health. "Work" and "Life" have been rather loosely defined in literature where work is paid employment and life is everything outside of the formal employment but is usually used to connote the realm of family or home life (Ransome 2007).

The concept which is loosely defined is seen to derive its meaning from sexual/gender division of labour and this renders work-life balance its narrow focus (Ransome, 2016). Kossek and Ozeki (2016) highlighted that work-life balance is equally important for both men and women, and that men are equally burdened by the work and family responsibilities. His conceptualization still remains narrow in that though the earlier rhetoric of work-life

balance for working mothers has been criticized, it still remains in the purview of work and family. According to Guest, the term Work-Life Balance is in itself a contradiction (Guest 2016). Given the fluid nature of needs and responsibilities and their changing nature at different life stages, the division of activity will neither be easy to measure nor equal, and therefore notions of negotiation, cooperation and compromise, reciprocity and complementarity might be better terms than balance (Ransome, 2017).

According to the concept of work-life balance, there seems to be an assumption that the scale of balance is tilting more towards the work sphere (that work predominates) and hence the need for a balance with life. A person can perfectly experience 'work-family balance', even though work 'weighs more' than family, and in a consistent way in the course of a whole lifetime. Each person experiences balance in a different way (Poelmans et al. 2017; Muna & Mansour 2009). Also, one can have work-life conflict and yet still have work-life balance depending on how Work-Life Balance is defined (Poelmans 2017). The feeling of whether there is a balance or not is perceived by the individual. It may not be there in objective terms, if one is to consider the number of hours one is working or the involvement/preoccupation with work even when one is at home. Still, the individual may experience a work-life balance. Thus, it becomes that particular individual's perception or experience of a balance.

The importance given to work and family in one's life seems to be a crucial determinant of the experience of work-life balance. Work family conflict is an intermediate state in a continuous process of creating harmony between work, family and personal life (Poelmans et al. 2017). People strive for meaning and are then willing and capable of tolerating prolonged periods of imbalance and disharmony. Does this mean that if people find meaning and fulfilment in their work, work-life balance takes a backseat and no longer remains a pertinent issue? In this sense, centrality of work or of the rest of life will determine how one perceives one's work-life balance and where the scale will tilt. Work-life balance is an exigency of today's corporate world. Every company as well as employee wants equilibrium between their life and work. So, that they can live a good & a qualitative life and can perform efficiently in their work.

Flexible Work Arrangement

According to Estes and Michael (2005), FWAs are schedules such as telecommuting, flextime, part-time job, job-sharing, and compressed work week. The technological advancement, market volatility, increased competition, changing family demographics characterized by increased women engaging in formal employment, single-parent families and guardians taking care of the elder has necessitated the need for FWAs (Bond et al., 2012).

Although FWAs has not been adopted by many organizations, Lambert et al., (2008) noted that employers are increasingly granting their staff significant level of independence and FWAs to manage and control themselves as to when and where they work from. FWAs are expected to attract highly qualified employees. Despite the availability of FWAs, it is not guaranteed that the employees will automatically use; instead, their adoption and usage vary with various factors like career aspiration, age, and managerial control.

Welfare Policies

Welfare policies entail all the activities of the employer meant to provide employees with certain facilities. According to Singh, (2009), the quality of work life depends on the degree of employee's welfare that employer provides to satisfy their need. The common welfare

policies include free medical treatment, Provision of appropriate training, social club, canteens, sports facilities, operating sick club and savings well fare schemes, supervising staff and works, providing advice on personal issues and arrangements of legal aids, giving loans, especially in hardship situations. It also includes leave grants and staff pension funds, offering assistance to a transferred employee as well as assisting in every area of ramification that would help the staff feel comfortable working in the organization (Coventry & Barker 2017).

The Concept of Organizational Performance

Organization performance has been the most important consideration for every organization, be it profit or non-profit organization. It has been very important for managers to know which factors influence an organization's performance in order for them to take full advantage and appropriate steps to initiate them. Organizational researchers among themselves have different opinions of performance as it continues to be a contentious issue (Barney, 2012). According to Daft (2012), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2012), Richardo (2016) defined organizational performance as the ability of the organization to achieve its goals and objectives. According to Cascio (2014) organizational performance is the degree of attainment of work mission as measured in terms of work outcome, intangible assets, customer link, and quality services. Kaplan and Norton (2015) defined organizational performance as the organization's capacity to accomplish its goals effectively and efficiently using available human and physical resources.

This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees' work-based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizations' future performance (Ittner and Larcker, 2012). Although many studies have found that different companies in different countries tend to emphasize on different objectives, literature suggests financial profitability and growth to be the most common measures of organizational performance. The concept of performance lends itself to an almost infinite variety of definitions, many of which relate to specific contexts or functional perspectives. Anthony (2014) gave a general definition and well-crafted definition of performance, sharing the concept of two primary components, efficiency and effectiveness. Efficiency refers to performance in terms of inputs and outputs so that the resulting higher volume for a given amount of inputs, means greater efficiency. Effectiveness refers to the performance by the degree to which planned outcomes are achieved (for example: objective to avoid interruptions of supply over a period of time can be regarded as an efficient outcome).

Organizational performance reflects the ability of an organization to fulfill its shareholders' desires and survive in the market (Griffin, 2013). Also, organizational performance is known as the outcome of the actions or activities, which members of organizations carried out to measure how well an organization has accomplished its objectives (Chung & Lo, 2007; Ho, 2008). So, organizational performance is the ability of the organization to achieve its goals. Goal achievement is one of the essential criteria to identify the performance of an organization.

Relationship between Work-life Balance and Organizational Performance

Researchers argued that, an organization's performance directly depends on the individuals it employs (Arulrajah & Opatha, 2012). As an organization's competitive advantage is typically based on strong human resources, it is crucial for organizations to improve employee

performance to enrich the overall organizational performance. Hence, organizations seriously focus on enhancing positive work-related attitudes (eg: job satisfaction, organizational commitment) and work-related behaviors (eg: OCB, work engagement) to unleash the job performance of employees (Meijerink et al., 2018). In this context, several researchers argued that, it is possible to enhance the positive work-related attitudes and behaviors among employees through the work-life balance promoting HRM practices such as telecommuting, job sharing, flextime, etc (Bardoel & Drago, 2016; Chan et al., 2016; Fleetwood, 2007; McCarthy et al., 2013; Winefield et al., 2014).

Organizations with more satisfied employees tend to be more effective. For many companies, work-life balance seems to lead to several positive outcomes such, low turnover, less absenteeism and increased work engagement, OCB, in-role performance, employee productivity, job satisfaction, organizational commitment and etc (Konrad & Mangel, 2000; Lambert, 2000; NawabandIqbal., 2013; Parakandi and Behery, 2016; Wang and Walumbwa, 2007) which turns lead to superior organizational performance. Wheatley (2012) indicates that, work-life balance of employee providing the win-win outcomes from both employer and employees. In addition to that, Naithani (2010) has stated that organization which neglects issues related to employee work-life balance will end up with lower employee productivity and in turn will find it more difficult to improve the employee job performance.

Further, Thevanes and Arurajah (2017) have identified work-life balance promoting practices as a one of the sustainable HRM practices which contributes to economic, social and environmental performance of the organizations. In this sense, for the employees who work in the home town, the work-life conflict is much less than the others whose work site is far away from home. An employee has the privilege of spending more time with his family and easily fulfills his/her family commitments. So, the employees become a vibrant team of happy and committed individuals driving the organizations towards sustainable growth (Thevanes & Arurajah, 2017). In addition to that, Robbins and Judge (2013) revealed that organizations that don't help their people achieve work-life balance will find it increasingly difficult to attract and retain the most capable and motivated employees. Hence, organizations should give more priority to enhance the work-life balance of employees to create the satisfied, committed and retained workforce to uplift the organizational performance.

Flexible working arrangements and Organizational performance

Stravrou (2015), Brewster et al. , (2014); Glass, and Finley, (2002); reveal that some flexible options result to positive outcomes while others results to negative outcomes. According to Batt, and Valcour, (2013), FWAs are positively related to job satisfaction which leads to employee performance. Peters et al. (2014) opined that FWAs affect the mobility of employees since they have to reschedule their daily responsibilities while reconciling the two domains of their jobs, personal needs, household requirements, and organizational demands. However, continuous scheduling and rescheduling of day-to-day operations may lower employee's productive hours; hence, lowering their productivity. According to Kelly et al. (2008), the mechanisms used to design an organization's work flexibility to minimize the incidence of time conflicts for staff might affect the employees' performance.

Welfare Policies and Organizational performance

Various organizations have used the employee welfare policies as a strategy for improving employee performance (Manzini, & Gwandure, 2011). According to a study by Lagat et al. (2014) on the importance of employee welfare and performance indicated that employee welfare has a positive influence on employee performance. The outcomes further indicated

that in order of descending importance, maternity, pension, housing and medical schemes were some of the benefits from the employees' welfare that enhance employees' performance. However, the study indicated that availability of recreational facilities received the least attention among other employees' welfares initiatives.

According to Armstrong (2006), the welfare policies may not add to staff productivity, but it can help to avoid a decrease. He further opined that staff welfare programmes increase loyalty and motivate them. A study conducted by Kamau et al. (2013) at ECO Bank, Kenya revealed that the presence of the employee assistance programmes has its impacts on individual worker which translated to employee performance. The health programmes helped to keep the workforce healthy, hence, were able to contribute always to the goals of the organization, with 61.7% agreed and 31.9% strongly agreed that health programme kept employees contributing at the workplace. Moreover, the welfare programme improved attendance rates by employees, 46. % strongly agreed while 48.9% agreed that the welfare policies had improved the attendance rates. This translates to employee productivity; hence, a clear indication that there is a positive effect of welfare policies on employee performance. Kamau et al. (2013) noted that the presence of employee welfare policies enables employees to handle their issues without necessarily affecting their productivity in the organization.

Okereke, and Daniel (2010) at Patani local government council, Delta State Nigeria on staff welfare and productivity showed that despite the awareness of the welfare policies, it is largely neglected in the local government council. The study indicated that there were staff welfare was non-existence. Muli et al. (2014) used a cross-sectional research design to examine the effect of human resource work family support services and the performance of the Kenyan commercial banks. The findings of the study indicated that there is a positive correlation between the HR work family support services and employee performance. Based on these empirical evidences, this study seeks to investigate the impact of welfare policies on the performance of employees of the ministry of finance and economic planning Kitui County government.

Theoretical Review

Spill over Theory was developed by Aldous (1969), and was promoted by Piotrkowski (1979), Staines (1980), Crouter (1984) and Guest, (2002). The proponents of the spill over theory are Aldous, 2012; Guest, 2012). The spill over theory is based on asymmetric permeable boundaries between the family and work. It is concerned with work-related factors and family related factors (Piotrkowski, 1979). According to Guest (2002), the spill over theory explains the conditions under which there is spill over between the family microsystem and the work micro system. The spill over may either be negative or positive. If the interactions between work and family are rigidly structured in space and time, then spill over in term of energy, behaviour, and time are negative. Whenever there is flexibility such that an employee can integrate and overlap family and work responsibilities in space and time, a positive spill over is experienced, which is crucial in attaining healthy balanced life (Guest, 2016). This theory explains the condition under which there is conflict between work and life responsibilities as a result of spillover effect. It is, therefore, relevant to this study as it shed lights on factors that cause work life conflicts.

The Role Theory by Moreno, et al. (2007)

The proponents of the role theory are Moreno, et al. (2007). The role theory claims that the role occupied by an employee at work and elsewhere exists in relation to another employee who relies on the role played by the individual. Therefore, when an individual lives up to these expectations, they will have succeeded in performing the role (Katz & Kahn, 2006). Khan (2006), associated the balance between work and life with the role theory, that is, the conflicting expectations are related with various roles individuals, men and women have to play in their daily life. Kanter (2007), furthering the work of Khan (2006) was able to prove that family and work are dependent on each other, and that there exist an inter-link between the two. According to Pleck (2011), there is an agreement that family and work affect each other either negatively or positively. However, there exist other variables such as task, emission, stress, time, attitude, and behaviour which affect work life balance. Moreover, different scholars indicate that the interference between family and work as well as the conflict that emanates from it empirically and conceptually differ from each other (Wiley, 2007). This role theory is relevant to the study since it emphasizes on the relationship between work and family responsibilities which are the source of the conflicts when not balanced.

Role Enhancement Theory by Sieber (1974)

According to the role enhancement theory, “multiple roles bring rewards such as income, heightened self-esteem, opportunities for social relationships, and the experience of success” (Barnett & Hyde, 2001) From this perspective, the combination of certain roles has a positive, rather than a negative effect on well-being, and “only beyond certain upper limits may overload and distress occur” (Kinnunen et al., 2006). This theory states that “participation in one role is made better or easier by virtue of participation in the other role” (Frone, 2003). Moreover, this theory acknowledges the negative effect of the work-family relationship, in which, only beyond a certain upper limit may overload and distress occur, however, the central focus of this perspective is mainly on the positive effects of work and family relationship, such as resource enhancement (Kirchmeyer, 1992), work-family success or balance (Milkie & Peltola, 2009), positive spillover (Grzywacz & Marks, 2007) and facilitation (Frone, 2013; Grzywacz & Bass, 2003; Wayne et al., 2014).

Work-family Border Theory

This theory is devoted only to work and family domains. The outcome of interest in this theory is the work-family balance, which refers to “contentment and good operation at work and home, with a depth of role clash” (Clark et al., 2014). Central to this theory is the idea that “work” and “family” constitute different domains or spheres which influence each other. Given their opposite purposes and cultures, work and home can be likened to two different countries where are differences in language or word use, differences in what constitutes acceptable behaviour, and differences in how to achieve tasks. For the working theory of this study, we will situate this research on the work-family border theory.

Border theory in comparison to boundary theory is a relatively newer theory that improves our understanding of the relationship between work and family in modern societies (Chen et al., 2005). Similar to boundary theory, border theory considers work and family as two different spheres; however, it emphasizes the understanding of the influence each sphere has on the other (Chen et al., 2005). This theory focuses on identifying the factors that create work and family conflict, and tries to find ways to manage these two spheres and the border between them, in order to reach a balance between work related roles and family related roles (Clark et al., 2004; Desrochers & Sargent, 2002). Based on explicit study of these two

fundamental theories, Chen et al., (2005) explain that individuals can select different boundary management strategies on a continuum ranging from segmentation to integration. In other words, individuals may select one of the divisional strategies: keeping distance between work and family life and treat work and family roles as different roles that playing one role requires leaving another role; or integrating work and family domains, and try to manage a balance between these two spheres (Rothbard et al., 2005).

Empirical Review

A number of studies have been carried at that is related to work life balance. Typically, Vishwa et al. (2015) investigated Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance. The aim of the research was to analyze the relationship between work life balance policies and employee job satisfaction. Questionnaire was filled by 240 respondents who were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data using correlation. The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction.

Azeem and Akhtar (2014) investigated the influence of work life balance and job satisfaction on organization commitment of health care employee. This was aimed at exploring the influence of work life balance and job satisfaction has on organization commitment among healthcare employee. Questionnaire was distributed to 275 respondents in the healthcare sector. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including correlation and reliabilities. The finding of the empirical test shows that employee in the health care sector have a moderate level of perceived work life balance, job satisfaction and commitment. There is a positive relationship between work life balance, job satisfaction and organization commitment.

Ojo et al. (2014) investigated the concept of work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector. The types of Work Life Balance initiatives available in the three sectors were explored and the barriers to implementation of the Work Life Balance initiatives were identified. Quantitative method was used to investigate the work-life balance practices in three sectors of the Nigerian Economy. This was achieved using an in-depth case study analysis of these sectors. The data set comprised of responses from both managers and employees in the Banking sector with five hundred and eighty six copies of the questionnaire retrieved. The Educational sector comprised of both managers and employees with five hundred and thirty one copies of the questionnaire retrieved; while five hundred and seven copies retrieved from the Power Sector. The findings reveal that there is diversity in terms of how respondents perceive the concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including Anuva. There is a wide gap between corporate Work Life Balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies in the studied sectors.

Fapohunda (2014) investigated on the exploration of the effect of work life balance on productivity. The aim of the study was to explore the connection between work life balance and organization productivity and whether work life balance practice possibly decreases employee turnover and absenteeism. 200 respondents in the banking industry were used for the survey. A structured questionnaire was used to collect data. Chi square was used to analyze the data. The finding of the result was that there is a positive relationship between

work life balance practice and employee turnover. It also found out that management support was not satisfactory.

Kamau et al. (2013) investigated work life balance practices on employee job performance at eco bank Kenya. The main objective was to determine the effect of organization work life balance on employee performance. Fifty-Five (55) Eco Bank employees were drawn through quota sampling method who also responded to survey questionnaires. Spearman's Correlation Analysis was used to test the candidates' work life balance, their performance to the organization. The finding of the empirical study shows that there was correlation between work life balance and employee performance. Typically, Hye (2013) investigated "the work life balance and employees performance: the mediating role of affective commitment" which was aimed at investigating the effect of work life balance on affective commitment and in role performance. 293 respondents filled the questionnaires which were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including reliabilities and multiple regressions. The finding of the empirical test demonstrated that employee experience of work life balance increase affective commitment.

Dissanayaka and Ali (2013) investigated the impact of work life balance on employee performance. The aim of the study was to analyze the relationship between work life balance and employee performance. 96 employees were used for the survey and questionnaire was distributed to them in which the data was used to run analysis. Pearson moment correlation was used to analyze the data. The finding of the result was that there is a positive relationship between work life balance and employee performance. Also there is a need for systematic effort to enhance work life balance of the employee to achieve better employee performance. Ojo (2012) investigated work life balance practices and policies manager and employee experience in Nigeria banking sector. The aim of the research is to explore the extent to which work life balance policies/ practices in organization in Nigeria. Questionnaire was used as the instrument and 600 respondents were used for the survey. Spearman's correlation analysis was used to analyze the data. The finding of the empirical study shows that there is need to enlighten employee about the various work life balance.

Sakthivel et al. (2011) investigated work life balance reflections on employee satisfaction. The aim of the research was to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. Questionnaire was filled by 210 respondents working in IT organization. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including multiple correlation and regression. Findings of the empirical test show that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance.

Similarly, Simonetta and Manfred (2010) looked at "work life balance which was an audit of staff experience at oxford Brookes University" investigated the significance of work life practice for the university. They looked at the various work life balances practices in the university and how they were utilized by staff of the university. The sample included 492 staff of the oxford brookes university. The finding shows that it is important to achieve a balance between paid work and personal life and that this enables them to work better. The staff agreed that for this to be achieved it is a joint responsibility between the employers and the employee. There are limited research on the use and availability of work-life balance

practices and the implementation of these programmes in developing countries. There remains much to learn about Nigeria and how best to support their capacities to support employees' work-life balance, especially for arrangement of leave during a time of increased economic pressure it is this gap in knowledge that research seeks to fill.

Lazăret al. (2010) studied whether work-life balance initiatives and practices can be considered as strategic human resource management decisions that can translate into improved individual and organizational performance. The study showed the outcomes and the benefits of implementing work life balance practices not only for employees themselves, but also for their families, organizations and society. It also revealed that work-life conflict has significant business costs associated with lack of engagement, absenteeism, turnover rates, low productivity and creativity or poor retention levels, there are some factors of organizational work-life culture that may compromise availability and use of these practices.

Susi and Jawaharrani (2010) examined employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. The study found that highly engaged workforce is 50% more productive than an unengaged workforce. The majority of HR professionals (78%) feel employee engagement is important or extremely important to business success. Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Employee engagement is increasingly viewed as a "win-win" strategy for companies, employees, and their communities alike. In addition, work life balance is increasingly important for engagement and affects retention.

Lockwood, (2013) explored the perspective that human resource professionals can assist their companies to capitalize on these factors by using work life initiatives to gain a competitive advantage in the marketplace. The study revealed that the human resource professionals seek options to positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends. It also provides human resource professionals with an historical perspective, data and possible solutions for organizations and employees alike to work life balance. Three factors- global competition, personal lives/family values, and an aging workforce present challenges that exacerbate work life balance.

Research Gaps

While the concept of work life balance has been embraced in developed countries of America and Asia, but in Africa, the human resource managers have not fully embraced it, yet the studies conducted in African country and this indicate a need for further study on work-life balance in African context using the Nigeria Police Force as a case study. Scholars in this area of study have focused on private sectors such as the commercial banks and large corporations in the telecommunication sector. Less has been done on government institutions especially the Nigeria Police Force in Akwa Ibom State. Therefore, this study sought to close the gap and contribute to the existing body of knowledge by examining the relationship between work life balance and organizational performance in the Nigeria Police Force, Ikot Akpan Abia Uyo, Akwa Ibom State.

METHODOLOGY

This chapter basically describes the set of methods, procedures, and strategies that would be employed in gathering the data as well as how the data will be processed to arrive at the

conclusion. In view of the foregoing, this chapter is dedicated to the following areas; research design, population of study, selection of sample/sampling techniques, source of data method of data collection and method of data analysis.

Research Design: The study adopted descriptive survey research design. Descriptive, it sought to find out the existing situation of a particular phenomenon of concern. In this case, the opinion of respondents regarding Work-life Balance and organizational Performance is sought out. The rationale for using the descriptive survey was to help in telling what the situation is in a systematic manner; it involves collection of accurate data for the purpose of determining the current nature of the subject of study.

Population of the Study

The population of the study was three thousand and eight (3008) officers of the Nigerian Police Force, Ikot Akpan Abia, Akwa Ibom State Headquarters. A Taro Yamani formula was used to determine a sample size of 353 respondents from the staff of Nigeria Police Headquarter, Uyo. Data for this research were obtained from primary and secondary sources. The primary source comprises relevant information to this study that were obtained through the use of questionnaires, personal observation, and oral interviews. The secondary source refers to information obtained from existing materials. This include historical materials collected from organizations, textbooks, journal, articles internet and other publications related to the subject matter of study.

Method of Data Collection

This study adopted questionnaire with 5-point likert scale which include, Strongly agreed SA (5), Agreed A (4), Strongly Disagreed SD (3), Disagreed D (2) and Neutral N (1). The questionnaires were divided into section A (which reviewed the demographic variables of respondents) and section B which contained some research questions relevant to the problem at hand. The research instrument used in the collection of data in this study was questionnaire. In a bid to get the precise opinion, the questionnaire was designed in a way that enabled respondent to choose the most appropriate option out of the alternative questions. The questionnaire were arranged in two sections, the first briefly capture the demographic information of the respondents while the second part focus on questions bordering on the subject matter which is work-life balance and organizational performance. The questions in the questionnaire were close-ended and also be drafted in a simple, explicit and understandable language. The study make used of ordinal data Ordinal data is a statistical type of quantitative data in which variables exist in naturally occurring ordered categories.

Operational Measures of Variables

All constructs were measured with multiple items developed and tested in previous studies. Each item were measured on a five point Likert-type scale anchored by ‘strongly disagree’ and ‘strongly agree’ response options. The researchers use an instrument adapted from past review works (Banu & Duraipandiyam, 2014). This instrument was used to measure work-life balance in an organization that consists of twenty (20) question items on five Point Likert-scales.

Reliability of Research Instrument: This instrument had a Cronbach’s Alpha of 0.89 which is higher than 0.70. Hence, this instrument had a good reliability. Reliability measures the internal consistency of the research instruments. According to Burns and Grove (2013), reliability refers to the degree of consistency with which the instrument measures an attribute. Reliability of the questionnaires was measured using Cronbach’s alpha correlation which ranges from 0 to 1 (Kothari, 2004). A higher alpha coefficient values imply that the scales are

more reliable and vice versa. Therefore, the rule of thumb is that acceptable alpha should be at least 0.70 or above (Hall, 2008).

Table 1: Reliability Analysis

Scale	Cronbach's Alpha	Number of Items	Reliability
Flexible Work arrangements	0.844	4	Reliable
Welfare policies	0.823	4	Reliable
Organizational Performance	0.730	4	Reliable
Total	0.981	12	Reliable

Source: Survey Data, (2023)

Method of Data Analysis

This study utilized the statistical tool of Ordinal Logistic Regression analysis in which SPSS package of version 23 was used in analyzing the data in order to ascertain the relationship of the identified variables. Ordinal Logistic is a type of regression analysis used for predicting an ordinal variable, i.e. a variable whose value exists on an arbitrary scale where only the relative ordering between different values is significant. To determine the significant relationship that exists between the independent variable (X_1 = leave policy -LP; X_2 = flexible working arrangements -FWA; and X_3 = Welfare policies -LP, X_4 = family responsibilities-FR) and the Dependent Variable (Y = Organizational performance), the Ordinal Logistic Regression 'R' is used. This enable the researcher to predict if there exists any relationship between the dependent variable (Y) and the independent variables(X). All hypotheses are tested at 0.05 level of significance.

Data Analysis and Results

The data were analyzed and presented based on the research questions and hypotheses that guided the study. The data analyses would not only form the basis for answering the various research questions, but would also enable the acceptance or rejection of the hypotheses of the study. The total copies of questionnaire that were accurately filled and returned were 334 out of the 353 that were allocated and distributed. This constitutes 94.6% of the total copies of questionnaire and was found relevant for use. Despite efforts by the researcher to ensure adequate and correct completion of the questionnaire by self-administering, 19 copies of questionnaire were returned incompletely filled, hence were discarded. The responses were then analyzed with the aid of Statistical Package for Social Sciences (SPSS).

Analysis of Research Questions and Responses

The analyses in this section are done as per the research questions and hypotheses formulated for this study. They analysis is to ascertain the highest positive response rate to the questions on the questionnaire.

Research Questions (1): What is the relationship between flexible working arrangements and organizational performance in the Nigeria Police Force?

Tables 2: flexible working arrangements and organizational performance in the Nigeria Police Force.

Flexible working arrangements	Strongly Agree Freq and (%)	Agree Freq and (%)	Undecided (%)	Disagree Freq and (%)	Strongly disagree (%)	Total (n) (%)
Sometimes I can work while at home through telecommunication	44 (13.2)	141 (42.2)	99 (29.6)	15 (4.5)	35 (10.5)	334 (100)
The institution employs some part time employee who helps us with the backlog.	14 (4.2)	110 (32.9)	133 (39.8)	62 (18.6)	15 (4.5)	334 (100)
I believe the institution offers flexible working arrangements	36 (10.8)	120 (35.9)	103 (30.8)	39 (11.7)	36 (10.8)	334 (100)
I can pool my leave days to enable me adequate time to attend to personal and family matters	52 (15.6)	142 (42.5)	11 (3.3)	123 (36.8)	6 (1.8)	334 (100)

Source: Field Survey, 2023

For the question on Sometimes I can work while at home through tele-communication, Table 2 shows that, 185 respondents representing 55.4% agreed While 29.6% respondents were uncertain of this, 50 respondents representing 15% disagreed. When respondents were asked the institution employs some part time employee who helps us with the backlog, 124 respondents representing 37.1% expressed positive responses that they did. While 39.8% were undecided, 77 respondents representing 23.1% disagreed.

For the question on I believe the institution offers flexible working arrangements, 156 respondents representing 46.7% responded they agreed. While 30.8% were undecided, 75 respondents representing 22.5% disagreed that the orientation they were given were based on a sense of job importance. When respondents were asked further if I can pool my leave days to enable me adequate time to attend to personal and family matters, 194 respondents representing 58.1% agreed that management did. While 3.3% were uncertain, 129 respondents representing 38.6% disagreed that they can pool my leave days to enable me adequate time to attend to personal and family matters.

Research Questions (2): What is the relationship between welfare policies and organizational performance in the Nigeria Police Force?

Tables 3. Welfare policies and organizational performance in the Nigeria Police Force

Welfare policies	Strongly Agree Freq and (%)	Agree Freq and (%)	Undecided (%)	Disagree Freq and (%)	Strongly disagree (%)	Total (n) (%)
Breastfeeding mothers enjoy flexible working arrangements to take care of their babies.	71 (21.3)	152 (45.5)	106 (31.7)	-	5 (1.5)	334 (100)
Childcare facilities are available for nursing mother.	63 (18.9)	170 (50.9)	91 (27.2)	-	10 (3.0)	334 (100)
There is adequate provision of recreational facilities in the institution.	50 (15.0)	149 (44.6)	120 (35.9)	-	15 (4.5)	334 (100)
Professional counseling services are available to employees.	14 (4.2)	173 (51.8)	132 (39.5)	-	15 (4.5)	334 (100)

Source: Field Survey, 2023

Breastfeeding mothers enjoy flexible working arrangements to take care of their babies. Table 3 shows that, 223 respondents (66.8%) respondents agreed that the company expressed gratitude towards personnel's extra effort on a job was not expressed by rewards or commendations. While 31.7% were undecided, 5 respondents (1.5%) strongly disagreed they were not shown gratitude by rewards or commendations. When respondents were asked whether Childcare facilities are available for nursing mother, 233 respondents (69.8%) agreed that the company did not. While 27.2% were undecided, 10 respondents (3.0%) strongly disagreed. For the question on the adequate provision of recreational facilities in the institution, 187 respondents (59.6%) agreed that they did. While 35.9% were uncertain about this, 15 respondents (4.5%).When respondents were asked if Professional counseling services are available to employees, 187 respondents (56%) agreed. While 39.5% were uncertain, 15 respondents (1.5%) strongly disagreed, While 31.7% were uncertain they did, 33 respondents (9.9%) strongly disagreed.

Test of Hypotheses

The hypotheses were tested using the Ordinal Logistic Regression. The hypotheses were tested at 0.05 level of significance. The null hypotheses will be rejected if the probability value (p-value) is less than 0.05 ($p < 0.05$).

H₀₁: There is no significant relationship between flexible working arrangements and organizational performance in the Nigeria Police Force.

Table 4.3.2 Relationship between flexible working arrangements and organizational performance in manufacturing firms.

Table 4: Parameter Estimates

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[FWA = 1.00]	1.681	.344	22.249	1	.000	.947	2.294
	[FWA = 2.00]	3.028	.390	60.187	1	.000	2.263	3.793
	[FWA = 3.00]	3.512	.410	73.394	1	.000	2.709	4.316
	[FWA = 4.00]	5.178	.473	120.084	1	.000	4.252	6.104
Location	organizational performance	1.456	.108	113.910	1	.000	.944	1.368

Link function: Logit.

From the analysis, the positive coefficient (value of 1.681) shows that for every one unit increase in flexible working arrangements there is a predictive increase of 1.456 in the log odds of being at a higher level of organizational performance. The result was statistically positive $\exp(\beta_2)$ (1.681; n= 334; p= 0.000). Based on this, it is assume that flexible working arrangements will influence organizational performance since the p-value is less than 0.05(p=0.000<0.05). Thus, the null hypothesis is the rejected and the alternate accepted that there is a significant relationship between flexible working arrangements and organizational performance in manufacturing firm.

H₀₃: There is no significant relationship between welfare policies and organizational performance in the Nigeria Police Force.

Table 4 Relationship between welfare policies and organizational performance in the Nigeria Police Force.

Table 5: Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[welfare policies = 1.00]	1.771	.342	21.320	1	.000	.909	2.251
	[welfare policies = 2.00]	2.979	.388	59.002	1	.000	2.219	3.739
	[welfare policies = 3.00]	3.458	.407	72.125	1	.000	2.660	4.256
	[welfare policies = 4.00]	5.109	.469	118.658	1	.000	4.190	6.028
Location	organizational performance	1.637	.107	112.528	1	.000	.927	1.347

Link function: Logit.

From the analysis, the coefficient for the third hypothesis (H_3) = 1.637, suggesting a strong correlation between welfare policies and organizational performance. The coefficient $\exp(\beta_3)$ (value of 1.637) shows that for every one unit increase in welfare policies there is a predictive increase of 1.637 in the log odds of being at a higher level of organizational performance. Since the p-value is less than 0.05 ($p=0.000 < 0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant relationship between welfare policies and organizational performance.

Discussion of the Findings

From the analysis of hypothesis one the positive coefficient (value of 1.681) shows that for every one unit increase in flexible working arrangements there is a predictive increase of 1.456 in the log odds of being at a higher level of organizational performance. The result was statistically positive (β_2) (1.681; $n= 334$; $p= 0.000$). Based on this, it is assumed that flexible working arrangements will influence organizational performance since the p-value is less than 0.05 ($p=0.000 < 0.05$). Thus, the null hypothesis is rejected and the alternate accepted that there is a significant relationship between flexible working arrangements and organizational performance in manufacturing firm. As supported by Stravrou (2005), Brewster et al. (2004); Glass and Finley (2002); reveal that some flexible options result to positive outcomes while others result to negative outcomes.

According to Batt and Valcour (2003), FWAs are positively related to job satisfaction which leads to employee performance. Peters et al. (2004) opined that FWAs affect the mobility of employees since they have to reschedule their daily responsibilities while reconciling the two domains of their jobs, personal needs, household requirements, and organizational demands. However, continuous scheduling and rescheduling of day-to-day operations may lower employee's productive hours; hence, lowering their productivity. According to Kelly et al. (2008), the mechanisms used to design an organization's work flexibility to minimize the incidence of time conflicts for staff might affect the employees' performance.

From the analysis, the coefficient (R) for the third hypothesis (β_3) = 1.771, suggesting a strong correlation between welfare policies and organizational performance. The coefficient (value of 1.637) shows that for every one unit increase in welfare policies there is a predictive increase of 1.637 in the log odds of being at a higher level of organizational performance. Since the p-value is less than 0.05 ($p=0.000 < 0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant relationship between welfare policies and organizational performance. As supported by Armstrong (2006), the welfare policies may not add to staff productivity, but it can help to avoid a decrease. He further opined that staff welfare programmes increase loyalty and motivate them.

A study conducted by Kamau et al. (2013) at ECO Bank, Kenya revealed that the presence of the employee assistance programmes has its impacts on individual worker which translated to employee performance. The health programmes helped to keep the workforce healthy, hence, were able to contribute always to the goals of the organization, with 61.7% agreed and 31.9% strongly agreed that health programme kept employees contributing at the workplace. Lagat et al. (2014) on the importance of employee welfare and performance indicated that employee welfare has a positive influence on employee performance. The outcomes further indicated that in order of descending importance, maternity, pension, housing and medical schemes were some of the benefits from the employees' welfare that enhance employees'

performance. However, the study indicated that availability of recreational facilities received the least attention among other employees' welfares initiatives.

Conclusion

From the study conducted, it is obvious that leave policy, flexible working arrangements, welfare policies and family responsibilities are relational dimensions that can influence organizational performance at the Nigeria Police Force. The empirical results of the study clearly underscore the following:

- i. The Nigeria Police Force that consider the application of work-life balance dimensions are likely to record a better Key Performance Indicator (KPI) in the organization.
- ii. Although all four work-life balance dimensions were strongly correlated, the coefficient for family responsibilities was seen as the dimension that had the highest significant influence at 1.830 on the company's sales performance.

Recommendations

Government should provide flexible work arrangement by introducing remote work options for certain roles within the police force, where officers can perform their duties from a remote location using technology. This can help reduce commuting time, increase productivity, and improve work-life balance and organizational performance.

To enhance organizational performance in the Nigeria Police Force, Ikot Akpan Abia, Uyo, Akwa Ibom State, through welfare policies, government should ensure that police officers receive competitive salaries and benefits that reflect the demands and risks associated with their roles.

Government should implement comprehensive health and wellness initiatives that prioritize the physical and mental well-being of police officers.

Government should encourage officers to take breaks and engage in activities outside of work to recharge and maintain a healthy work-life integration as this will improve organizational performance.

Contribution to Knowledge

This study contributes to existing literature. Its findings provide empirical evidence of significant positive relationship between work-life balance dimension and their influence on organizational performance, which earlier studies had failed to emphasize. This study has established that all the work-life balance dimension dimensions considered herein do individually have an influence on the organizational performance the Nigeria Police Force.

Suggestion for Further Study

Owing to the fact that this study did not consider all the predictors of work-life balance, future study is needed in order to replicate these findings in other organizations other than the Nigeria Police Force. Therefore, other researchers should consider other proxies of Work-life Balance and organizational Performance.

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