

# Impact of Work-Life Balance on Job Satisfaction among Workers in Shell Nigeria

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**Abstract:** *The aims of this study is to investigate the impact of WLB on JBS, understand the relationship between WLB and JBS and identify the various WLBP and WLBS and its impact on JBS. Employees are one of the key component in any organization. There has been an intense need for employees to increase their performance in order to enhance the overall performance of any organization including the oil and gas sector. Most employees in the oil and gas sector in Nigeria work longer hours hence, it becomes a challenge for employee to create that balance between work and life. This study tend to investigate the impact of work life balance (WLB) on Job satisfaction in relation to workers in Shell Nigeria*

**Keywords:** Work life balance, work-life balance practices, work-life supportive culture, Job satisfaction

## 1. Introduction

Work is a vital piece of most activities of individuals and also furthermore a vital part of their lives (Ilies et al., 2007). In recent years, the effect of human resource management practices on organization and ways of acquiring sustainable competitive advantages as attracted considerable interest by various researcher (Wright & McMahan, 1992; Huselid, 1995). In any case, different inquiry related to various human resources management (HRM) practices, organization outcomes and sustainable competitive advantage is frequently asked and how these concepts are linked, and their impacts (Ferris et al., 1998; Bowen & Ostroff, 2004). There are diverse HRM practices that create the link between organization outcomes and sustainable competitive advantage for which the most relevant HRM practice is highlighted as work-life balance (WLB) (Fleetwood, 2007; Ferris et al., 1998).

WLB is a critical aspect of HRM that is gaining expanding consideration from organizations, decision makers, management, staff and their delegates around the world (McCarthy et al., 2010). Recent studies have also highlighted the phenomenon "extreme jobs" characterized by cumbersome hours of work, an unpredictable workflow, quick pace with tight due dates, day in and day out accessibility for customers and occasions outside of business hours. This research adds to the literature and explores WLB by creating and analyzing a conceptual model that test the relationships of work-life balance practices (WLBP), work-life balance supportive culture (WLBS) and job satisfaction (JBS) (Hewlett & Luce, 2006).

## 2. The Concept of Work-Life Balance

In today's work environment, most organizations are experiencing major changes which requires more emphasis on enabling highly skilled and multi-skilled staff to achieve sustainable organizational growth. As a result, every employee often faces timeless challenge of performance pressure from employers which eventually leads to spending more time at workplace and sacrificing the demands in their personal life to attend to work activities (Poulose&Sudarsan,

2017). WLB is receiving increasing attention from influential members of the organizations, management and their delegates all over the globe which stands a vital aspect of HRM. WLB is the general term associated with work and non-work activities that is used to portray initiatives related to the organization to enhance the work understanding of staffs (McCarthy et al., 2010).

According to Osoianet al. (2009) the word "balance", is far from meaning allocating enough time and vitality to both work and non-work activities, but rather a satisfactory level of participation in both areas. This is because a lack of balance between work and life constraints leads to contention between work and life which in turn leads to organizational consequences such as decrease in work performance, increase in turnover rate and absenteeism among staffs (Butler & Skattebo, 2004; Greenhauset al., 2006; Noor, 2002; Kossek& Ozeki, 1999; Jensen et al., 2007).

## 3. Work-life balance practices

According to Moore (2007) in light of the requirement of the competitive and aggressive market and changes in clients, customer or consumer inclinations, companies have undergone several changes in organizational structure and functions, which appears to have compelled the implementation of WLB policies. Past investigation indicate a growing need for employee to add more value to quality of life than the financial advantage provided by an employer or organization (Moore, 2007). Lingard et al. (2007) refers to WLBP as numerous changes to work system for the fundamental point of accomplishing a sound harmony amongst personal and professional lives of employees. WLB arrangements and practices is the voluntary corporate initiatives which decrease the amount of hours employee work through time management that also encourage the reconciliation of work and non-work activities (McCarthy et al. 2010).

WLB practices are designed to respond to current family changes or challenges, such as an increasing number of couples and dual-income employees with important

dependency responsibilities which helps to give employees more flexibility in when, where and how they work (Allen, 2001). Cascio and Boudreau (2010) defines WLB practices as employer-sponsored benefits or working conditions that help employees reconcile work and non-work requirements. According to De Cieri et al. (2005) and McCarthy et al. (2010) WLB literature review which provides different flexible working arrangements, these differential programs include childcare provisions, temporary arrangement (for example responding to a family or wellbeing emergency); or permanent arrangement (for example health insurance), leave provisions, job sharing, flexi-time, telecommuting, compressed work week and WLB supports such as staff guidance, time management training, staff help initiatives, stress management training; and on-site or off-site childcare facilities. Basically, organization offer these WLB to help employees deal with the request of their personal and professional life (Grady & McCarthy, 2008).

#### 4. Work-life balance supportive culture

All WLB initiatives focus on assisting employees accomplish a self-defined and self-characterized state of well-being that enables them to set goals and objectives to successfully deal with multiple tasks responsibly in the work environment, the community, and at home (Moore, 2007). However, Moore (2007) also noted that all together for this balance to be accomplished it is important that individuals or workers enjoys the right to a satisfied life outside and inside the work environment. Furthermore, for the mutual benefit of the workers, the organization and society as a whole, the WLB Arrangement must be strategically planned, respected and acknowledged as an organizational norm and business or work culture (Moore, 2007).

Wise and Bond (2003) showed that cultural phenomena which may influence how and when and how workers can utilize existing WLBP, which is known as WLBS and defined as “the shared assumptions, beliefs and values regarding the extent to which an organization supports and values the integration of employees’ work and family lives”. WLBS is a tool that facilitates agreement and implementation similar to WLB initiatives, defined as employee perceptions of organizational culture (e.g., shared perception, qualities, values and beliefs) of the degree to which an organization supports and values the integration of employees’ work and personal lives (Thompson et al., 1999). When the WLBS supports the family, it offers staff benefits by enhancing their quality of life, satisfaction, motivation and commitment (Allen, 2001; Hughes & Bozionelos, 2007; Kirby & Krone, 2002).

A strong work-life culture has been connected to singular results, for example, work-family strife, authoritative responsibility, work fulfillment and turnover expectations (Batt and Valcour, 2003). Hypothetically, The WLB steady culture furnishes representatives with the capacity to juggle the request of work and family necessities without the typical pressure, uneasiness or stresses over profession advance being upset because of work and life lopsided characteristics (Thompson et al., 1999).

#### 5. Concept of Job satisfaction

According to Scott et al., (2005) the concept of JBS has been always a central research subject in organizational behavior field, and broadly defined as “the attitude of an employee toward his/her job which is supposed to be positive”. JBS is a specific kind of combination of the psychological, physiological and environmental circumstances which indicates an evaluation of satisfaction based on the perceptions of a member of organization related to his/her job task (Scott et al., 2005).

JBS is amongst the most generally researched work-related attitudes in industrial and organizational psychology field, inclusive of the organizational behavior field. JBS is a mix of emotional and cognitive feelings towards different perceptions an employee achievement intention in relation to what they can really accomplish (Spector, 1997). A wide range of research has explored the connection between JBS and turnover intentions (Kumar et al., 2018; Liu et al., 2010; San Park & Hyun Kim, 2009).

JBS has been connected to aim to leave a job, staff who are feel fulfilled in their job activity are less inclined to leave than staff who are dissatisfied with their job (Coomber & Barriball, 2007; Shell & Duncan, 2000). Ford and Honnor (2000) examined other dynamics that impact JBS like concern for workers and also examines factors that affect dissatisfaction like lack of direct supervisor or managers feedback on work performance, deficiencies without giving valuable objectives to change.

#### 6. Methodology and result

This research study was carried out in shell Nigeria to discover the impact of work life balance on job satisfaction/questionnaire was adopted from various source using five likert scale to get the response from the employees in the company.

##### 6.1 Factor Analysis

Factor analysis includes KMO and Bartlett’s test and pattern matrix as shown in the tables below:

**Table: KMO and Bartlett’s Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.933
Bartlett’s Test of Sphericity Approx. Chi-Square	5373.835
Df	351
Sig	.000

The Kaiser-Meyer-Olkin measure of inspecting sufficiency uncovered an estimation of .933, an esteem well past the .60 regularly required as showing satisfactory specimen measure. The Bartlett’s test of sphericity demonstrated remarkable value ( $\chi^2(351) = 5373.835, p < .05$ ); additionally the diagonals of the relationship grid for scores of all things for all factors were more than 0.5.

**Reliability test**

**Cronbach Alpha Reliability Test**

**Table:** Reliability Statistics: Work-life Balance Practices

Cronbach's Alpha	N of items
.933	18

Cronbach Alpha measure consistency of Variables. Table above shows Cronbach Alpha of 93.3% from 18 items which is acceptable and in line with some WLBP research studies (Helmlle et al., 2014; Medina-Garrido et al., 2017). Any result above 60% is acceptable.

**Table:** Reliability Statistics: Work-life Balance Supportive Culture

Cronbach's Alpha	N of items
.687	4

Cronbach Alpha measure consistency of Variables. Table above shows Cronbach Alpha of 81.5% from 4 items which is acceptable and in line with some WLBS research studies (Nitzsche et al., 2013; Baral & Bhargava, 2010). Any result above 60% is acceptable.

**Table:** Reliability Statistics: Job Satisfaction

Cronbach's Alpha	N of items
.784	5

Cronbach Alpha measure consistency of Variables. Table above shows Cronbach Alpha of 78.4% from 5 items which is acceptable and in line with some JBS research studies (Pang & Lu, 2018; ). Any result above 60% is acceptable.

**6.2 Correlation Analysis**

**Table:** Correlation

		WLBP	WLBS	JBS
WLBP	Pearson Correlation	1	.810**	.756*
	Sig (2 – tailed)		.000	.000
	N	320	320	320
WLBS	Person Correlation	.810**	1	.766**
	Sig (2- tailed)	.000		.000
	N	320	320	320
JBS	Person Correlation	.756**	.766**	1
	Sig (2 – tailed)	.000	.000	
	N	320	320	320

The correlation coefficient table above shows the correlation matrix between work-life balance practices, work-life balance supportive and job satisfaction. The high level of correlation coefficients scale with a threshold above 0.8 and 0.5 indicates the items are strongly influenced by each measure construct, respectively (Hair et al., 2009; Nunnally, 1978). The results indicate that there is a significant strong and positive correlation between work-life balance practices and job satisfaction (75.6%), which is also statistically significant. This result is in agreement with ( Mas-Machuca, 2016) research, which discovered that there is links between work life balance practices and Job satisfaction. The association between work-life balance supportive culture and job satisfaction is also found to be moderately high and positive (76.6%) and statistically significant. This is similar to the research of (Burke 2010), which attest that there is a

correlation between work-life balance supportive culture and job satisfaction. The association of work-life balance practices and work-life supportive culture is found to have a very strong and positive correlation (81%) which is also statistically significant. This result is in agreement with (Cegarra-Leira et al., 2012) research, which discovered that there is links between work life balance practices and work-life balance supportive culture.

**6.3 Regression analysis**

**Table 5.14:** Regression about the impact of work-life balance practices on job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.756 <sup>a</sup>	.572	.570	.36947

a. Predictors: (Constant). Work-life balance practices

The R square column in the table above explains the percentage of the total variation in the dependent variables (job satisfaction) that can be explain by the independent variable (work-life balance practices). The R square shows that 57.2% of the variations in that can be explained by job satisfaction. The adjusted R square indicated that 50.7% of the regression model effectively explain the relationship between work-life balance practices and job satisfaction variables. The standard error has a minimal effect with the rate of 0. 36947.

**7. Conclusion**

This research study contributes to the human resources literature in the following ways. First, WLB and JBS are interrelated and also work-related. WLB and JBS are both important for employee and organization performance.

The purpose of this research was to investigate the impact of WLB on JBS, in Shell Nigeria. The results of the research study showed that WLB has a strong significant positive relationship and influence on JBS. From Studies of the past researchers such as (Origo& Pagani, 2008; Bloom & Van Reenen, 2006; Thakur & Bhatnagar 2017) which studied the relationship between WLB and JBS. It was discovered that WLB have an impact on JBS practices which can be achieved through the implementations of these practices or programs and also through the adoption of a WLBS within the organization. Base on these findings, it can be indicated that the WLBP and WLBS has a strong influence or impact on JBS.

The research of Mas-Machuca (2016) explored the relationship between WLBP and JBS among employees in an organization for which the results showed that WLBP have a positive impact on JBS. McNall et al. (2009) also examined the availability of two WLBP (flextime and compressed work week) and its relationship to JBS and the result also showed the significant impact of WLBP on JBS. Ryan and Kossek (2008) also described organization that adopt WLBS to support the integration of work life and the positive gain derived, the study recommended the ways which work life practices are implemented through the level of supervisor support and result from the finding indicated that WLBS has a positive impact on JBS. Burke (2010)

examined the relationship of managerial and professional men perception of WLBS in relation to JBS for which the result supported that organization with supportive culture have employees with greater JBS.

Talukder et al. (2018) also collected data employees working in financial organization in Australia for which the result from the finding discovered that WLBP have a positive and significant relationship with WLBS. McCarthy et al. (2013) explored how supervisory and organizational support as a WLBS influences work life balance practices for which the result of the finding indicated that the availability of WLBP is related to both organizational and supervisory support. Thus, for organization to get returns from investing on WLBP there should be a supportive climate of these practices within the organization (McCarthy et al., 2013). Cegarra-Leira et al. (2012) explored how the impact of the availability of WLBP on organization performance for which the finding showed that WLBS mediates the effect of the availability of WLBP. The study concluded that for organizations to increase its outcome in terms of productivity and performance, introduction of WLBP should be implemented which is beneficial to both employees and employers (Cegarra-Leira et al., 2012).

This study focused on Shell Petroleum Development Company in Nigeria, with which an online questionnaire was explored to carry out the survey. Data from a total of 320 respondents was used for this study. Further research can be carried out using different techniques of reaching the respondent and increasing the number of the sample size for further studies. Every organization has its own work-life practices and work-life supportive culture which distinguish its system from other organizations. The work-life balance practices and work-life supportive culture of an organization plays a significant role in ensuring that employees attain job satisfaction.

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