

WORKLIFE BALANCE ON EMPLOYEE ENGAGEMENT AMONG WOMEN IN TECHNICAL EDUCATION (WITED) IN POLYTECHNICS IN OSUN STATE, NIGERIA

Michael Ayodeji BOYEDE¹, Oluwatobi Oyewumi OMOTOYE²

¹*Department of Human Resource Development, Faculty of Management Sciences, Osun State University, Osogbo, Osun State, Nigeria, Email: boyede2005@yahoo.com*

²*Department of Employment Relations and Human Resource Management, Faculty of Management Sciences, University of Lagos, Nigeria, Email: omotoyetobio95@gmail.com*

How to cite: BOYEDE, M.A., & OMOTOYE, O.O. (2021). "Worklife Balance on Employee Engagement among Women in Technical Education (Wited) in Polytechnics in Osun State, Nigeria." *Annals of Spiru Haret University. Economic Series*, 20(3), 89-107, doi: <https://doi.org/10.26458/2134>

Abstract

This study discussed the influence of work-life balance on employee engagement among women in technical education (WITED) in Polytechnics in Osun State. This is with the view of ensuring successful blending of world of work with personal responsibilities in optimal harmony.

The study adopted a descriptive survey research design. The population of the study was made up of women in technical education in government polytechnics, in Osun State. A total of 750 workers were selected from Women in the Technical Education through simple random sampling technique. Two research instruments titled Work-life balance Scale (WLBS) and Employee engagement scale (EES) adapted and modified were used to collect data for the study. The test retest reliability of the instruments administered within two weeks interval yielded .78 and 0.80 respectively. The response format used was the Likert format with options ranging from Strongly Agree (4) Agree (3) Strongly Disagree (2) and Disagree (1). All the instruments were divided into two parts. Part A solicited responses on personal information about the respondents while part B collected data on the variables under study. Multiple Regression Analysis was used to test the hypotheses raised at 0.05 alpha level.

Issue 3/2021

Result established that flexible work arrangement had coefficients $\beta = 0.190$, $t = 1.688$, $p = 0.007 < \alpha = 0.05$, indicating a significant influence of flexible work arrangement on employee engagement. Finding also, showed that work-life conflict also showed a significant influence on employee engagement with the coefficients, $\beta = 0.385$ $t = -1.184$, $p = 0.002 < \alpha = 0.05$, which indicated a negative influence of work life conflict on employee engagement.

Based on the findings the study concluded that work-life balance should be comfortably blended with personal engagement so as to significantly engender employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. And that adequate skill and knowledge of assigned task should be sought to balance the fits in employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun.

The study recommended that management should build a work environment that attracts, retains, and motivates its employees to help them work comfortably to increase organization productivity, and that organizations should embrace flexible work schedule strategies as this would positively influence employee engagement.

Keywords: *work-life balance; employee engagement; women in technical education; polytechnics.*

JEL Classification: J21, J22, J 24, J28

Introduction

Nigeria and other African traditional communities believe that women should stay at home, running the household and raising children, while men should support the family financially. For a long time, African culture has limited women's activities to a specific location and function within the home [Kayode-Adedeji, Ige, & Ekanem, 2016]. As more women are engaged in vocational skills accusations and getting fixed up in the industrial sectors of the economy, this perception is changing [Uzuegbunam, 2016]. As a result of changes in family size, structure and responsibilities, women's traditional roles are fast changing. Women have been able to take on more practical and functional roles in society as a result of this [Mordi *et al.*, 2010]. Beginning in the late twentieth century, Nigerian women increased their participation in entrepreneurial activities. This was due to the economic downturn, high living costs, low per capita income, and a desire to provide for the family [Uzuegbunam, 2016]. Women can only pursue business opportunities after they have

taken care of household, child-rearing, and educational responsibilities [Costin, 2012]. Women can only pursue business opportunities after they have taken care of the household in terms of child-rearing, and educational responsibilities [Costin, 2012].

Work-life balance is perceived to be more of women's concern as a result of the traditional mindset, which holds that a typical woman is primarily responsible for running the household regardless of her job responsibilities. As a result, women are thought to find it more difficult to manage their homes and careers than men [Sigroha, 2014]. Work-life balance is a result of women's multifaceted roles at home and at work, combined with frustration and stress. Work-life balance is the successful blending of professional and personal responsibilities in perfect harmony [Tomazevic, Kozjek & Stare, 2014]. It also implies that there should not be any conflict between personal and professional lives [Tomazevic, Kozjek & Stare, 2014]. Work-life balance stems from an employee's desire to strike a healthy balance between the desire to participate in the world of work by giving their all and the desire to maintain a healthy balance between one's professional and personal lives [Lavoie, 2014; Bhalerao, 2013].

Employee engagement is essential for a company's success. In view of the place of women in the 21st century society, engaging in a more productive venture to supplement their homes, balance work and personal life, becomes very paramount and of concern. Therefore, in a highly competitive market, efficiency, effectiveness and productivity are essential ingredients for successful engagement. Employees who are healthy, capable, and attractive are the company's primary source of competitive advantage [Setyo, 2019]. Setyo's (2019) further established that there is a significant link between worker engagement and the corporation's specified work performance. The direction of causality from work-life balance to engagement dimensions was debated [Setyo, 2019] stressed when he opined that say, Stay, and Strive are three main behaviours that can be used to determine whether or not people are emotionally and intellectually committed to an organization [Winansis 2020].

Similarly, in a survey conducted by the Lagos Business School in (2011), it was established that most Nigerian companies lack policies that support the well-being of their employees' families, of which the public sector is no exemption. The implication of this is that work-life balance policies have not been implemented successfully in Nigeria's educational sector. Although policies have been documented in the staff rules and regulations, and the collective bargaining agreement for union staff has not made deliberate efforts to implement the policies, the majority of the staff is unaware of their existence. Long work hours are hurting employees' health due to a failure to effectively implement work-life balance policies. Cooper (2000), in one of his academic reviews succinctly put, there is enough evidence to raise concerns about the risks to employees' health and safety posed by the long-hours

Issue 3/2021

culture of work. Rathi and Barath (2013) linked work-life balance to lower stress levels, fewer somatic complaints, higher job satisfaction, and lower labour turnover, as well as improved performance.

Studies [Cegarra-Leiva *et al.*, 2012; Wayne, Koch, & Hill, 2004] they conducted on the impact of work life balance and job stress, even on employee engagement only focused on workers (men) that works in the industrial sectors of the economy and little or nothing has been done in the area of women in tertiary institutions, especially among women working in technical education of the polytechnics in Nigeria, it is on this basis that the study intends to carry out the study and fill whatever gaps that exist in knowledge.

Objectives of the Study

The general objective of the study was to investigate the influence of work-life balance on employee engagement among women in technical education (WITED) in Polytechnics in Osun State. Specifically, the objectives seek to:

- 1) determine the influence of flexible work arrangement on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun State;
- 2) evaluate the influence of work life conflict on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun State.

Research Hypotheses

The following hypotheses guided the study:

H₀₁: There is no significant influence of flexible work arrangement on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun State.

H₀₂: There is no significant influence of work-life conflict on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun State.

Literature Review

Concept of Work-Life Balance

Employees and organizations must maintain a work-life balance. Work-life balance techniques are implemented to minimize work-life conflict for employees. Furthermore, it makes employees more productive and effective at work [Lazar, Osoian, & Ratiu, 2010]. Work-life balance is an important human resource concept that relates to employee engagement [Ojo, Salau & Falola, 2014]. Work-life

balance issues affect both men and women since they can generate conflict, stress, burnout, and anxiety. Women who have dependent and childcare duties find that working long hours while separating work from life can affect their productivity.

Employees are given the freedom to decide when they want to work and where they wish to do so as long as they complete their duties while doing so [Grzywacz, Carlson, & Shulkin, 2019]. It often encompasses workplace activities that boost employees' flexibility when they have to accomplish work, and other rules that influence the number of hours worked. Economic, technical, societal, and family changes have pushed for flexible employment options. Flexitime, absence autonomy, compressed workweeks, reduced schedule, telework, extra vacation days, limited calendar of meetings (meetings cannot be planned too late in the day) Flexible working arrangements (FWA) are an example of Work-Life Balance (WLB) initiatives included in many firms' efforts to enable their employees to balance work and family duties. Flexible work arrangements help employees to handle their job and family obligations in balance.

Concept of Work-life Conflict and Employee Engagement

Work-life conflict happens when actions at work affect family and social life, including being a husband, parent, or engaging in other religious and recreational activities. Ashtankar (2016) stated that when there is a conflict between the demands of one position and the other role, this is work-family conflict (time-based, strain-based, or behaviour-based conflict). Family-to-work conflict arises when family experience interferes with job life, such as being the primary caregiver for children or providing elder care [Mendis & Weerakkody, 2017].

Many scholars have provided differing ideas and viewpoints on employee engagement. Employee engagement is a process where the human resources of a business are economically and strategically inspired to be involved and dedicated to the firm's aims and values. In another trend, work engagement occurs when employees are eager and enthusiastic about their work [Osborne, & Hammoud, 2017; Harter, 2002], which encourages them to work extra hours to reach their organization's goals quickly [Mani, 2011]. Seijts, Crim, and Gupta (2006) argued that workplace engagement comprises "10c," which is, in part, "connection, career, clarity, convey, congratulate, contribute, control, and collaborate." Employee engagement is a strategic business instrument for organizational success, as it minimizes attrition and promotes attention. Great leadership raises employee engagement, which leads to organizational performance.

Issue 3/2021

Theoretical Framework

This study was supported by family obligations and work-life conflict theory, as well as the work-family conflict theory.

Work-Family Broader Theory: In the year 2000, Clark pioneered the work-family boulder theory. The theory describes how an individual works and balances their career and family life to achieve a state of balance. In the model, work and family constitute different domains that influence each other. According to Clark (2000), the objective of this theory is a work-family balance or good functioning at work and home with no role conflict.

Work-life balance programs and the logic behind them are all founded on the concept of the border theory. This notion was described as “novel” in Clark (2000). According to him, it describes how individuals juggle work and family and border roles to find balance. One key tenet of this philosophy is that work and family influence each other as separate spheres. Work and home are comparable to two separate countries with separate languages, accepted behaviours, and methods of doing tasks. It varies from boundary theory in that its notion of borders includes not only psychological categories but also physical borders that divide work, family, and other responsibilities. According to Clark (2000), border theory is a theory concerning work-family balance, indicating that various means of attaining work-family balance may depend on the type of work and family activities. It is a relatively newer notion, which helps our understanding of the interaction between work and family in modern society [Chen, 2005].

This hypothesis is important and helpful in understanding how family obligations affect the women in WITED employee engagement and disengagement. Work-family border theory is relevant because it can affect employee engagement. Thus, the idea supports and addresses the family obligations.

Conflict Theory: Marxist conflict theory was proposed (1848). Conflict occurs when work and home duties are conflicting in some regard, thereby making it impossible to fulfil the responsibilities in either one (work or home life). Inter-role conflict theory focuses on what occurs when achieving the demands in one domain causes complications in another domain [Greenhaus and Beutell, 1985]. This has also been called opposition or incompatibility theory [Edwards, & Rothbard, 2000]. The conflict model posits that with high levels of demand in all realms of life, difficult decisions must be made, and conflicts and possible overload arise (e.g., dissatisfaction in one field demands neglecting obligations in another). Two-career families are dealing with seventeen conflict models these days [Guest, 2002].

All these models have something in common: they simply describe work-life balance without diving deeper into the subject of balance and imbalance between work and life. To reconcile professional and personal life, one must be content with their employment and feel comfortable both on and off the workplace. Every individual requires the correct balance to function correctly. Guest (2002) also advises making a distinction between objective and subjective markers. According to him, quantitative indicators (such as working hours) mirror social ideals, while subjective indicators may require some form of stakeholder study. In other words, a person may not view things the same way their partner or supervisor does. Most recently, researchers have concentrated on conflict models in dual-career families, but spillover and compensation models continue to be commonly reported. These kinds of models cannot accurately represent what defines a work/life balance.

This hypothesis can be used to improve the knowledge of how work-life conflict affects the WITED workers' engagement and disengagement in their company. How work-life conflict can influence employee engagement is illustrated by conflict theory. The theory addresses and promotes varying work-life conflicts.

Empirical Review

Dissanayaka and Ali (2013) investigated the relationship between work-life balance and employee performance. The goal of the study was to study how WLB and employee performance relate. Data obtained from the survey was used to perform analyses on the data. Data were processed with Pearson moment correlation. According to the findings, work-life balance is correlated with employee performance. Work-life balance was also found to be necessary to improve employee performance. Flexible work arrangements are a part of the work-life balance strategies recommended in the study.

In Nairobi CBD Commercial Banks, flexitime work arrangements were evaluated for their effect on employee performance. This study used a survey design. A proportional stratified sampling method was used to obtain a sample of 291 subjects from different strata (management, supervisory, clerical and secretarial as well as the support staff). According to the findings, flexitime work arrangements affect employees' performance in Nairobi's central business district commercial banks. Flexitime work arrangements were available in Nairobi's central business district commercial banks. Flexitime work schedules should be used more frequently by various sectors to better support work-life balance.

The study of Choo, Desa, and Asaari (2016) aims to learn about flexible working and work-family conflict. Only 130 questionnaires were distributed, and 87% of them were returned. A flexible working arrangement was significantly and

Issue 3/2021

positively correlated with organizational commitment. Additionally, working flexible hours was significantly and positively related to work-family conflict. To help their employees, they suggested flexible working policies such as having different working hours, remote working, or the use of flexitime. Therefore, flexible working arrangement policies have a large impact on organizational commitment and work-family conflict.

Obisi carried out a study on the impact of flexible work schedules and employee performance on public schools in Lagos State. 160 workers were selected as a random sample from a population of 400. The Pearson correlation coefficient was used for testing. The null hypothesis was rejected, showing a significant correlation between flexible work arrangements and employee performance. This study is utilized to illustrate the effect of congestion, pollution, and delays on the health and productivity of workers in Lagos State.

Work-life conflict and job performance of working mothers are analyzed in Ajala (2017). Descriptive survey research was used for the study. This study looked at all working mothers in public hospitals and local government in the Ekiti State of Nigeria. The sample was systematically and arbitrarily selected. Data were analyzed with mean, standard deviation, and Pearson Product Moment Correlation. Studies show that work-family conflict is more prevalent with working mothers. Work-family conflict was associated with job performance for working mothers who had a work-family conflict. Finally, industrial social workers were recommended to assist working mothers by teaching them how to balance their family and work responsibilities to better identify with both areas and do their jobs efficiently and effectively.

Muhammad, in 2013, did a study on how work-life conflict affects employee engagement. In this study, a qualitative methodology includes both a primary and secondary method for gathering information and relevant data. A questionnaire was used to collect the primary data. Furthermore, critical evaluation and analysis of the data were performed by determining the trustworthiness of the data which was gathered from the participants and employed people in Jeddah who had different problems associated with work-life and engagement drawbacks.

Ugoani (2016) focuses on the quantitative magnitude and dimensional distribution of work/family conflict balance and employee commitment. The dataset consisted of 483 participants from the general population in Nigeria. A questionnaire-based on Carlson *et al.* work that was modified to produce data was used. Data were analyzed by descriptive and Chi-Square methods. The research found a positive correlation between work/family conflict balance and employee commitment.

Work-family role conflict is important in work-life commitment [He & Fang, 2016; Jayamohan, 2017]. The result is an ever-increasing competitive push for increased productivity, which increases the amount of hours employees put in at work. The workplace structure has also changed with the rise of women in transactional roles and an increase in men's involvement in family life [Jayamohan, 2017].

Methodology

The study adopted a descriptive survey research design. The population of the study was made up of women in technical education in government polytechnics, in Osun State. A total of 223 workers were selected from Women in the Technical Education through simple random sampling technique. Two research instruments titled Work-life balance Scale (WLBS) and Employee engagement scale (EES) adapted and modified were used to collect data for the study. The test retest reliability of the instruments administered within two weeks interval yielded .78 and 0.80 respectively

The response format used was the Likert format with options ranging from Strongly Agree (4) Agree (3) Strongly Disagree (2) and Disagree (1). All the instruments were divided into two parts. Part A solicited responses on personal information about the respondents while part B collected data on the variables under study. Multiple Regression Analysis was used to test the hypotheses raised at 0.05 alpha level.

Results

Table 1. Response Rate

| Government Polytechnics | Frequency | Percent |
|--------------------------------|------------------|----------------|
| Federal Polytechnic Ede | 100 | 44.8 |
| Osun State Polytechnic Iree | 73 | 32.7 |
| Esa-Oke College of Technology | 50 | 22.4 |
| Total | 223 | 100.0 |

Response Rate

A total of 223 questionnaires were administered to 223 Women in Technical Education (WITED) in Polytechnics in Osun State. Out of 223 questionnaires administered, 100 questionnaires were returned from Federal Polytechnic Ede, 73

Issue 3/2021

questionnaires were returned from Osun State Polytechnic Iree, while 50 questionnaires were returned from Esa-oke College of Technology. A total number of 223 questionnaires were returned and found useful for the study, which represents 100% rate of returns from the respondents used.

Descriptive Analysis of Flexible Work Arrangement

The descriptive analysis was also done on the items on the questionnaire regarding flexible working arrangements. The results are presented in Table 2. More than half (65.9%) of the respondents agreed that flexible working arrangements help them balance their life commitments based on the mean (3.25) out of a possible scale of 5 which indicated moderate extent and standard deviation of 1.40 which indicated the spread out. 60,0% of the respondents agree that flexible work options do not suit them because they tend to make them feel disconnected from the workplace based on the mean response of 3.05 and standard deviation of 1.43. The mean response on 'flexible working arrangements are essential for me to participate in family and social events' was 3.09, with a standard deviation of 1.34, indicating that an average percentage (70.4%) of respondents agreed to that statement, and (29.6%) disagreed.

Table 2. Descriptive Analysis of Flexible Work Arrangement

| S/N | Statement | SD | D | A | SD | Mean | Std. Dev. |
|-----|---|---------------|---------------|----------------|---------------|------|-----------|
| 1 | Flexible working arrangements help me balance life commitments. | 38 (17.0%) | 38 (17.0%) | 101 (45.3%) | 46 (20.6%) | 3.25 | 1.40 |
| 2 | Flexible work options do not suit me because they tend to make me feel disconnected from the workplace. | 53 (23.8%) | 36 (16.1%) | 83 (37.2%) | 51 (22.8%) | 3.05 | 1.46 |
| 3 | Flexible working arrangements are essential for me to participate in family and social events. | 33 (14.8%) | 33 (14.8%) | 99 (44.4%) | 58 (26.0%) | 3.09 | 1.34 |
| 4 | Flexible working arrangements enable me to focus more on the job when I am at the workplace. | - | 12 (5.4%) | 135 (60.5%) | 76 (34.1%) | 3.98 | 0.90 |
| 5 | People using flexible working arrangements often miss important work events or communications, such as staff meetings, training sessions, important notices, etc. | - | 15 (6.7%) | 145 (65.0%) | 63 (28.9%) | 3.98 | 0.74 |

Most (94.6%) of the respondents also agreed that flexible working arrangements enable them to focus more on the job when they are at the workplace, based on the mean response of 3.98 and standard deviation of 0.90. Finally, 93.9% of the respondents agreed that people using flexible working arrangements often miss important work events or communications, such as staff meetings, training sessions, important notices, etc and 6.7% disagreed with the statement.

Descriptive Statistics of Work-life Conflict

Before proceeding with regression analysis to test the proposed hypotheses, descriptive analysis was done on the items on the questionnaire regarding work conflict on the Likert scale to provide the summaries using percentages, means, and standard deviations of the responses. The results are presented in Table 3. The Likert scale of 1= strongly disagree, 2= disagree, 3=agree, and 4= strongly agree. For interpretation, 1 and 2 were grouped as disagreed, 3 and 4 were grouped as agreed.

The results showed that 87.5% of the respondents agreed with the statement that “their work prevents me spending sufficient quality time with my family”. The mean of the response was 4.12 and a standard deviation of 0.69. The majority of the respondents (83.5%) agreed with the statement that “there is no time left at the end of the day to do the things I’d like at home”. The mean response of the statement = 4.21 and with a standard deviation of 0.82. The majority (96.4%) of the respondents agreed that they were often distracted by thoughts about work while spending time with their families. No respondents disagreed and 3.6% remain undecided.

Furthermore, (21.5%) of the respondents disagreed that they often complete work tasks outside of work hours, while (78.5%) of the respondents agreed with a mean response of 4.12 and a standard deviation of 0.87. Most (84.7%) of the respondents agreed that their family misses out because of their work commitment. The statement had a mean of 4.32 and a standard deviation of 0.78. Most (60.0%) disagreed with the statement “that their work performance suffers because of their personal and family commitments”, but 29.1% disagreed with a mean response of 4.20 and a standard deviation of 0.67.

The majority of the respondents (78.5%) agreed with the statement “when work and family commitments clash, they usually fulfil work commitments first” with a mean response of 4.20 and a standard deviation of 1.03. Finally, (80.2%) of the respondents agreed that at the end of the day they are too tired to enjoy spending

Issue 3/2021

time with their family. 19.65 of the respondents disagreed while 2.2% of the respondents remained undecided. The mean of the response for the statement was 3.99 and the standard deviation of 0.83.

Table 3: Descriptive Analysis of Work Conflict

| S/N | Statement | SD | D | A | SD | Mean | Std. Dev. |
|-----|--|-------------|------------|-------------|-------------|------|-----------|
| 1 | My work prevents me from spending sufficient quality time with my family. | 21 (9.4%) | 7 (3.1%) | 132 (59.2%) | 63 (28.3%) | 4.12 | 0.69 |
| 2 | There is no time left at the end of the day to do the things I'd like at home. | 4 (1.8%) | 33 (14.8%) | 92 (41.3%) | 94 (42.2%) | 4.21 | 0.82 |
| 3 | I am often distracted by thoughts about work while spending time with my family. | 0 (0.0%) | 8 (3.6%) | 129 (57.8%) | 86 (38.6%) | 4.34 | 0.55 |
| 4 | I often complete work tasks outside of work hours. | 36 (16.1%) | 12 (5.4%) | 89 (39.9%) | 86 (38.6%) | 4.12 | 0.87 |
| 5 | My family misses out because of my work commitments. | 29 (13.0%) | 5 (2.2%) | 79 (35.4%) | 110 (49.3%) | 4.32 | 0.78 |
| 6 | My work performance suffers because of my personal and family commitments | 129 (57.8%) | 17 (2.2%) | 72 (32.3%) | 0 (0.0%) | 4.20 | 0.67 |
| 7 | When work and family commitments clash, I usually fulfil work commitments first. | 22 (9.9%) | 26 (11.7%) | 56 (25.1%) | 199 (53.4%) | 4.20 | 1.03 |
| 8 | At the end of the day, I am too tired to enjoy spending time with my family. | 10 (4.4%) | 34 (15.2%) | 117 (52.4%) | 62 (27.8%) | 3.99 | 0.83 |

Regression Analyses

Regression Model

The results in Table 4 present the fitness of the model used in explaining the relationship between flexible work arrangement, work-life conflict, and employee engagement. The independent variables (flexible work arrangement, and work-life conflict) were found to be satisfactory variables in determining the level of employee engagement. The coefficient of determination (R^2) attested to it. The $R^2 = 0.821$. This indicated that 82.1% of the variation in employee engagement can be explained by flexible work arrangements and work-life conflict, while the remaining can be explained by other variables not captured in this study. These

results further mean that the model applied to link the relationship of the variables was satisfactory.

Table 4. Regression Fitness of the Model

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .909 ^a | .821 | .710 | 16.71373 |

a. Predictors: (Constant), WC, WA

Analysis of Variance (ANOVA) – Results of the influence of Work-life Balance on Employee Engagement

Table 5 provides the results of the analysis of the variance (ANOVA). The ANOVA results indicated F calculated (F_{cal}) of 24.441 which was greater than F critical ($F_{crit} = F_{4, 218, 0.05} = 5.60$). This implied that the model was statistically significant and there was a goodness of fit of the model. Furthermore, the result implied that the independent variables in the study (flexible work arrangement, work-life conflict) were good predictors of employee engagement. This was in agreement with the value of $p = 0.000$ which was less than the alpha value (the conventional probability) of 0.05 significance level.

This implies that the model applied could statistically significantly predict the outcome variable. The study, therefore, concludes that work-life balance would significantly influence employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun.

Table 5 ANOVA Model of Fitness

| Indicator | | Sum of Squares | df | Mean Square | F | Sig. |
|-----------|------------|----------------|-----|-------------|--------|--------------------|
| 1 | Regression | 492.942 | 4 | 123.235 | 21.441 | 0.000 ^b |
| | Residual | 60898.028 | 218 | 279.349 | | |
| | Total | 61390.970 | 222 | | | |

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Flexible Work Arrangement, Work-life conflict, Wellness Programs, Family responsibilities

Issue 3/2021

Coefficients of Work-life Balance

The work-life balance coefficients are presented in Table 6. The results show that flexible work arrangement had coefficients of $\beta = 0.190$, $t = 1.688$, $p = 0.007 < \alpha = 0.05$, indicating a significant influence of flexible work arrangement on employee engagement. Work-life conflict also showed a significant influence on employee engagement with the coefficients, $\beta = 0.385$, $t = -1.184$, $p = 0.002 < \alpha = 0.05$, which indicated a negative influence of work-life conflict on employee engagement.

The study rejects the entire null hypothesis that flexible work arrangements had a significant influence on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun and that work-life conflict had a significant negative influence on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun.

Table 6: Beta Coefficients of Work-life Balance

| Model | B | Std. Error | Beta | t | Sig. |
|---------------------------|--------|------------|-------|--------|-------|
| (Constant) | 38.404 | 16.283 | | 2.359 | 0.000 |
| Flexible Work Arrangement | 0.190 | 0.276 | 0.055 | 1.688 | 0.007 |
| Work-life Conflict | 0.385 | 0.325 | 0.088 | -1.184 | 0.002 |

Dependent Variable: Employee Engagement

Predictors: Work-life Balance

Discussion of Findings

The hypothesis was tested using the results of multiple regression presented in Table 6 and determined the p-value. The acceptance/rejection criterion was that, if the p-value is greater than the alpha value of 0.05, we fail to reject the H_{01} but otherwise, the H_{01} is rejected. The null hypothesis Flexible work arrangement has no significant influence on the employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. Results from Table 6 show that flexible work arrangement had ($\beta = 0.190$, $t = 1.688$, $p = 0.007 < \alpha = 0.05$). Therefore, the null hypothesis was rejected since there was enough evidence against the null hypothesis. The study, therefore, concluded that there is a significant influence of flexible work arrangements on employee engagement

among Women in Technical Education (WITED) in Polytechnics in Osun. This finding agrees with the findings of Mwebi and Kadaga (2015), Dissanayaka and Ali (2013); and Choo, Desa, and Asaari (2016) who reported that there is a predominantly positive significant relationship between employee engagement and flexible work arrangement. Dissanayaka and Ali (2013) recommend that one of the work-life balance practices to be focused on is flexible work arrangements, which tend to enhance the performance of the organization. The study of Mwebi and Kadaga (2015) showed that flexitime work arrangements influence employee performance in Nairobi's central business district commercial banks.

The results of this study tally with the findings of Obisi (2017) who reported that there was a significant relationship between flexible work arrangements and employees' performance among public schools in Lagos State. Furthermore, the findings of this study agreed with the findings of Okemwa (2016) who reported that they found out that there is a significant positive relationship between flexible work arrangements and nurses' commitment in public hospitals in Kenya. The study was conducted in the Kenyan power industry, which has a similar environment to that of Nigeria. However, the finding of this study concurs with the findings of the studies of Deirder and Clare (2020) and Nwokorie (2020). Their findings show that flexible working has an impact on employee engagement through a positive relationship with organizational commitment, job satisfaction and employee discretionary behaviour.

The second hypothesis was tested using the results of multiple regression presented in Table 6 and determined the p-value. The acceptance/rejection criterion was that, if the p-value is greater than the alpha value of 0.05, we fail to reject the H_{02} but otherwise, the H_{02} is rejected. The null hypothesis work-life conflict has no significant influence on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. Results from Table 6 show that work-life conflict had ($\beta = 0.385$ $t = -1.184$, $p = 0.002 < \alpha = 0.05$).

Therefore, the null hypothesis was rejected since there was enough evidence against the null hypothesis. The study, therefore, concluded that there is a negative significant influence of work-life conflict on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. This finding is consistent with the findings of Mendis, & Weerakkody (2017), who found that work-life conflict had a positive significant relationship with employee engagement in Kenya, and Chenevert, Jourdan, Cole, and Banville (2013), who found the same for Indian industrial companies. The findings of this study support

Issue 3/2021

the findings of Sikander, Mujtaba & Afza (2012) who found work-life conflict to be the highest contributor to employee engagement among medical practitioners among teachers, according to a survey conducted in the United of America.

Conclusion

Based on the findings of the study, the study concluded that work-life balance significantly influenced employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun. Flexible work arrangements had a significant influence on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun and also concluded that work-life conflict had a significant negative) influence on employee engagement among Women in Technical Education (WITED) in Polytechnics in Osun.

Recommendations

Based on the findings of the study, the following recommendations were made;

1. The study recommends that management should try as much as possible to build a work environment that attracts, retains, and motivates its employees to help them work comfortably and increase organization productivity, hence the feeling of job security.
2. It was recommended that the study recommends that there is a need for organizations to enhance their flexible work schedule strategies as it was found that an increase in flexible work arrangements would positively influence employee engagement.
3. There is a need for the management of the education sector to design policies that will enhance leaves among their employees as it was found that an increase in the family leaves positively influences employee engagement.

Suggestion for Further Study

This study focused on the influence of work-life balance on employee engagement among women in technical education (WITED) in the Polytechnic Osun State. Future research could identify the costs associated with formulation, implementation, monitoring, evaluation, and maintenance of work-life balance strategies engagement among women in technical education (WITED).

References

- [1] Ajala, E.M. (2017). "Work-family-conflict and family-work-conflict as correlates of job performance among working mothers: implications for industrial social workers." *African Journal of Social Work*, 7 (1), 52-62.

- [2] Ashtankar, O.M. (2016). "Analysis of the impact of work-life balance on the wellbeing of police department employees of Nagpur district." *International Journal of Applied Research*, 2 (5), 380-383.
- [3] Bhalerao, S.K. (2013). "Work-life balance: The key driver of employee engagement." *ASM's International E-Journal of Ongoing Research in Management and IT*, 1-9.
- [4] Cegarra-Leiva, D., Sánchez-Vidal, M.E., & Cegarra-Navarro, J.G. (2012). "Understanding the link between work-life balance practices and organizational outcomes in SMEs." *Personnel Review*.
- [5] Chen, A. (2005). "The conflict between agency theory and corporate control on managerial ownership: The evidence from Taiwan IPO performance." *International Journal of business*, 10 (1).
- [6] Chênevert, D., McDermott, A.M., Keating, M.A., Jourdain, G., Cole, N., & Banville, B. (2013). "The role of organizational justice, burnout, and commitment in the understanding of absenteeism in the Canadian healthcare sector." *Journal of health organization and management*.
- [7] Choo, J.L.M., Dikesa, N.M., & Asaari, M.H.A.H. (2016). "Flexible working arrangements toward organizational commitment and work-family conflict." *Studies in Asian Social Science*, 3 (1), 21-36.
- [8] Clark, S.C. (2000). "Work/family border theory: A new theory of work/family balance." *Human Relations*, 53 (6), 747-770.
- [9] Cooper, W.W. (2000). "Data envelopment analysis." *Handbook on data envelopment analysis*, 1-40.
- [10] Costin Y. (2012). "In pursuit of growth: an insight into the experience of female entrepreneurs." *International Journal of Gender and Entrepreneurship*, 4 (2), 108-127.
- [11] Deirder, A., & Clare, K. (2020). "Flexible working and engagement: The importance of choice." *Strategic HR Review*.
- [12] Dissanayaka, N.M.N.P., & Hussain Ali, M.A.M. (2013). "Impact of work-life balance on employees' performance: an empirical study on seven apparel organizations in Sri Lanka."
- [13] Edwards, J.R., & Rothbard, N.P. (2000). "Mechanisms linking work and family: Clarifying the relationship between work and family constructs." *Academy of management review*, 25 (1), 178-199.
- [14] Giannikis, S.K., & Mihail, D.M. (2017). "Flexible work arrangements in Greece: a study of employee perceptions." *The international journal of human resource management*, 417-432.
- [15] Greenhaus, J.H., & Beutell, N.J. (1985). "Sources of conflict between work and family roles." *Academy of management review*, 10 (1), 76-88.
- [16] Grzywacz, J.G., Carlson, D.S., & Shulkin, S. (2019). "Investigating workplace flexibility using a multi-organization Database: A collaboration of academics and practitioners." *Journal of community, work & family*, 4 (1), 199-214.

Issue 3/2021

- [17] Guest, D.E. (2002). "Perspectives on the study of work-life balance." *Social Science Information*, 41 (2), 255-279.
- [18] Harter, J.K. (2002). "Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis." *Journal of applied psychology*, 87 (2), 268-02).
- [19] He, L. & Fang, L. (2016). "CEO overpayment and dismissal. The role of attribution and attention, corporate governance:" *An International Review*, 24 (1), 24-41.
- [20] Hill, E.J., Erickson, J.J., Holmes, E.K., & Ferris, M. (2017). "Workplace flexibility, work hours, and work-life conflict: Finding an extra day or two." *Journal of Family Psychology*, 24 (3), 349-358.
- [21] Hill, E., Grzywacz, J.G., Allen, S., Blanchard, V.L., Matz-Costa, C., Shulkin, S., & Pitt-Catsouphes, M. (2008). "Defining and conceptualizing workplace flexibility." *Community, Work, and Family*, 11 (2), 149-163.
- [22] Jayamohan, P., Alexander, M. & Moss, T.W. (2017). "Blame you, blame me: Exploring attribution differences and impact in family and nonfamily firms," *Family Business Review*, 30 (3), 284-308.
- [23] Jena, L.K., Pradhan, S., & Panigrahy, N.P. (2018). "Pursuit of organizational trust: Role of employee engagement, psychological well-being, and transformational leadership." *Asia Pacific Management Review*, 23 (3), 227-234.
- [24] Kayode-Adedeji, T., Ige, O., Ekanem, T. (2016). "Women entrepreneurs in Nigeria: Where is the mass media?" *Research Gate*, 155-156.
- [25] Kozjek, T., Tomaževič, N., & Stare, J. (2014). "Work-life Balance by Area, Actual Situation and Expectations—the Overlapping Opinions of Employers and Employees in Slovenia." *Organizacija*, 47 (1).
- [26] Lavoie, A. (2014). "Work-life balance and SMEs: Avoiding the 'one size fits all'." *CFIB Research*, 1-13.
- [27] Lazar, I., Osoian, C., & Ratiu, P. (2010). *The role of work-life balance practices to improve organizational performance*.
- [28] Lockwood, N.R. (2007). "Leveraging employee engagement for competitive advantage." *Society for Human Resource Management Research Quarterly*, 1 (1), 1-12.
- [29] Mani, V. (2011). "Analysis of employee engagement and its predictors." *International Journal of Human Resource Studies*, 1 (2), 15.
- [30] Mendis, M.D.V.S., & Weerakkody, W.A.S. (2017). "The impact of work-life balance on employee performance concerning the telecommunication industry in Sri Lanka: a mediation model." *Kelaniya Journal of Human Resource Management*, 12 (1). 72-100.
- [31] Mordi, C., Simpson, R., Singh, S., & Okafor, C. (2010). "The role of cultural values in understanding the challenges faced by female entrepreneurs in Nigeria." *Gender in management: An international journal*.
- [32] Mwebi, M., & Kadaga, M. (2015). "Effects of flextime work arrangement on employee performance in Nairobi CBD Commercial Banks." *International Journal of Novel Research in Marketing Management and Economics*, 2 (3), 111-121.

- [33] Nwokorie, C. (2020). "Flexible working arrangements and organizational performance: An overview." *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 25 (5), 50-59.
- [34] Obisi, C. (2017). "Impact of Flexible Work Arrangement on Employees' Performance in Public Schools in Lagos State, Nigeria." *Ideal Journal of Economics and Management Sciences*, 3 (1), 1-8.
- [35] Ogbonnaya, C., Daniels, K., & Nielsen, K. (2017). "How incentive pay affects employee engagement, satisfaction, and trust." *Harvard Business Review*.
- [36] Ojo, I.S., Salau, O.P., & Falola, H.O. (2014). "Work-life balance practices in Nigeria: A comparison of three sectors." *Journal of Competitiveness*, 6 (2), 3-14
- [37] Okemwa, D.O. (2016). "The relationship between flexible work arrangements and the commitment of nurses in public hospitals in Kenya." *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6 (3), 255-261.
- [38] Osborne, S., & Hammoud, M.S. (2017). "Effective employee engagement in the workplace." *International Journal of Applied Management and Technology*, 16 (1), 4.
- [39] Rathi, N., & Barath, M. (2013). "Work-family conflict and job and family satisfaction: Moderating effect of social support among police personnel." *Equality, Diversity, and Inclusion: An International Journal*.
- [40] Seijts, G.H., & Crim, D. (2006). "What engages employees the most or, the Ten C's of employee engagement." *Ivey Business Journal*, 70 (4), 1-5.
- [41] Setyo, R., Eny, A., & Lukertina, L. (2019). "Work-Life Balance and its influence on employee engagement generation in the courier service industry." *International Review of Management and Marketing*, 9, 25-31.
- [42] Sigroha, A. (2014). "Impact of work-life balance on working women: A comparative analysis." *The business & management review*, 5 (3), 22.
- [43] Sikander, A., Mujtaba, B.G., & Afza, T. (2012). "Stress, task, and relationship orientations: analysis across two culturally diverse countries." *International Business and Management*, 4 (2), 33-40.
- [44] Ugoani, J. (2016). "Employee turnover and productivity among small business entities in Nigeria." *Independent Journal of Management & Production (IJM & P)*, 7 (4).
- [45] Uzuegbunam, A.O. (2016). "The relevance of female entrepreneurs in rural development of Nigeria: A study of selected rural communities in Nsukka (1999-2014)." *International Journal of Gender and Women's Studies*, 4, 61-73
- [46] Zedeck, S., & Mosier, K.L. (1990). "Work in the family and employing organization." *American psychologist*, 45 (2), 240.

