

Work Life Balance and Job Satisfaction of Employees in Murtala Muhammed and Victor Attah International Airports in Nigeria

OLUWATOYIN CECELIA AKINLADE, CHIBUZOR AYODELE NWAODIKE
Babcock University, Ilishan-Remo, Ogun State, Nigeria

Abstract. Work life balance is expected to facilitate the prioritisation of work role and employee's satisfaction to be in a good state of mind and attain optimum performance in the workplace. Regrettably, the facilities in the Nigerians airports are substandard, dilapidated and not conducive for workplace and satisfaction of airport users. The main objective of this study was to investigate the effect of work-life balance on employee satisfaction in Murtala Muhammed Airport (MMA) and Victor Attah International Airport (VAIA). Mixed method design was used for the study. 1,725 of FAAN employees in MMA and 291 of State employees in VAIA constituted the population. The sample size was determined with Krejcie and Morgan (1970) and Census approach to arrive at 604. Multi Stage, Ppurposive and stratified sampling techniques were used. Stratified sampling on the premise that FAAN has 30 airports nationwide in six geo-political zones and these airports cannot all be researched. Victor Attah International Airport was purposely selected because is one of the five state managed airports in Nigeria. Instrument of data collection was questionnaire and unstructured interview. 604 questionnaire was administered to employees of the two airports and response rate was 67%. Descriptive and inferential statistics was used to analyse data. The findings revealed that work stress affects the home and quality family life of the employees. Again, there is no job satisfaction among the employees of FAAN in MMA while their counterparts in VAIA had job satisfaction. Conclusively, work life balance has the capability to job satisfaction of an employee and can possibly influence the changes in employee performance in the two airports. It was therefore, recommended that Management of MMA and VAIA provide enabling work environment, rewards system, adequate training programs, and required tools and equipment in other to encourage, and boost the satisfaction and performance of employees.

Keywords: Work-Life Balance, Employee, Performance, Airport, Policy

1. Introduction

Work-life balance is about finding the right balance between one's work and life; that is life outside work, and about feeling comfortable with both work and non-work commitment. A common theme on Work-life balance discourses is that employees are required to consolidate their efforts in finding the right balance between their work and non-work roles while organisations are been investigated on how and why they should implement a variety of WLB practices and policies to foster workplace well-being without compromising business objectives of performance, productivity and profits (Gregory & Milner, 2009).

The emergence of work-life programmes is traceable to the 1930s, when introduction of reduced working hours with four shifts of six-hours instead of the usual three daily eight hours shifts in W.K. Kellogg Company resulted to enhanced employee morale and productivity (Lockwood, 2003). Nevertheless, it was not until the next decades, in the 1980s that the concept gain importance with the consideration of certain aspects as job satisfaction, reward systems, physical work environment, worker participation, rights and esteem needs. The difficulties of balancing work and personal life has become a global phenomenon, regardless of country, religious affiliation, culture, or gender. Orogbu, Onyeizugbe and Chukwuemeke (2015) opined that, discovering an appropriate balance between work and life has become a challenge for both employer and employees in an organization. Work-Life Balance (WLB) is a very important phenomenon that is of great concern to various employees in both private and public sectors. It goes beyond prioritising the work role and one's personal life; and also affects the social, psychological, economic and mental wellbeing of the

individual. Over the years, Baral and Bhargava (2010) explained that there has been a high level of concentration of work-life research in the western economies but scholarly studies are beginning to spread to non-western context because of the ubiquitous nature of this topical issues gaining recognition globally.

WLB benefits employees and organizations collectively (Mesimo-Ogunsanya, 2017). WLB is about how to help employees maintain a healthy and beneficial lifestyle that affects their performance improvement (Grimm, 2017). According to Oludayo, Falola, Obianuju, & Demilade (2018), WLB is a concept designed to improve job predictability and career sustainability of employees.

Employee performance on the other hand is essential for the development and growth of any given organization but an organization cannot be productive without a balanced employee. In today's business world, employee performance is a key determinant in the achievement of organisational goals, especially on turnaround time, error rate, innovation and creativity (flexible work arrangement), resource management, employee commitment, work place support and job satisfaction. As a result, organizations look for different ways of motivating their employees, in order for them to give their best to the organization. In a situation where this does not occur, they are liable to face different challenges which stands as a set back to the organization. An employee is expected to be stable physically, mentally, psychologically, emotionally, socially and even spiritually to perform his daily functions efficiently at work.

Conversely, many people find it hard balancing Work and life outside work and it is not because they are poor at what they do, but largely because a good part of their time is not theirs but the organization's. When individuals struggle to maintain and satisfy the demands placed on them by work and family demand, an imbalance and non-performance may occur. This raises curiosity on how the adult Nigeria worker in their quest to make a rational livelihood, manages pressures between their work and family life given the array of national challenges that the Nigerian society presents.

In the Nigeria public sector such as the Federal Airports Authority of Nigeria (FAAN), and Victor Attah International Airport, Uyo, employees work life balance has its dedication dominance of the greater part of the day to the job. FAAN has a total workforce of over 7,500 employees spread across 30

Airports nationwide of which six of the airports are managed by their State government. Victor Attah International Airport has been purposively selected alongside Murtala Muhammed Airport. A closer look at the effects of work life on the employee performance in this study requires more in-depth analysis into the causes of imbalance encountered by staff in both airports. The imbalances could be attributed to the socio-political and economic factors such as distance covered to work from home daily, work stress, family issues, work environment among others factors which may be hinder performance.

This work seeks to galvanise opinions of key actors to further unearth employee commitment issues worthy of resolutions. A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals and ensure employee commitment in any organization.

2. Objective of the Study

The main objective of this study was to investigate the effect of work-life balance on employee performance in Mutala Muhammed Airport and Victor Attah International Airport. The specific objectives are to:

- examine the nature of work life balance in Murtala Muhammed Airport and Victor Attah International Airport.
- determine the effect of work hours and overload on non-work life of Federal Airports Authority of Nigeria employees in Murtala Muhammed and Victor Attah International Airports.
- investigate the effect of work life balance on job satisfaction of Federal Airports employees in Murtala Muhammed and Victor Attah International Airports.

3. Conceptual Clarification and Theoretical Framework

3.1 Employee

Employees are the work force and occupy the most strategic position in any organization. They are therefore the driving force to realization of organizational goals. However, in contemporary society, management of organizations accord more relevance to technology and employees who acquire the technical knowhow to effectively utilize these technologies are relegated to the back seat. And as such these employees who are social beings with life styles within a social system are negatively affected.

On this note, there has been an upswing of concern in work and family margin in the human resource management, specifically on the sources and outcomes of conflict between employees and job satisfaction. An employee of any institution constitutes an integral part of the family and the general public. While he is employed to actualise the objectives of the organisation, the work life balance must be satisfactory to be in a good state of mind to achieve his or her mandate. Therefore, organizational climate must be designed in a manner at which is able to influence employee attitude and behaviour so as to promote job satisfaction as well as attain job performance (Lepak et al 2006). Dermol and Cater (2013) state that the acquisition of knowledge and skills through training must not also be left out to attain employee performance. This is one of the reasons Grimm, (2017) clarifies that all is about helping workers to uphold healthy, sustaining lifestyles that will in turn lead to progresses in performance during with outcome behaviours.

3.2 Work-Life Balance

Work-life balance, in its broadest sense, is defined as a satisfactory level of participation or ‘fit’ between the numerous roles in a person’s life (Hudson, 2005). It is about the interaction between paid work and other activities, including unpaid work in families and community, leisure and personal development. Greenhaus et al (2006) prefer to use work-life balance (WLB) interchangeably to work-family balance. To this end, work-family balance is the extent to which an individual is equally self-engaged and equally satisfied with his or her work role and family role.

However, it can be argued that work-family balance is more limited in extent than the former because the focus in work-family balance is more on the relations between work and family. The term work life balance is commonly used as a more comprehensive expression to describe policies that have been previously termed family-friendly’, but are now extended beyond the scope of the family. It refers to the elastic working arrangements that allow both parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Redmond Valiulis and Drew, 2006). Work-life balance does not signify an equal balance in units of time between work and life but is about proper understanding of the priorities of the professional and personal level.

3.3 Work Life Balance and Job Satisfaction.

Job satisfaction is the degree to which employee have a positive and effective orientation towards employment by organization (Azeem & Akhtar W, 2014). Some employees have real problems managing their time with work duties and family responsibilities, which often lead to dissatisfaction with work arrangements in the work place. As a result of this, stress and worries increased due to work overload. In addition, some employees cannot finish their tasks at the workplace because of work load and other work conflicts and sometimes they spend longer hours (Shantha, 2019). It is important for the management of organization to provide the tools and equipment’s employees need as well as make arrangements that help them to complete their assigned responsibilities in their comfort zones. Shantha (2019) further opined that when employees work longer hours than expected, it affect their relationship with their family and this have negative impact on their work-life balance. As such, get dissatisfied, the consequences of this scenario leads to employee’s turnover and inability to attain organisational objectives. Supervisors are expected to support their subordinates to discover their potentials as this will encourage and boost psychological wellbeing of these employees and by extension lead to job satisfaction.

3.4 Work Enrichment Theory

This theory implies that experience in one role either work or family will enhance the quality of life of the other role. Enrichment theory refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) improves the other domain (Morris and Madsen, 2007). Greenhaus and Powel (2006) defined enrichment as the extent to which experiences in one role improve the quality of life of the other role.” Work Enrichment Theory: According to enrichment theory, experience in one role either work or family will enhance the quality of life in the other role. In other words, this model tries to explain the positive effects of the work-family relationship. Enrichment theory thereby refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) improves the quality of the other domain (Morris and Madsen, 2007). Greenhaus and Powell (2006) defined enrichment as “the extent to which experiences in one role improve the quality of life in the other role” and reported that employees perceive that their work and life roles enrich each other. Zedeck and Mosier (1990) to describe enrichment theory used the term instrumental to characterize this notion, which states that good outcomes at work

place lead to good personal life outcomes and vice versa.

Several researchers have called for the need to further work on the development of theories and measures of work-family relationship (cf. Greenhaus & Powell, 2012; Greenhaus, Peng, & Allen, 2012). The present study shows that while the roots of these theories go back to the early 20th century, it was not until the late 20th century that the organizational measures of work-family relationship was developed; hence the development of research methodologies have been behind the theory deployments by decades. Although the research in this area has furthered our knowledge and understanding with regards to the relationship of work and family, this relationship is still unclear since few conclusions can be drawn.

This theory implies that experience in one role either work or family will enhance the quality of life of the other role. Work-family Enrichment theory refers to the degree to which experiences from instrumental sources (skills, abilities, values) or affective sources (mood, satisfaction) improves the other domain (Morris & Madsen, 2007).

In reference to this study, the Work-family enrichment implies that the work-life balance of the employees of MMA and VAIA in an enriched state or condition will increase the quality of their performance. Thus, the experience of the work-life balance of these airports workforce enriched has a direct of proportionate impact on their job performance.

4. Methodology

This study adopted convergent parallel design popularly known as mixed method design. Here, the researcher combined quantitative and qualitative research methods for the data analysis using structure questionnaire, unstructured interview guide to elicit responses on the work-life balance of employees in the Federal Airports Authority of Nigeria (FAAN) employed in Mutala Muhammed Airport in Lagos and state employee in Victor Attah International Airport in Akwa Ibom.

The population of this study is the total number of FAAN employees in Murtala Muhammed Airport Ikeja Lagos and state employees in Victor Attah International Airport Uyo in Akwa Ibom state. The numerical population of employees for both airports is 2,016. Murtala Muhammed Airport has a total population of 1,725 employees while Victor Attah

International Airport has a total number of 291 employees.

The sample size for this study was the combination of 313 of MMA and 291 of VAIA employees. The later was census of the VAIA population and the former was computed using Krejcie and Morgan (1970) formular for determining sample size appropriate for a given population. The calculation is shown below.

$$S = \frac{X^2NP(1-P)}{d^2 (N-1) + X^2P (1-P)}$$

where:

S = Required Sample Size
 X = Z value (eg. 1.96 for 95% confidence level)

N = Population Size
 P = Population proportion (expressed as decimal) assumed to be 0.5

d = Degree of accuracy (5%) expressed as proportion (,05)

$$S = \frac{(1.96)^2 1725 \times 0.5 (1 - 0.5)}{(0.05)^2 (1725-1) + (1.96)^2 \times 0.5 (1- 0.5)}$$

$$S = \frac{(3.8316) 1725 \times 0.5 (0.5)}{0.0025 (1724) + 3.8316 \times 0.5 (0.5)}$$

$$S = \frac{6609.51 \times 0.25}{4.31+ 3.8316 \times 0.25}$$

$$S = \frac{1652.377}{5.2704}$$

$$S = 313.52$$

Therefore, sample size for employees of Murtala Muhammed Airport is 313. However, due to the relatively small number of employees in Victor Attah International Airport, the entire population was adopted. The census is 291. The summation of 313 and 291 is equal to 604. This constitutes the sample size.

The study adopted purposive, stratified and simple random techniques. Stratified sampling on the premise that FAAN has 30 airports nationwide in six geo political zones and these airports cannot all be researched. In the South West region alone, there are three airports, therefore Murtala Muhammed Airport was chosen for sampling. The choice of Murtala Muhammed Airport was purposely selected because of its unique characteristics. The airport is situated in Lagos and the busy and hectic nature of the lifestyle of the metropolitan city informed the choice. Victor Attah International Airport as earlier mentioned is managed by the State Government. Therefore, studying the airport staff employed by the state government gave the study the opportunity for comparison and help the researcher to have in-depth

knowledge as to whether the work life of the employees have any effect on their performance. The survey was facilitated through the administration of the structured questionnaire to 313 employees of MMA and 291 of VAI. The face-to-face interview was also used to obtain data. Considering the total number of employees in Akwa Ibom State Airport (291) which is not large in number, the total population was surveyed through questionnaire.

The study is a survey research that dwells on two sources of data collection namely, the primary and secondary data collection. The primary target was the four cadres of employees in the junior, senior, middle management and top management staff while the structured interview was employed to compliment the data that were collected through questionnaire. This

was purposively selected. The top Management staff comprising of the Managing Director, Directors and the General Managers were interviewed.

The descriptive and inferential statistics was adopted in data analysis, to enable the researcher describe and examine the relationship between the variables. The Descriptive statistics aided the researcher to meaningfully present the data for proper interpretation. The results was presented through the use of frequencies, percentages and a chi-square test tables. Upon the inferential application on this study's data analysis, predictions were made from data samples for generalisation. A qualitative data was prescribed and presented through content analysis.

5. Data Presentation Analysis and Discussion of Findings

Research Question One: What is the nature of work life balance in Murtala Muhammed Airport and Victor Attah International Airport?

Table 1: Work life balance

	Lagos		Akwa Ibom	
	Mean	SD	Mean	SD
1. Work hours are demanding	3.69	1.388	2.89	.422
2. The work overload of my department is affecting my health	2.78	1.602	2.90	.299
3. I get paid for overtime	2.90	.362	3.00	.000
4. There are enough welfare packages in my organization to motivate me.	2.21	1.207	4.46	.572
5. My work environment is conducive	3.01	1.146	4.33	.473
6. My colleagues help me relieve work pressure	2.74	.955	4.42	.495
7. Commuting to work is difficult	3.59	1.403	3.18	.550
8. The stress of work affects my activities at home	2.88	1.847	2.95	.434
9. I have an understanding with my supervisor/boss	2.83	1.229	4.57	.569
Grand Mean	2.87	1.174	3.82	.436

Source: Field Work MMA and VAIA 2021.

Decision rule: if mean ≤ 2.99 = no balance, 3.0-3.49= some balance, 3.5-4.49 = balanced, 4.50-5.00= very balanced

The result in table 1 presents the respondents view on the nature of the work life balance in the two airports investigated. The grand mean reveals that that there is no work life balance for employees in MMA (grand mean=2.87, SD=1.174), whereas their counterparts in VAIA had a work life balance (mean=3.82, SD=.436). This is further explained in the responses as the respondents in MMA indicates that their work hours are demanding to a high extent (mean=3.69), while their counterparts in VAIA do not have demanding work hours (mean=2.89). However respondents from MMA (mean=2.78) and VAIA (mean=2.90) all reported that to a low extent, the work overload of their department affects their health. In a follow up response from one of the interviewee in MMA Human resources, the security department recorded a high turnover of “certificate of unable” meaning that the officer in question is not capable to perform his basic duties for a specific period as reported by the aviation medical department. To a low extent (mean=2.90), respondents from MMA get paid for overtime, while respondents in VAIA to some extent (mean=3.00) get paid for overtime. In a follow up interview by one of the directors, ordinarily in FAAN condition of service, employees are entitled to shift allowance if they are on shift schedule. They are paid this shift allowance. However, their shift time is overstressed which does not commiserate with the shift pay. The respondents in MMA reports that there are not enough welfare packages to motivate them (mean=2.21), while the respondents in VAIA reports that there are enough welfare packages in the organization to motivate them (mean=4.46). While the work environment is moderately conducive in MMA (mean=3.01), the work environment is conducive in VAIA (mean=4.33). Commuting to work is difficult for respondents in MMA (mean=3.59), and to

some extent difficult for respondents in VAIA (mean=3.18). The stress of work does not affect activities at home for respondents in both MMA (mean=2.88), and VAIA (mean=2.95).

Research Question Two: How does work hours and overload influence the non - work activities of employees in Murtala Muhammed Airport and State employee in Victor Attah International Airport?

Table 2: Responses on effect of work hours an overload on non-work activities

	Lagos		Akwa Ibom	
	Mean	SD	Mean	SD
1. My work hours are demanding	3.69	1.388	2.89	.422
2. The work overload of my department is affecting my health	2.78	1.602	2.90	.299
3. The stress of work affects my activities at home	2.88	1.847	2.95	.434
4. My job prevents me from attending social engagements	2.83	1.551	2.92	.978
5. Finding time to relax with my family is difficult for me	3.54	1.641	2.96	.703

Source: Field work MMA and VAIA 2021.

Decision rule: if mean ≤ 2.99 = low extent, 3.0-3.49= average/moderate, 3.5-4.49 = high extent, 4.50-5.00= very high extent

Table 2 are responses on how work hours and work overload affects the non-work activities of employees of FAAN in Mutala Muhammed Airport and State employees in Victor Attah International Airport. The result reveal that to a high extent (mean=3.69), the work hours of employees in MMA are demanding, while it is not for their counterparts in VAIA (mean=2.89). For instance, five death incidences occurred in aviation security department in MMA between August and November 2020 due to stress and work overload. The respondents in MMA (mean=2.78) and VAIA (mean=2.90), indicated that the work overload in their departments affects their health to a low extent. They also agreed that the stress of work affects their activities at home to a low extent in MMA (mean=2.88), and VAIA (mean=2.95). Also, to a low extent, respondents in MMA (mean=2.83), and VAIA (mean=2.92), indicated that the job prevents them from attending social engagements. However, the respondents in MMA (mean=3.54) indicated that finding time to relax with their family is difficult to a high extent while the respondents in VAIA (mean=2.96) do not find it difficult creating time to relax with family because, as earlier indicated, their work hours are not demanding. Hence, for employees in VAIA, work hours and work overload does not affect their non-work activities, while for their counterparts in MMA, work hours and overload affect them by making it difficult for them to find time to relax with their families.

It can therefore be concluded that the work hours of employees in MMA are demanding, while it is not for their counterparts in VAIA.

Research Question Three: How does work life balance affect job satisfaction of Federal Airports Authority of Nigeria employees in Murtala Muhammed Airport and State employees in Victor Attah International Airport?

Table 3: Work life balance and job satisfaction

	Lagos		Akwa Ibom	
	Mean	SD	Mean	SD
1. My work hours are tedious	3.69	1.388	2.89	.422
2. The work overload in department is affect my mental health	2.78	1.602	2.90	.299
3. I get paid for overtime	2.90	.362	3.00	.000
4. There are enough welfare packages in my organization to motivate me.	2.21	1.207	4.46	.572
5. I have a conducive working environment	3.01	1.146	4.33	.473
6. My colleagues help me relieve work pressure	2.74	.955	4.42	.495
7. Commuting to work is difficult	3.59	1.403	3.18	.550
8. The stress of work affects my activities at home	2.88	1.847	2.95	.434
9. I have an understanding with my supervisor/boss	2.83	1.229	4.57	.569
10. There is adequate training for effective performance	2.70	1.189	4.67	.473
11. There is reward for outstanding performance	2.08	1.186	4.45	.500
Grand Mean	2.85	1.22	3.80	.435

Source: Field work MMA and VAIA 2021

Decision rule: if mean ≤ 2.99 = not satisfied, 3.0-3.49= averagely satisfied, 3.5-4.49 = satisfied, 4.50-5.00= very satisfied

It can be deduced from the grand mean of the result on table 3 that state employees in VAIA are satisfied

with their job (mean=3.80, SD=.435), while their counterparts in MMA are not satisfied with their job

(mean=2.85, SD=1.22). How that is affected by work life balance is further explained in the result. Work hours are demanding to employees in MMA (mean=3.69), while work hours are not demanding for their counterparts in VAIA (mean=2.89). Also, workers in MMA are not paid for overtime (mean=2.90), while their counterparts in VAIA are averagely paid for overtime (mean=3.00). While there are no welfare packages in MMA to motivate them (mean=2.21), employees in VAIA indicated that there are enough welfare packages to motivate them. In an interview with a general manager, made case for the management. This is on the premise that there is not enough fund to take care of the some of the welfare packages as obtainable in the policy. For instance, outfit allowance, burial assistance, child education grant and furniture grant. Furniture grant are supposed to be paid once every three years, child education and outfit allowance should be paid January of every year, but due to non-availability of fund, there is no specific time when these are paid. While the work environment is moderately conducive in MMA (3.01), it is conducive in VAIA (mean=4.46). Commuting to work is difficult for employees in MMA (mean=3.59), and averagely difficult for those in VAIA (mean=3.18). In MMA, there are no adequate trainings (mean=2.70) and no rewards for outstanding performance (mean=2.08), hence, the lack of satisfaction on the job. A director in one of the department stated that in as much as every employee ought to be trained, however, there are some key departments that are expected to undergo certain mandatory certification training to obtain required airport certification by the international regulatory body of aviation sector called International Civil Aviation Organization (ICAO). As a result of this, management shifted their attention to these four key departments namely Aviation Security Department, Operations Department, Fire Department and Safety Department. The employees of these departments are given priority than any other department.

It can therefore be concluded that WLB has a high impact on the employees of MMA unlike their counterparts in VAIA. Work affects the health and and family life of workers in MMA and this is not so in VAIA.

6. Discussion of Findings

Objective one was to examine the nature of work life of employees in MMA and VAIA. The result reveals that that there is work life imbalance for employees in Murtala Muhammed Airport while, their counterparts in Victor Attah International

Airport reports a work life balance. The finding is in line with the earlier research by Bhatnager and Sanadhya (2015), who found that there was no significant difference in work life imbalance across genders. This also affirmed Cegarra-Leiva et al. (2012) that balanced work and family life is associated with increased job satisfaction and organizational commitment, and where this is lacking, there is bound to be lack of commitment and low productivity. A balanced work life implies that there have been policies and practices that allow flexibility in the work life of employees which will translate to high level of commitment and increase in performance. Observation in this study also agreed with Mesimo-Ogunsanya (2017) who earlier observed that work-life balance is attained where there are shared benefits for employees and the organization; it is about helping employees to maintain healthy, rewarding lifestyles that will in turn lead to improvements in performance (Grimm, 2017). Respondents from MMA reported that they do not get much assistance from fellow workers in an attempt to get relieved from work pressure. On the other hand, employees in VAIA considered it as a normal trend which yielded much of a work life balance that was not experienced by their counterparts in MMA. This however concurs with Mendis and Weerakkody (2017) that lack of work life balance also has an adverse effect on employer's prospects for success in many respects.

Objective two was set to determine the effect of long work hours and work overload on non-work life of employees of FAAN in MMA and State employees in VAIA. The result revealed that work hours and work overload do not affect the non-work activities of state employees in VAIA, while for their counterparts in MMA, work hours and overload affects employees by making it difficult for them to find time to relax with their families. This finding agree with the earlier research by Santosh and Jain (2016) that long hours and long commuting hours seriously affected the work life balance of working fathers in metro cities. This implies that work overload would pose a threat to the health and wellbeing of the employee. When stressed, there will be lack of coordination which will result in errors in performance and frustration in the family relationships. Contrary to the finding of this study, Ariffin et al., (2016) observed that long working arrangement makes academicians feel satisfied in self-esteem. This study also found that long hours and work overload prevents the employees from attending social engagements.

Objective three was to investigate the effect of work life balance on job satisfaction of FAAN employees in Murtala Muhammed Airport and Victor Attah International Airport. The study found that employees of FAAN in MMA are not satisfied with their jobs. This is because there is an imbalance in their work life. This finding agrees with the earlier report of Kanpur (2014) who stated that a quality work life leads to job satisfaction which ultimately results in effective and efficient performance. As seen in the study, commuting to work is a challenge for staff of MMA with no rewards for performance as well. There is equally lack of training to boost performance and increase innovation in the way tasks are carried out. Lee and Noor (2017) in their research found out that there is a liberal link between work-life balance and job satisfaction among working adults in with gender and race as moderators within working sectors. The finding of this study also affirms that of Mohnen and Holly (2012) who found in their study that working hours of the employees affects their satisfaction on the job.

7. Conclusion and Recommendations

There was work life imbalance for employees in MMA whereas, their counterparts in VAIA reports a work life balance. Work life balance has been found to affect performance, and this has been established in this study. As seen above, the performance of employees in MMA was low as a result of an imbalanced work life, hence, the management of MMA should create and implement policies that will allow for a seamless flow of the work and personal life of the staff. And by allowing a flexible work arrangement, taking into account business needs as well as non-work aspects of employees life.

Work overload and long work hours was found to have a significant influence on non-work activities of employees. This implies that work stress affects the home and quality family life of the employees. It is therefore recommended that the management of FAAN employ or deploy the required manpower for specific tasks so that staff will not be overloaded with responsibilities that will in turn affect their relationship with spouse, children or family members.

The study found out that there is no job satisfaction among the employees of FAAN in MMA while their counterparts in VAIA had job satisfaction. It was recommended therefore that FAAN Management may look into the remuneration of its workers and implement better salary structure especially the shift

allowances as it was recorded not to be commensurate to the extra hours put in the job. Also the shift hours could be adjusted to give them time to attend to family and social activities.

References

- Ariffin, D. N., Abdullah Bandar, N. F., Sabil, S., Jayos, S., Ali Amaran, M., & Hamdan, R. (2016). The relationship between flexible working arrangements and quality of work life among academicians in a selected public institution of higher learning in Kuching, Sarawak, Malaysia. *Journal of Cognitive Sciences and Human Development*, 1(2), 46–55.
- Azeem, S., & Akhtar W. (2014). The Influence of Work Life Balance and Job Satisfaction on Organizational Commitment of healthcare Employees. *International Journal of Human resource Studies*, 7(2), 25-37.
- Bhatnagar, S. and Sanadhya, P. (2015). An Analysis of Work-Life-Balance among the Male and Female IT Professionals in Pune (Maharashtra) Abinav. *International Monthly Referred Journal of Research in Management & Technology*, Vol.4, Issue 1.
- Cegarra-Leiva, D., Sánchez-Vidal, M.E. and Cegarra-Navarro, J.G. (2012), Understanding the Link between Work Life Balance Practices and Organizational Outcomes in SMEs, *Personnel Review*, Vol. 41 (3), 359-379.
- Baral, R., & Bhargava, S. (2010). Work-family enrichment as a mediator between organizational interventions for work-life balance and job outcomes. *Journal of Managerial Psychology*, 25(3), 274–300. <http://dx.doi.org/10.1108/02683941011023749>
- Dermol, V and Cater, T. (2013), The influence of training and training transfer factors on Organization learning and performance, *Personnel Review*. Vol.42. (3), 324-348.
- Federal Airport Authority of Nigeria. Staff Conditions of Service. 1st July, 2011.
- Frone, M. (2003). Work – family balance. In J.C. Quick and L.E Tetrick (eds), *Handbook of occupational health psychology* Washington, DC. American Psychological Association (pp.143-163)
- Greenhaus, E. (2009). Organizational Identification versus Organizational Commitment: Self-definition, Social Exchange, and Job Attitudes. *Journal of Organizational Behaviour* 27(5), 571.

- Greenhaus, J. H., & Powell, G. N. (2006). When Work and Family are Allies: A theory of Work-Family Enrichment. *Academy of Management Review*, 31, 72-92.
- Gregory, A., & Milner, S. (2009). Work-Life Balance: A matter of Choice. *Gender, Work and Organization*, 16(1), 1-25.
<http://dx.doi.org/10.1111/j.1468-0432.2008.00429.x>
- Grimm, G. H. (2017). From Engagement to Commitment: A New Perspective on the Employee Attitude-Firm Performance Relationship. *International Leadership Journal*, 9, 3-29.
- Grzywacz, J.G. (2000). Work family spill-over and health during midlife: is managing conflict everything? *American Journal of Health Promotion*, Vol 14. (4) 236-243.
- Hudson Resourcing. (2005). *The case for work/life balance: Closing the gap between policy and practice*. Hudson Australia and New Zealand available on www.hudson.com
- Kim, H. K. (2014). Work-Life Balance and Employees' Performance: The Mediating Role of Affective Commitment. *Global Business and Management Research*, 6, 37-51
- Kim, T. Y., Lee, D. R., & Wong, N. Y. S. (2016). Supervisor humor and employee outcomes: The role of social distance and affective trust in supervisor. *Journal of Business and Psychology*, 31, 125-139.
- Lee S. T. and Noor A. B. H. (2017). Work-Life Balance and Job Satisfaction among Working Adults in Malaysia: The Role of Gender and Race as Moderators. *Journal of Economics, Business and Management*, 5(1), 18-24
- Lepak, D., Liao H., Ching, Y and Hadin E., (2006). "A conceptual review of human resource management on system in strategic human resource management research". *Research in Personal and Human Resource Management*, Vol.25, 217-271.
- Lockwood, N.R. (2003). Work-Life Balance: Challenges and Solutions, SHRM Research Quarterly No 2. *Society for Human Resource Management, USA*.
- Marks & MacDermid, S.C (2000). Work/family Border Theory: A new theory of work/family balance and fit family. *Consumer Sciences Research Journal*, 33, 121-140.
- Mendis, M. D. V. S., & Weerakkody, W. A. S. (2017). The Impact of Work Life Balance on Employee Performance with Reference to Telecommunication Industry in Sri Lanka: A Mediation Model. *Kelaniya Journal of Human Resource Management*, 12, (01).
- Mesimo-Ogunsanya, E. A. (2017). Organizational Support and Employees' Work-Life Quality. *International Journal of Emerging Research in Management & Technology*, 6, 74-77.
- Mohnen, A. and Holly, S. (2012). Impact of Working Hours on Work-Life Balance. SOEP Papers on Multidisciplinary Panel Data Research 465, DIW Berlin, The German Socio-Economic Panel (SOEP).
<https://ssrn.com/abstract=2135453> or
<http://dx.doi.org/10.2139/ssrn.2135453>
- Morris, M. L. and Madsen, S. R. (2007). Advancing Work Life Integration in Individuals, Organizations, and Communities. *Advances in Developing Human Resources* 9(4) 439-454.
- Nguyen, P.D., Dang C.X and Nguyen, L.D (2015). "Would better earning work environment and promotion opportunities increase employee performance? An investigation in state and other sectors of Vietnam", *Public Organization Review*, 15, 565-579.
- Oludayo, Falola, Obianuju, A., & Demilade, F. (2018). Work-Life Balance Initiative As A Predictor of Employees Behavioural Outcomes. *Academy of Strategic Management Journal*, 17, 1-17.
- Orogbu, L. O., Onyeizugbe, C. U. and Chukwuemeke, D. N. (2015). Work Life Balance and Employee Performance in Selected Commercial Banks in Lagos State. *American Journal of Theoretical and Applied Statistics* 4(2-1), 33-43.
- Redmond, J., Valiulis, M. and Drew, E. (2006). Literature review of issues related to work-life balance, workplace culture and maternity/childcare issues. Crisis Pregnancy Agency: *Summary Report of the Consultation for the Strategy to Address the Issue of Crisis Pregnancy*.
<http://doi.crisispregnancy.ie/pub/Rep3.pdf>
- Santosh, R. S., & Jain, R. (2016). Study of the Effect of 'Commuting & Working Hours' on Work Life Balance of Working Fathers in Mumbai. *Global Journal for Research Analysis*, 5(3).
- Shantha, A. A. (2019). The Impact of Work-Life Balance on Job Satisfaction: With Special Reference to ABC Private Limited in Sri Lanka. *American Journal of Humanities and Social Sciences Research (AJHSSR)* 3(6) 97-108.

- Srivastava, S. and Kanpur, R. (2014). A Study on Quality Of Work Life: Key Elements & its Implications. *IOSR Journal of Business and Management (IOSR-JBM)* Volume 16(3), 54-59 www.iosrjournals.org
www.iosrjournals.org
- Zedeck, S. and Mosier, K. (1990). Work in the family and employing organization. *American Psychologist*, 45, 240-251