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Decision Making for Public Sector Employees.**

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MANAGING WORK-LIFE BALANCE FOR EFFECTIVE PERFORMANCE EVALUATION AND DECISION MAKING FOR PUBLIC SECTOR EMPLOYEES.

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ABSTRACT

Employees perform important roles in public sector organization. They also have other responsibilities and interest outside work-place tasks and goals. Employees are expected to manage work and non-work obligations in order to maintain a work-life balance. Sequel to this backdrop, the aim of this study was to examine managing work-life balance for effective staff performance in public sector organizations in Rivers State, Nigeria. Five research objectives, questions and hypotheses were raised to guide the study. The research design was descriptive survey. Weighted mean score, standard deviation, and criterion mean were used to answer the research questions while t-test was used to test the null hypotheses at 0.05 level of significance. The population of this study comprised 302 public sector organizations in Rivers State. The government organizations have a population of 6,557 management staff that consist of 3,333 males and 3,224 female staff. The sample for the study comprised 1,311 staff which represents 20% of the population. The sample consist of 667 males and 644 female staff. The stratified simple random sampling technique was used to select the sample. The research instrument that was used for data collection in this study is 'Management of Work-life Balance for Effective Staff Performance Questionnaire (MAWBESPEQ)'. The questionnaire had 25 items. Cronbach alpha statistics was used to obtain a 0.81 reliability coefficient of the instrument. The findings include that staff time-management can enhance work-life balance to a high extent for effective staff performance in public sector organizations in Rivers State. Sequel to the findings of the study, it is concluded that staff 'time-management, self-management, stress-management, management of change as well as management of leisure time enhance work-life balance to a high extent for effective staff performance in public sector organizations in Rivers. Amongst others, the study recommended that public sector management should organize periodic work-shop on time management for work-life balance for staff. This study identifies Boarder and Boundary Theory and Spillover Theory as useful frameworks for studies relating to management of staff work-life balance for effective job performance. The study is useful for performance evaluation and decision making in public sector space.

Keywords: Performance Evaluation, WorkLife Balance, Management, Public Sector organizations

INTRODUCTION

Several studies have shown that maintaining employees' work-life balance positively affects their productivity. Work-life balance is one of the critical needs of employees or staff of an organization. Stress management practices ensure that employees are not overwhelmed by the mix of their responsibilities at home and at the workplace. Certain behaviors as well as time management practices can enhance stress management. While behaviors like procrastination, failure to delegate tasks or inability to say 'no' to work-overload can lead to stress, (. Studies have shown that extreme stress leads to work-life imbalance and poor job performance. Change is constant. It is the shift in status quo or a deviation from the prevailing circumstances. Stress is a universal phenomenon that is attributed to diverse causes. Rok (2011) argued that stress an unavoidable aspect of everyday life and is caused by our perception and response to the ending changes in our workplace and non-workplace environments. It is a part of life thus only the dead can be said to be free from stress. Similarly, Odisa et al (2021) added that no one is completely immune to stress. He further pointed out that the rich, poor, employed, unemployed as well as men and women, all experience stress because stress has no barrier. There have been contentions over whether or not stress is natural. Orluwene (2013) described stress as pressure, anxiety or tension personal problems in a person's life. Pressures indicating stress can cause physical, emotional and mental strain. It signals a possible health breakdown. Akinlolu, Onaolapo & Tsotetsi, (2021) examined work-life balance practices: Rethinking employees' job performance in Nigeria public organizations. Descriptive survey was the research design used for this study. Four research questions and four hypotheses were raised to guide the study. The population of the study was 72 public organizations in Ekiti State. A multistage sampling technique was used to select 720 employees and 72 managements from the population. Two standardized questionnaires were used as instruments for data collection. They were tagged 'Work-Life Balance Questionnaire (WLBQ)' and the 'Employees' Job Performance Questionnaire (TJPQ).' Data analysis in the study was done using Pearson Product Moment Correlation statistics. The findings of this previous study revealed that there was a moderate degree of work-life balance and job efficiency among public organization employees in Ekiti State. The study also revealed that there is a significant relationship between work-life balance and job output ($r=0.595$) at $p0.05$. Koko and Dike (2022) examined teaching staff management and job performance in public senior public organizations in Rivers State. Two research questions and two hypotheses were raised to guide the study. Pearson Product Moment Correlation (PPMC) was used to answer the research questions and test the hypotheses at 0.05 alpha level of significance. Correlational survey was the research design adopted for the study. The population of the study was 7,179 (6,893 employees and 286) managements. The sample for the study was 526 employees and managements. The sampling technique used for selection of the sample was Multistage sampling technique. A self-designed questionnaire titled 'Staff management and Job Performance Questionnaire were used for data collection for the study. The validity of the instrument was determined and the reliability coefficient was found to be 0.74, 0.74 and 0.72 respectively. The reliability coefficient was determined using Cronbach Alpha statistics. Osujie et al. (2022). Middle level Management staff and job performance in public senior public organizations in Rivers State. Two research questions and two hypotheses were raised to guide the study. Correlational survey was adopted as research design for the study. The population of the study consists of 7179 comprising 6,893 employees and 286 managements in all the public organizations in Rivers State. Multistage sampling technique was used to draw the sample size of 526 employees and managements from three senatorial districts in Rivers State. Akidu (2020) in his research work on employee quality and employee performance in public organizations in Ogba/Egbema/Ndoni Local Government Area of Rivers State posited that quality employees remain one of the most critical resources needed for the successful implementation of any public sector programme. The study examined the quality of employees in Ogba/Egbema/Ndoni Local Government Area of Rivers State and how their performance is related to their quality. An instrument titled, 'Employee Quality and Performance Questionnaire (EQAPQ)' and the study sampled 50% of public organizations. All the sampled organizations and 142 randomly sampled employees (50% of employees in the eight organizations), as well as 25% of students in one arm in each class in each sampled organization (480 students) was used for the study. The result of data analysis revealed that public Public organizations have poor quality employees and

very poor working conditions for employees. Apart from part-time or sandwich programmes that employees participate in occasionally, most employees do not have access to development programmes. Nweke, (2021) carried out a study on employee's motivation and effectiveness in Nnewi Local Government Area of Anambra State. The target population was 2,987 a sample of 794 was used for the study. The major instrument used was the questionnaire; while t-test was used to compute the null hypothesis the following were the findings: (1) Employee's effectiveness will increase when they are provided with the basic things that are significant to employee performance of their duty.

(2) Most employees disillusioned or not happy with their working condition which they felt was relatively poor compared to their counterparts in the private and public enterprises and hence they were not quite motivated. (3) Employees can be motivated to perform their work better when involved in organization administration or regularly promoted (4) Inadequacy of teaching aids in the organization have a negative effect like job satisfaction among the employees. Longjohn (2022) also examined job satisfaction and performance of public Public organization Managements in Rivers State. The population of the study was 246 public organization managements in Rivers State while the sample which represented 10% of the population was 123 managements. The sample was drawn using proportionate stratified random sampling technique. Five research questions and five hypotheses guided the study. Weighted mean ratings, criterion mean ratings and rank, order where used to answer the research questions while z-test was used to test the hypotheses. It was found that managements who are satisfied who had job satisfaction attended organization regularly and they also supervised the employees in their organizations effectively. It was also found that there is no significant difference between the mean ratings of rural and urban managements on condition of organization environment and performance of public organization managements in Rivers State. The researcher recommended that the government should improve the working conditions of managements in order to maintain job satisfaction amongst public organization managements in the State.

MATERIALS AND METHODS

This chapter was devoted to the following research issues; the research design, population of the study, sample and sampling technique, instrument for data collection, validity of the instrument, reliability of the instrument, method of data collection, and method of data analysis.

Research Design

The research design for this study is descriptive survey. This design is appropriate because the study presented a description of the management of work-life balance for effective employees' performance in public ssector organization in Rivers State, Nigeria.

Population of the Study

The population of this study comprised 302 public organizations in Rivers State. The organizations have a population of 6,557 employees that consist of 3,333 male and 3,224 female employees (Source Rivers State Library Board, 2022).

Sample and Sampling Technique

The sample for the study comprised 1,311 employees which represents 20% of the population. The simple consist of 667 male and 644 female employees. The stratified simple random sampling technique was used to select the sample.

Instruments for Data Collection

The research instrument that was used for data collection in this study is 'Management of Work-life Balance

for Effective Employees' Performance Questionnaire (MWBETPQ)'. The instrument was divided into two sections namely, Section A and B, respectively. The Section A was used to elicit useful bio-data of the respondents while Section B was used to elicit responses for answering the research questions and testing the hypotheses of the study. The Section B of the instruments has 30 questionnaire items each. The Section B of the instrument was structured as an adapted Four Point Likert scale of;

VHE: Very high extent

HE: High Extent

LE: Low Extent

VLE: Very Low Extent

Validity of the Instrument

The validity of the instruments was conducted to determine the face and content validity of the instrument. To determine the validity of the instrument, three copies of the initially drafted instrument were forwarded to the researchers' supervisor, an expert in the field of Public sector Management and two experts in the field of Measurement and Evaluation from the Department of Public sector Psychology. The experts are lecturers in Ignatius Ajuru University of Education. Their suggestions and addendum made by the experts were incorporated into the final design of the instrument. This ensured that the both instruments will have face and content validities.

Reliability of the Instrument

Cronbach Alpha statistic was used to determine the reliability of the instrument. This method involved the administration of a single test to the sample of 30 employees of public sector organizations who will not be part of the sample for this study. Using Cronbach Alpha statistic, the reliability coefficient of the instrument obtained was 0.81.

Method of Data Collection

The research instrument was administered to the respondents by the researcher and 2 research assistants. The research assistants were employees in public sector organizations that were trained by the researcher. The instrument was administered to employee who is part of the selected sample for the study. The respondents were properly briefed before they provided responses. 1, 311 copies of the questionnaire were administered and all were retrieved.

Method of Data Analysis

The research questions were answered using mean, standard deviation and criterion mean score of 2.5, scores while the hypotheses were tested using t-test. Questionnaire items with mean scores that are less than 2.5 was rejected with those with mean scores that are equal to or above 2.50 was rejected. Any null hypotheses with calculated scores that are less than the table scores were rejected while those with z-calculated scores that are greater than the table scores were accepted.

Table 1: Mean and standard deviation on the extent is employees' time-management is utilized as strategy of work-life balance for effective employees' performance in public organizations in Rivers State

S/N	Items	Males			Females		
		Mean	Std	Decision	Mean	Std	Decision
1.	Using of to-do lists to maintain work-life balance between my work and non-work activities enables me to have adequate time to effectively perform my duties as a employee.	3.1994	.52344	HE	3.2314	.59876	HE
2.	The practice of scheduling virtual rather than physical meetings to maintain work-life balance between my work and non-work activities enables me to have enough time to effectively perform my duties as a employee.	3.1529	.49381	HE	3.1957	.64240	HE
3.	The use of my free time in organization to maintain work-life balance between my work and non-work activities in organization enables me to have sufficient time to effectively perform my duties as a employee.	3.2624	.47313	HE	3.2780	.67532	HE
4.	The practice of delegating of non-critical tasks enables me to maintain work-life balance between my work and non-work activities offers me to have adequate time to effectively perform my duties as a employee.	3.1589	.47954	HE	3.2252	.59069	HE
5.	The practice of keeping all meetings and appointments brief maintain work-life balance between my work and non-work activities offers me to have adequate time to	3.1814	.42279	HE	3.1786	.58820	HE

effectively perform my duties
 as a employee.

Aggregate standard deviation	mean	and	3.19	0.48	HE	3.22	0.62	HE
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1.00 – 1.74 (Very Low Extent), 1.75 – 2.49 (Low Extent), 2.50 – 3.24 (High Extent), 3.25 – 4.00 (Very High Extent)

Data on Table 1 reveals that the aggregate mean values of 3.19 and 3.22 for male and female showed that employees’ time-management can enhance work-life balance to a high extent for effective employees’ performance in public sector organizations in Rivers State

Research Question Two: To what extent is employees’ self-management is applied as strategy of work-life balance for effective employees’ performance in public organizations in Rivers State?

Table 2: Mean and standard deviation scores on the extent is employees’ self-management is applied as strategy of work-life balance for effective employees’ performance in public organizations in Rivers State

S/N	Items	Males			Females		
		Mean	Std	Decision	Mean	Std	Decision
6.	The practice of setting periodic personal goals in order to maintain work-life balance between my work and non-work activities motivates me to effectively perform my duties as a employee.	3.2444	.52443	HE	3.0776	.54945	HE
7.	The practice of periodically visiting a counselor to maintain work-life balance between my work and non-work activities offers me needed support to effectively perform my duties as a employee.	3.2549	.62801	VHE	3.1429	.73869	HE
8.	The practice of daily meditation to maintain work-life balance between my work and non-work activities offers me to spiritual energy to	3.3238	.66897	VHE	3.1320	.74176	HE

effectively perform my duties as a employee.

9.	The practice of conducting my affairs professionally to maintain work-life balance between my work and non-work activities makes me committed to effectively perform my duties as a employee.	3.2984	.52509	VHE	3.2205	.69735	HE
10.	The practice of preferring to work alone rather than work with a team in order to maintain work-life balance between my work and non-work activities makes me more effective in the discharge of my duties as a employee.	3.2114	.55235	HE	3.2003	.64217	HE

Aggregate mean and standard deviation	3.27	0.58	VHE	3.25	0.67	VHE
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1.00 – 1.74 (Very Low Extent), 1.75 – 2.49 (Low Extent), 2.50 – 3.24 (High Extent), 3.25 – 4.00 (Very High Extent)

Data on Table 2 reveals that the aggregate mean values of 3.27 and 3.25 for male and female showed that employees' self-management can affect work-life balance to a very high extent for effective employees' performance in public organizations in Rivers State

Research Question Three: To what extent is employees' stress-management is applied as strategy of work-life balance for effective employees' performance in public sector organizations in Rivers State

Table 3: Mean and standard deviation scores on the extent is employees' stress-management is applied as strategy of work-life balance for effective employees' performance in public organizations in Rivers State

S/N	Items	Males			Females		
		Mean	Std	Decision	Mean	Std	Decision
11	The practice of going to bed early in order to maintain work-life balance between my work and non-work activities offers me adequate time to	2.7526	.66912	HE	2.7065	.82866	HE

effectively perform my duties as a employee.

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|--|--------|--------|----|--------|--------|-----|
| 12. The practice of rejecting work overload in order to maintain work-life balance between my work and non-work activities enables me to conserve my energy in order to effectively perform my duties as a employee. | 2.8516 | .75368 | HE | 2.6770 | .76145 | HE |
| 13. The practice of choosing to work under pressure in order to maintain work-life balance between my work and non-work activities inspires in me the alertness to effectively perform my duties as a employee. | 2.8396 | .84526 | HE | 2.6615 | .98843 | HE |
| 14. The practice of eliminating stressors in order to maintain work-life balance between my work and non-work activities offers me to calmness to effectively perform my duties as a employee. | 3.0090 | .35077 | HE | 3.0248 | .49821 | HE |
| 15. The practice of a healthy life style in order to maintain work-life balance between my work and non-work activities offers me to be physically fit to effectively perform my duties as a employee. | 3.3043 | .53862 | HE | 3.2981 | .62199 | VHE |

Aggregate mean and standard deviation	2.95	0.63	HE	2.87	0.74	HE
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1.00 – 1.74 (Very Low Extent), 1.75 – 2.49 (Low Extent), 2.50 – 3.24 (High Extent), 3.25 – 4.00 (Very High Extent)

Data on Table 3 reveals that the aggregate mean values of 2.95 and 2.87 for male and female showed that employees' stress-management can enhance work-life balance to a high extent for effective employees' performance in public sector organizations in Rivers State

Research Question Four: To what extent is employees' management of change is utilized as strategy of work-life balance for effective employees' performance in public organizations in Rivers State?

Table 4: Mean and standard deviation scores on the extent is employees' management of change is utilized as strategy of work-life balance for effective employees' performance in public sector organizations in Rivers State

S/N	Items	Males			Females		
		Mean	Std	Decision	Mean	Std	Decision
16.	The practice of further researching a planned change in order to maintain work-life balance between my work and non-work activities enables me to perform my job effectively amidst prevailing changes.	3.0945	.57611	HE	2.9798	.67011	HE
17.	The practice of eliciting support from my superiors in order to maintain work-life balance between my work and non-work activities enables me to perform my job effectively amidst prevailing changes.	3.2759	.56051	VHE	2.9674	.55815	HE
18.	The practice of acquiring further skills in order to maintain work-life balance between my work and non-work activities enables me to perform my job effectively amidst prevailing changes.	2.8201	.54306	HE	3.0109	.67954	HE
19.	The practice of changing my personal schedules in order to maintain work-life balance between my work and non-work activities enables me to perform my job effectively amidst prevailing unplanned changes.	3.0495	.63123	HE	3.0792	.67499	HE
20.	The practice of effectively communicating changes to other people in order to maintain work-life balance between my work and non-work activities enables me to perform my job effectively amidst	3.1334	.40478	HE	3.1444	.62549	HE

prevailing unplanned changes.

Aggregate mean and standard deviation	3.07	0.54	HE	3.04	0.64	HE
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1.00 – 1.74 (Very Low Extent), 1.75 – 2.49 (Low Extent), 2.50 – 3.24 (High Extent), 3.25 – 4.00 (Very High Extent)

Data on Table 4 reveals that the aggregate mean values of 3.07 and 3.04 for male and female showed that employees' management of change can enhance work-life balance to a high extent for effective employees' performance in public organizations in Rivers State

Research Question Five: To what extent is employees' management of leisure time is utilized as strategy of work-life balance for effective employees' performance in public organizations in Rivers State?

Table 5: Mean and standard deviation scores on the extent is employees' management of leisure time is utilized as strategy of work-life balance for effective employees' performance in public sector organizations in Rivers State

S/N	Items	Males			Females		
		Mean	Std	Decision	Mean	Std	Decision
21.	The practice of scheduling a free time for myself in order to maintain work-life balance between my work and non-work activities enables me to perform my job effectively.	2.9265	.46725	HE	3.0481	.60520	HE
22.	The practice of making time to play and have fun in order to maintain work-life balance between my work and non-work activities enables me to perform my job effectively.	2.8651	.52826	HE	3.0047	.66105	HE
23.	The practice of using the recreational facilities in my organization in order to maintain work-life balance between my work and non-work activities enables me to perform my job effectively.	3.0990	.74884	HE	3.0062	.55207	HE
24.	The practice of going for tourism during holidays in order to maintain work-life balance between my work and non-work activities enables me	2.9265 ₅	.68159	HE	3.0155	.53761	HE

to perform my job effectively.

25. The practice of using my computer to work and have fun at the same time in order to other people in order to maintain work-life balance between my work and non-work activities enables me to perform my job effectively.	3.3133	.51042	VHE	2.9317	.58092	HE
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Aggregate mean and standard deviation	3.03	0.59	HE	3.00	0.59	HE
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1.00 – 1.74 (Very Low Extent), 1.75 – 2.49 (Low Extent), 2.50 – 3.24 (High Extent), 3.25 – 4.00 (Very High Extent)

Data on Table 5 reveals that the aggregate mean values of 3.03 and 3.00 for male and female showed that employees' management of leisure time can enhance work-life balance to a high extent for effective employees' performance in public sector organizations in Rivers State. 1.69 while the female employees have mean and standard deviation scores of 15.01 and 1.85 respectively. With a degree of freedom of 1309, the calculated t-value of 1.27 is not significant because the significant value of 0.20 is greater than the alpha value of 0.05. Therefore, the hypothesis is failed to be rejected. By implication, there is no significant difference between the mean scores of the responses of male and female employees on the extent employees' management of leisure time affects work-life balance for effective employees' performance in public sector organizations in Rivers State.

It was found that there is a high extent to which employees' time-management is utilized as strategy of work-life balance for effective employees' performance in public sector organizations in Rivers State. There is no significant difference between the mean scores of the responses of male and female employees on the extent that employees' time-management is utilized as strategy of work-life balance for effective employees' performance in public organizations in Rivers State. There is no significant difference between the mean scores of the responses of male and female employees on the extent that employee's self-management is applied as strategy of work-life balance for effective employees' performance in public organizations in Rivers State. There is no significant difference between the mean scores of the responses of male and female employees on the extent that employees' stress-management is applied as strategy of work-life balance for effective employees' performance in public senior public organizations in Rivers State. There is no significant difference between the mean scores of the responses of male and female employees on the extent that employees' management of change is utilized as strategy of work-life balance for effective employees' performance in public sector in Rivers State. There is no significant difference between the mean scores of the responses of male and female employees on the extent that employees' management of leisure time is utilized as strategy of work-life balance for effective employees' performance in public sector in Rivers State.

DISCUSSION OF FINDINGS

The findings on Table 1 revealed that the following employees' time-management practices affects work-life balance to a high extent for effective employees' performance in public organizations in Rivers State; using of to-do lists, scheduling virtual rather than physical meetings, use of my free time in to maintain work-life balance between my work and non-work activities, practice of delegating of non-critical tasks and

the practice of keeping all meetings and appointments brief maintain work-life balance. This finding agrees with the position of Maduagwu and Nwogu (2006) that time is a limited public sector resources and effective time management will improve the quality of work-life balance and effectiveness of organization personnel. The findings also agree with the position of Ahmadu (2007) that poor time management causes employees to go to work late and to suffer stress and burnout. These conditions appear to reduce employees' job performance. Almost all human activities require the use of time resource. This means that time management can be practiced at home and at work. The management of time includes rational allocation and utilization of time resource. Time management is one of the main aspects of organization management. Abiodun-Oyebanji, and Adijat (2016) noted that several studies have found that work-life balance affects employees' job performance. In line with the finding of this study, Ayesha (2016) explained virtual meetings and interactions are timesaving and increase work life balance. This means that people can participate in meeting while in different locations attending to other personal issues of life. Physical meetings require people to converge under one roof and such meetings might involve several protocols and proceedings that are time consuming. In tandem with this, Maduagwu and Nwogu (2006) too much physical meetings in organization reduces the amount of time employees have to attend to both work and non-work activities. He therefore noted that deliberate effort should be made by management to reduce the frequency of meeting held in public organizations. Ahmadu (2007) argued that no organization can operate without organizing meetings from time-to-time. With the emergence of social media, organizations should harness the advantages of virtual meetings as an alternative to frequent physical meetings. In tandem with the finding of this study Maduagwu and Nwogu (2006) identified delegation as one of the strategies for time management. One of the goals of time management is to avoid time wastage. Employees can better use their time to balance work and non work obligations if they practice delegation of some duties. For instance, at home, employees can delegate some duties. Even at organization, they can delegate some duties to their colleagues or National Youth Service Corps (NYSC) members deployed to government organizations. Sequel to the findings of the study, Abraham (2003) noticed that delegation is timesaving. From time-to-time, employees receive visitors at home and at organization. Limiting the amount of time allocated for receiving visitors in organization and at home could help employees to effectively utilize limited time resource as well as improve their work-life balance for effective job performance. Table 1 also revealed that there is no significant difference between the mean scores of the responses of male and female employees on the extent that employees' time management affect worklife balance for effective employees' performance in public sector organizations in Rivers State.

CONCLUSIONS AND RECOMMENDATION

Sequel to the findings of the study, it is apparent to conclude that employees' time-management, self-management, stress-management, management of change as well as management of leisure time affect work-life balance to a high extent for effective employees' performance in public organizations in Rivers State. Public organization managements should organize periodic work-shop on time management for work-life balance for employees. Employees should develop and maintain a daily personal diary that can enable them to plan their present and future activities for effective time management. Government should sponsor television and radio programmes that highlight the importance of employees' self-management for work-life balance as this will improve their job performance. Management should employ employees in the planning of school calendar and timetable so that employees can ensure that work and non-work tasks do not overlap. Government should recruit more employees to ensure that currently employed employees are not saddled with work-overload that will lead to stress. Non-governmental organizations should visit organizations from time-to-time to teach public organization employees how to manage stress in order to maintain work-life balance that will improve their job performance. Organization managements should ensure that there is free period for employees so that each person can determine what's best to do with such free periods. This will give employees opportunity to balance work and non work obligations for effective job performance.

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