

Full Length Research Paper

Work-Life balance and employee's job satisfaction of private security firms in Port Harcourt

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Organizations, especially private security firms needs to enhance the work attitudes of its employees by incorporating an effective work-life balance plan if they want to increase efficiency of their employees through increased job satisfaction. This research work sought to examine how proper work-life balance influence employee's job satisfaction with a pointer at private security firms in Port Harcourt. A sample size of 92 was espoused from the population of 120 using Krejcie and Morgan sample size determination table 1970. Two null hypotheses were drawn from the dimensions of the predictor variable as well as the criterion variable. Pearson's correlation coefficient was used to examine the null hypotheses, via the aid of Statistical Package for Social Sciences (SPSS) at 5% level of significance. Hence, there is a significant relationship between work-life balance and employees' job satisfaction of private security firms in Port Harcourt. It was concluded that for employees of private security firms to enjoy high level of job satisfaction, organizations in this regard should be flexible in its activities thereby incorporating stretchy personal and social policies to achieve proper work-life balance for her employees as it would enhance high level of satisfaction on their job. And thus recommended that: Private security firms need to step up and provide employees with the kinds of work-life balance initiatives that they require, accompanied by adequate support and assistance with making these initiatives work for them as this would enhance job satisfaction on the part of the employees. Realizing that achieving organizational health through all employees achieving a work-life balance is important. Private security firms in Port Harcourt should ensure that work-life balance initiatives are being increasingly introduced to cope with problems associated with employees' job dissatisfaction.

Key words: Work-life Balance, Employee's Job satisfaction, Private Security Firms.

INTRODUCTION

Economic prosperity can only be achieved when security of lives and property is made paramount. In the light of this, governments at every level (Federal, State, local) government have enacted laws that allow private security firms to also engage in the security of lives and property. Private security firms in Port Harcourt like every other city, in an attempt to achieve this, engage the services of suitably qualified individuals to carry out these duties and responsibilities to ensure that these individuals are satisfied with the job, so they would put in their best to ensure efficiency (Kim, 2002).

When these individuals (human resource) are satisfied in terms of their jobs, productivity level will increase. Kim (2002) noted that employees who have higher job satisfaction are usually less absent, less likely to leave,

more productive, more likely to display organizational commitment and more likely to be satisfied with their lives. Job satisfaction describes how content an employee is with his or her job. It can be considered as part of life satisfaction. Spector (1997) maintained that job satisfaction of the employee is one of the most admired and broadly researched topics in the field of organizational psychology. Organizations desire their employees to be fulfilled and become more fruitful and efficient therefore research is being conducted about different sizes of job like, work, salary, supervision, up-grade, coworkers and the demographic impacts on the overall satisfaction of the workers (Shah and Jalees, 2004). In trying to achieve employee' job satisfaction however, there should be a balance in the personal and

work life of these employees.

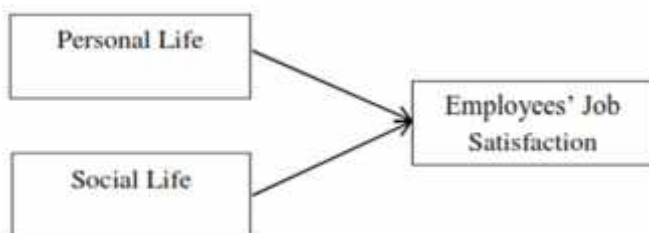
Work-Life balance emerges from the fact that employees as human beings have other needs beside the economic needs. Individuals have to divide their time among various domains such as organizational, family, and social life. To many individuals, especially those who are in gainful employment, work tends to be the central activity around which all other activities revolve. In other words the work schedule determines in one way or another how individuals fulfill their commitments in the non-work domains which consist mainly of family and social life, as a result - life becomes a balancing act (Warfield and Roxana, 1994). Work-life balance has become paramount for balancing work time and free time, as time is a crucial resource for balancing work and life, because it can be allocated to either work or free time.

Although, several research works has been conducted (e.g. Andrews and Lillienfeld, 1996; Devaney and Chen, 2003) on the concept of work-life balance; but none has been comprehensive enough to ascertain whether work-life balance influence employee job satisfaction of private security firms in Port Harcourt. Based on the foregoing, our point of departure from previous literary works is to fill the knowledge gap that has been noticed. Hence we seek to understand how work-life balance influence employee job satisfaction of private security firms in Port Harcourt.

Statement of the Problem

Economic realities have made the life of employees so complicated in Nigeria today. An employee like every other individual who has personal, family, and social needs would prefer to spend more time at the workplace so as to make ends meet. As a result, they abandon all other facet of life and focus on how to solve economic and financial problems and delve into economic activity fully, thereby leaving family behind as well as any other informal social group. In essence, work intensification, ageing and changes in family patterns, growth of single-parent households, and economic crisis have further exacerbated these competing pressures of paid work and family duties.

Operational Framework for the Study



Dimensions adopted from Mukhtar (2012).

Aim and Objectives of the Study

The central interest of this study is to examine the relationship between work-life balance and employee job satisfaction. In specific terms, it tries to:

- i. To examine the relationship between personal life and employee job satisfaction in private security firms in Port Harcourt.
- ii To examine the relationship between social life and job satisfaction in private security firms in Port Harcourt.

Research Questions for the Study

In line with the research objectives above, the following research questions will be formulated.

- i. What is the relationship between personal life and employee job satisfaction in private security firms in Port Harcourt?
- ii. What is the relationship between social life and job satisfaction in private security firms in Port Harcourt?

Research Hypotheses for the Study

The research hypotheses for this study are stated in null form to give meaning to the research purpose and questions above.

Ho₁: There is no significant relationship between personal life and employee job satisfaction in private security firms in Port Harcourt.

Ho₂: There is no significant relationship between social life and job satisfaction in private security firms in Port Harcourt.

Significance of the Study

This study is important because of the reasons listed below:

- i. It gives an insight on how employees can strike a balance between work and other aspects of life.
- ii. It shows the need for employees' job satisfaction to the employer as well as the employees, and how this can be achieved by striking a balance between work and other aspects of life.
- iii. It would aid human resource professionals to plan pay package in line with economic realities, as well as organizational ability.
- iv. It would aid further research on the relationship between work-life balance and employees' job satisfaction, and how it enhances employee performance.

Theoretical Framework

Following a detailed review of relevant literature; it was

revealed that social awareness theory is used to back-up work-life balance as a concept owing to the fact that most empirical studies is hinged on this theory for underpinning work-life balance and employees' job satisfaction (Andrews and Lilienfield, 1996).

Social awareness ensures that employees stay focus and absorb critical information on their personal and work life. Changing times and recognition of the strategic advantages of taking employees feelings into consideration has led to social consciousness being regarded as a critical skill for effective employees. When an employee increases his/her social awareness, he/she finds it easier to connect with colleagues, employers and individuals (both family and non-family members); as one improve social awareness one also improve experiences of life, create opportunities for better work-life balance, become aware of other people's emotions, improve ones' ability to respond to change and celebrate a less judgmental and more accommodating work environment (Andrews and Lilienfield, 1996).

Concept of Work-Life Balance

Work-life balance is the ratio or difference that people perceive to be optimal between times spent working and time spent away from their work. Work-life balance has always been a concern of those interested in the quality of work life and its relation to broaden quality of life (Devaney and Chen, 2003). The concept of work life has been abstracted from the job satisfaction level of an employee, which is an extrinsic factor of job satisfaction. It aimed to provide quality of life for an employee at the same time retaining the productivity levels of an employee at the work place Warfield and Roxana (1994) investigated and discovered that when work-life imbalance and mental health issues developed in employees, they tend to develop further issues such as negative emotions, depression, low energy, pessimism, fatigue and sleep disorders. In essence, a failure to address work-family conflicts has negative impacts not only on the employment opportunities and job quality, health and productivity of the workers concerned, but also on their families, children and adults (Warfield and Roxana, 1994). The reconciliation of work and family life is to be viewed as integral to social protection strategies and programmes aimed at enhancing the social and economic security and well-being of families. How properly designed, work-family reconciliation can also contribute to both personal and social life growth of security personnel and improve job satisfaction in this regard.

Concept of Employees' Job Satisfaction

Job satisfaction means how much people feel positive

about their job and the difference of their jobs (Spector, 1997). Job satisfaction generally defined as a person's evaluation of his or her job and work context (Mukhtar, 2012). Ramayah, Jantan, and Tadisina (2001) noted that job satisfaction explains how employees are buoyant to come to work and how they get enforced to perform their jobs. Other researchers narrate job satisfaction as being the outcome of the worker's appraisal of extent to which the work environment fulfills individual's needs (Mukhtar, 2012). Ramayah, Jantan, and Tadisina (2001) opined that job satisfaction is a state of emotional gladness, results from the achievement of the goals that one get through performing his part of contribution inside an organization. Firms should have human values as such firms will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good pointer of employee success. Increased levels of job satisfaction may be symbol of a sound emotional and mental state of employees.

Empirical Review

Branch (2008) conducted a quasi-experimental study on work-life balance initiatives on Accountants in New Zealand and found that firms need to step up and provide employees with the kinds of work-life balance initiatives required. Branch (2008) concluded that adequate support in making these work-life balance initiatives work for them as this would enhance job satisfaction on the part of the employees, and bring about organizational health, and also recommended that policies should be formulated in line with the pursuits of the achievement of work-life balance for Accountants in New Zealand. Mukhtar (2012) in a cross-sectional survey study on work-life balance and non-work activities; found that firms should include the need for a major balance between work and non-work activities is an issue among working population. Mukhtar (2012) therefore recommended that it will be important for firms to enhance the performance of their employees; they should make policies that would enhance the work-life balance of the employees to incorporate the entrance of new generations in the labor markets as main organizational outcomes in terms of recruitment, job satisfaction, retention, performance and productivity will be achieved if work-life balance is adopted and implemented.

Research Design

The cross-sectional research design was used in this study because the study has to do with the collection of data from respondents at different locations and time, and they also the respondents are not under the control

Correlations

		Personal Life	Social Life
Personal Life	Pearson Correlation		.854**
	Sig. (2-tailed)		.000
	N	15	15
Social Life	Pearson Correlation	.854**	1
	Sig. (2-tailed)	.000	
	N	155	155

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output (2017).

Coefficients^a

Modele		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.529	.129		27.351	.000
	Personal Life	.674	.050	.548	13.572	.000
	Social Life	.604	.054	.455	11.263	.000

a. Dependent Variable: Job Satisfaction

Source: SPSS Output (2017)

of the researcher (Levin, 2006).

Population for the Study

The population for this study comprises of twelve private security firms whose employees are the respondents. From the human resources office of the firms; the reports obtained shows a total of one hundred and twenty employees among the twelve private security firms. The private security firms under-studied are as follows; Providence Security Ltd, Auto Escorts Ltd, Leonine Security Ltd, BGL Securities Ltd, Technicrime Security Ltd, RDK Security Guards Ltd, MS4 Security Ltd, Octopus Security and Safety Ltd, Catweb Security Nig. Ltd, Sniper Guard and Security Ltd, Synergy Guards Security Nig. Ltd, and Halogen Security Company Ltd. The Instruments for the study was proportionately distributed according to the number of employees of the various firms.

Sample and Sampling Techniques

Simple random sampling technique was adopted in this study in other to ensure that each member of the subset has an equivalent probability of being selected. Krejcie and Morgan (1970) table was adopted for sample size determination which gave us a sample size of ninety-two employees from the population size, one hundred and twenty of the twelve private security firms selected for the study.

Validity/Reliability of Instrument

The validity of this instrument on work-life balance returned good internal uniformity and consistency with

personal life item returning a Cronbach Alpha value of 0.89, and social life showed internal consistency of = 0.84 in the earlier study of Andrews and Lilienfield (1996). Our reliability was accepted at 0.7 and above as steps were taken to make sure that the instrument covered all facets of the constructs under study to satisfy the content validity of the instrument (Nunnally, 1978), as the instrument adapted for this study has been previously used in similar studies by Andrews and Lilienfield (1996).

Data Presentation and Analysis

The major purpose of survey research is to determine general characteristics and opinion of a population. Therefore all data must be summarized to achieve this objective. In congruence with the views of the researchers, the data presented shows the correlation and regression analysis and consequently testing of hypotheses formulated for the study. This study seeks to examine the effect of work-life balance on job satisfaction of some selected private security firm in Port Harcourt, measurement indices of such effect is examined across two factors outlined in the research objective, namely; personal life and social life.

Correlation among the dimensions of Work-life Balance and Employees' Job Satisfaction of private security firms in Port Harcourt.

The output of the correlation analysis in the table above reports three correlation coefficient values (Pearson Correlation) which exhibited positive values implying that they are good indicators of work-life balance. Thus, personal life had a high positive correlation with social life ($r = .854^{**}$, 0.01).

Model	R	R.Square	Adjusted R Square	Std. Error of the Estimate
1	.966 ^a	.933	.932	.274

a. Predictors: (Constant), Social Life, Personal Life
Source: SPSS Output (2017)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.529	.129		27.351	.000
Personal Life	.674	.050	.548	13.572	.000
Social Life	.604	.054	.455	11.263	.000

a. Dependent Variable: Job Satisfaction
Source: SPSS Output (2017)

Regression Analysis of the dimensions of work-life balance on Job satisfaction of Private Security Firms in Port Harcourt

The results from the regression analysis indicated that personal life exhibited a significant positive relationship with job satisfaction ($\beta = .548$, 0.01) as well as social life ($\beta = .455$, 0.01). The t values thus indicate their corresponding effects on the criterion variable – job satisfaction.

Model Summary for the dimensions of work-life balance

The model summary reported above indicates that the dimensions of work-life balance (social life and personal life) contributed 93.2% (.932) of the change in job satisfaction.

Test of Hypotheses

The stated null hypotheses are hereby tested;

H₀₁: There is no significant relationship between personal life and employees' job satisfaction.

Decision Rule: Accept the null hypothesis (H_0) if the tabulated value is greater than the critical value (P-value) at 0.05 level of significant which indicates 95% degree of confidence, accept the null hypothesis if otherwise reject the null (H_0) and accept the alternate (H_A), however this decision is ultimately within the discretion of the researcher (Mukhtar, 2012).

Test of H₀₁, showing Personal life with Job satisfaction

From the table above, the tabulated value of .000 is less

than the P-value set at 0.05 we therefore reject the null hypothesis stating that there is significant relationship between increased concern for employees' personal lives and job satisfaction.

H₀₂: There is no significant relationship between social life and employees' job satisfaction.

Test of H₂₀, showing social life with job satisfaction

From the table above, the tabulated value of .000 is less than the P-value set at 0.05 we therefore reject the null hypothesis stating that there is significant relationship between increased concern for employees' social lives and improved job satisfaction.

DISCUSSION OF FINDINGS

From the texted null hypotheses and analysis above, the following alternative hypothesis shown that:

H₀₁: Revealed that personal life has a positive and significant relationship with employee's job satisfaction in private security firms in Port Harcourt.

H₀₂: Revealed that personal life has a positive and significant relationship with employee's job satisfaction in private security firms in Port Harcourt.

The outcomes led to the rejection of the null hypotheses, and their alternative stating (above) that personal life has a significant relationship with employee's job satisfaction in private security firms in Port Harcourt accepted, and social life has a significant relationship with employee's job satisfaction in private security firms in Port Harcourt. This result was in congruence with the studies of the other scholars (e.g. Warfield and Roxana, 1994). Warfield and Roxana (1994) concluded that for employees of

organizations to enjoy increased job satisfaction, organizations in this regard should be flexible in their activities and incorporate an elastic personal and social plan to achieve proper work-life balance for its employees as it would improve high level of satisfaction on the job they perform.

CONCLUSION

In conclusion, for employees of private security firms to enjoy high level of job satisfaction, organizations in this regard should be flexible in its activities thereby incorporating stretchy personal and social policies to achieve proper work-life balance for her employees as it would enhance high level of satisfaction on their job.

RECOMMENDATIONS

Following the analysis and conclusion of this study, it was thus; recommended that:

I, Private security firms need to step up and provide employees with the kinds of work-life balance initiatives that they require, accompanied by adequate support and assistance with making these initiatives work for them as this would enhance job satisfaction on the part of the employees.

ii. Realizing that achieving organizational health through all employees is necessary for work-life balance. Private security firms in Port Harcourt should ensure that work-life balance initiatives are being increasingly introduced to cope with problems associated with employees' job dissatisfaction.

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