EFFECT OF WORK LIFE BALANCE ON EMPLOYEE ENGAGEMENT OF PARAMILITARY PERSONNEL IN NIGERIA

[1]ADENIKE FADERERA SHEYINDEMI, [2]DR. CROSS OGOHI DANIEL, [3]HADIZASAIDU ABUBAKAR

[1]Department of Business Administration, Faculty of Management Sciences, Nile University, Abuja, Nigeria

E-mail: asheyindemi@gmail.com

[2]Department of Banking and Finance, Nile University of Nigeria Abuja

Drdancrossogohi.1980@gmail.com

[3]Nile University, Abuja, Nigeria

Saidu.abubakar@nileuniversity.edu.ng

ABSTRACT

Purpose: The main objective of this study is to examine the effect of work life balance on employee engagement of paramilitary personnel in Nigeria.

Design/methodology/approach: The investigation employed the descriptive exploration blueprint since it is advantageous in delineating the populace attributes of the exploration factors. The study employed a quantitative research approach which comprised the use of questionnaires to collect information. The methodology was embraced as it enables conjecture assessment and generates impartial forecasts in a way that is devoid of any values or prejudices. The study made use of personnel in all the federal government paramilitary agencies in Nigeria. The sample size of the study is 400 determined using the Taro Yamane's formula for sample size estimation.

Findings: The research demonstrated that the vast majority of the participants endorse the notion that maintaining equilibrium between professional and personal life exerts an impact on the level of involvement of the workforce. This was additionally confirmed by the approval of the substitute proposition which affirms that maintaining equilibrium between work and personal life has a noteworthy impact on the level of commitment exhibited by paramilitary staff in Nigeria.

Practical implications: The research proposes that it would be beneficial to establish a system of compensation for outstanding members of the paramilitary workforce in Nigeria, in order to give preference to workers who exhibit diligence and commitment to their duties.

Originality/value: This research has notably added to and furnished current insights and statistics regarding elements that impact staff involvement of paramilitary staff in Nigeria. Furthermore, it has made a significant contribution to the pool of information by scrutinizing empirical investigations on diverse factors via which novel techniques and strategies in addressing the issue were detected in antecedent research investigations.

Key words: Work, Schedule, Employee, Engagement, Performance, Paramilitary, Work life balance

1.0 INTRODUCTION

One of the primary objectives of the majority of corporate executives is to create a work environment that is favourable for their staff members, so that they can experience contentment and as a result, enhance their commitment, efficiency and productivity. For the majority of workers, elevated efficiency relies not solely on their job duties but also on the timing and duration of their work. A single approach to accomplish this is by producing a framework of labour that accommodates novel circumstances and scenarios. The worldwide outbreak of the Covid-19 pandemic surfaced globally in the month of January in the year 2020, which led to the requirement of organisations to create measures for maintaining social distance to prevent the transmission of

the virus. Therefore, corporations presently utilise a vast array of work timetables by altering the moments of the day at which staff members commence labour, the quantity of hours they toil daily, and the weekdays and the periods of the year they are employed. Every organisation is dynamic and evolves in response to its changing technological, public health and business environment, and these alterations may lead to a change in the nature of work performed, the time and how employees performance are obtained in the organization.

The emergence of the COVID-19 pandemic placed a spotlight on the need for a change in the existing work schedules in organisations around the world. Entities such as state-owned institutions, which formerly adhered to inflexible work timetables, have been compelled to embrace work schedules and configurations that are more adaptable. In the year 2020, to provide an example, the Presidential Commission on COVID-19 issued a command for certain classifications of public servants to operate remotely from their residences. Although some public sector organisations provide work schedule options for their employees, they had never done it on a large scale at all levels as orchestrated by the advent of COVID-19. With this development, work schedules become the new normal work modality aimed at ensuring work life balance and improving employee performance and engagement (Bekele & Mohammed, 2020).

The realm of familial existence and occupational existence are two crucial domains that have an impact on each other. In today's world of work, employees' work life balance is an important phenomenon that is of great concern to a number of employees in both the private and public sectors as this goes beyond prioritizing the work role and one's personal life, but it as well affects in no small measure, the psychological, social, economic and mental welfare of the workforce. The concept of work-life balance is commonly linked with the state of balance between the quantity of time and energy expended on professional duties and individual pursuits by the worker to preserve a comprehensive feeling of concord in existence as this is manifested in their results that have an impact on their effectiveness in the office over an extended period (Corzo, 2021).

Poor work life balance is a universal issue that is impacting not only on the organisations' operations, but it is also a challenge that is bedeviling the employees' welfare and performance as these employees find it so difficult, if not totally impossible to strike a balance between their social life and assigned responsibilities at work. This is notably distinctive and encountered more frequently in service-oriented sphere or institutions where considerable anticipation is imposed on staff for job execution and provision of service, and where elevated performance objectives are established for timely attainment.

Paramilitary groups are groups that are partially militarised, with a structure, strategies, instruction, subculture, and purpose that are comparable to those of a professional military group. However, they are not officially recognised as part of the formal armed forces in most legal systems. Despite not being a military unit, a paramilitary group bears a resemblance to the military with regards to its training and structure of organisation (Fry, 2013). In addition to safeguarding the nation and guaranteeing lawful conduct, paramilitary groups carry out a plethora of significant responsibilities such as domestic security, supervising correctional institutions, safeguarding the nation's boundaries, electoral obligations, and calamity administration, among a host of other functions (Verma, Mina & Deshpande, 2013). Members of the paramilitary force do not possess a predetermined work schedule and are obligated to attend anticipated and unforeseen crises for indeterminate durations. It has been noticed that the combined stress continually diminishes their output on a daily basis, as they are stationed at a distance from their loved ones in many instances where the backing of the family is missing.

In Nigeria, paramilitary groups are amidst the most apparent and widespread governmental establishments. The main obligation of security personnel is to safeguard the land and ensure the safety and security of individuals and assets, regardless of their citizenship status, within a nation.

Nonetheless, the continuous functioning of wrongdoers despite the existence of paramilitary forces has turned into a cause for concern. Faloye and colleagues (2013) noted that the independence of Nigeria is being jeopardised by the actions of diverse unlawful factions and rebellions. As per their statement, the operations of these rebellions have put at risk the duties of law enforcement officers in the nation as a whole and specifically those who belong to the paramilitary force. These security operatives are the main focus of these rebels. The security personnel in Nigeria have been subjected to both bodily and psychological strain, vexation, and sentimental difficulties by these lawbreakers. The degree of involvement of paramilitary personnel in their work must be investigated; thus, this examination. Moreover, notwithstanding the utilisation of diverse staff work timetables and setups, the matter of measuring the repercussions of work schedules on employee involvement has not been adequately examined. Due to the demanding work timetable in the industry, it appears that the efficiency of the staff is being impacted, which in turn is having an effect on the level of involvement and dedication that the workers are expected to display. Furthermore, it has also impacted the extent to which they are willing to go for the enhancement of the company. It is in light of this context that this investigation endeavours to scrutinise the repercussions of work life balance on employee engagement of paramilitary staff in Nigeria.

1.1 THE CONCEPT OF WORK LIFE BALANCE

The phrase work-life equilibrium is frequently employed as a more all-encompassing phrase to depict measures that have been formerly referred to as 'kinship-affable' but are at present broadened beyond the purview of the family. Work-life balance refers to the flexible 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& Drew, 2006).

The equilibrium between an individual's professional and personal life denotes work-life balance. It pertains to the capacity of workers to fulfil their occupational and familial obligations, along with other extracurricular duties and pastimes, in a way that fosters harmony and equilibrium in their existence. It is, according to Khan and Agha (2013), the equilibrium state in which a person's professional and family life is equally balanced. Rajesh and Prasad (2013) described work-life equilibrium as a contented, wholesome and fruitful existence that encompasses occupation, leisure and affection. World at Work (2008), defined work-life balance as a specific set of organisational practices, policies, programmes, and a philosophy, which actively supports efforts to help employees achieve success both at work and home. Grzywacz and Carlson (2007) add that work-life balance is the global assessment that work, and family resources are sufficient to meet work and family demands such that participation is effective in both domains.

The notion of achieving a balance between work and life, as suggested by Barrera (2007), is extensive and all-encompassing. It involves employers collaborating harmoniously with their staff to establish systems that consider both the requirements of the organisation and the non-work facets of their employees' existence. It consists of both workers and bosses who are equally pivotal to the ensuing utilisation and triumphant execution of Work Life Equilibrium policies and methodologies. This can solely be accomplished as a collaborative endeavour amongst employers and employees. According to Francis (2019), work life balance initiatives can be broadly divided into four dominant categories which include flexible working arrangement (home working, compressed hours); leave arrangement (annual leave, Parental leave); dependent care assistance (Childcare arrangements and Crèche) and general services (Employment assistant programmes) (De Cieri, Holmes, Abbott & Pettit, 2005; De Cieri&Bardoel, 2009).

Work life balance include practices that are meant to help employees better manage their work and non-working times are called in the literature as work-family policies, family-friendly or family-responsive policies. In recent years, the term "work-life balance" has replaced what used to be

known as "work-family balance" (Hudson Resourcing, 2005), there are other life activities that need to be balanced with employment may include study, travel, sport, voluntary work, personal development, leisure or eldercare. Work life balance in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life.

According to Clarke, Koch and Hill (2004), work-life balance is generally associated with equilibrium between the amount of time and effort somebody devotes to work and personal activities, in order to maintain an overall sense of harmony in life. In order to comprehend the concept of work-life equilibrium, it is crucial to acknowledge the diverse requirements placed upon us and our individual reserves- our duration and our vitality- that we can exploit to tackle them. Studies have demonstrated that employees who possess a degree of authority regarding their work surroundings are inclined to experience reduced instances of health issues linked to stress, which has obvious ramifications for the notion of maintaining equilibrium between one's professional and personal life. Enterprises have the ability to execute diverse work-life equilibrium programmes that could aid workers in achieving a better equilibrium between their occupational and familial duties, attain enhancements in their welfare, and offer advantages to the organisation. There exists a vast array of policies that are amenable to families, encompassing, but not restricted to, the ensuing: Adaptable working hours, employment sharing, reduced hours, condensed work weeks, maternal/paternal absence, remote working, on-location childcare centre (Hartel, 2007).

1.2 THE CONCEPT OF EMPLOYEE ENGAGEMENT

Throughout the years, the interpretation of worker involvement has progressed and is characterised as it identifies with the circumstance in which it is utilised; thus, it still can't seem to accumulate any comprehensive definition (Rafferty et al., 2015; Ellis & Sorensen, 2017). As per the findings of Ellis & Sorenson (2015), the concept of employee engagement is delineated in the framework of a bond between a worker and their employer. It pertains to the capacity and chance provided to a worker to voluntarily engage in the process of decision-making and undertakings, while simultaneously taking assertive measures to advance the standing and concerns of the establishment. The level of employee involvement with the establishment is determined by the sentiments that employees harbour towards their higher-ups, the reliance that the staff members place in the principles, regulations, and impartiality of the organisation, and the faith in the guidance of the organisational management.

Worker involvement can additionally be characterised as a progression of mental conditions (cognitive, affective and conduct) that eventually embodies a purpose to operate and execute tasks proficiently (Rich, et al., 2010). Employee involvements are job-linked tasks connected with the capability and aptitude of an individual to genuinely express their wants and opinions in the workplace (Robinson, Wang, &Kiewitz, 2014). The degree of personal responsibility and involvement of workers in relation to the enterprise and its objectives, principles and values is what constitutes employee engagement. Employee involvement establishes a connection between workers and enterprises that are motivated to offer employee output. Not only cognition, but also the flexible implementation of emotions and behaviours is involved in employee engagement. Furthermore, employee involvement comprises a blend of dedication, loyalty, effectiveness, and possession (Sun & Bunchapattanasakda, 2019).

Kahn (1990) elaborates on employee engagement as a condition in which employees perceive their job to be significant, to such an extent that they opt to dedicate themselves to their job with the aim of accomplishing individual and professional development. Rothbard (2001), akin to Kahn (1990), also establishes a connection between engagement and being mentally attentive but elaborates that simply being attentive is insufficient; two crucial factors must be present to classify an employee as engaged: focus and immersion. Concentration pertains to the mental accessibility and the duration of one's contemplation about a function; immersion pertains to being deeply

involved in a function and encompasses the degree of one's concentration on a function. Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) delineated engagement as a constructive and satisfying work-oriented mental condition that is distinguished by liveliness, commitment, and immersion. Fleming and Asplund (2007) took an additional stride and included a spiritual dimension to the notion of engagement, affirming that the ability to engage workers involves seizing the minds, emotions, and spirits of your staff to inculcate an innate yearning and fervour for superiority.

Saks (2006) observed that employee involvement refers to the conduct of being mentally available while occupying and executing a job within an establishment. Committed workers carry out their duties with fervour and vitality (Asiwe et al., 2017). Worker involvement is extensive in explanation and hypothesis (Asiwe et al, 2017). There exist three distinct structures of employee involvement that appear uniform in the written works, specifically, cognitive involvement (an employee's concentration on his or her job), affective involvement (an employee's feeling of intention and acceptance) and conduct or corporeal involvement (the degree of exertion an employee is prepared to apply to his or her job) (Shuck, Adelson, &Reio, 2011; Zhang et al., 2012).

Robinson, Perryman and Hayday (2004 as cited in Markos and Sridevi, 2010) defined employee engagement as a positive attitude held by the employee towards the organization and its value. A committed worker possesses knowledge of the commercial environment and collaborates with peers to enhance productivity within the position for the betterment of the company. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Nevertheless, the further involved the workers become, the higher the probability that the establishment can accomplish its goals.

Mokaya and Kipyegon (2014) hold the view that employee involvement encompasses establishing opportunities for employees to connect with their supervisors, peers, and establishments. Nonetheless, providing a clear-cut explanation of employee engagement is not a simple task; this fact is apparent from the presence of diverse interpretations formulated by numerous scholars, given that each investigation scrutinises employee engagement through a distinct methodology. Provided that the involvement of workers can be comprehensively characterised and evaluated, it is impracticable to handle it, neither is it feasible to determine if endeavours to enhance it are functioning. Employee engagement transcends mere job contentment, institutional loyalty, work engagement, and corporate social responsibility. Worker involvement has been discovered to be associated with worker collaboration, participation, contentment and dedication; all of which have been employed as substitutes for worker involvement. Nevertheless, the involvement of workers encompasses certain operational factors that can prove advantageous to both the corporation and its staff members yet are not restricted solely to these parties. Various factors comprise of the employee's expression, employee loyalty, employee engagement, organisational civility, and work accomplishment.

From the previously mentioned explanations, it is apparent that the involvement of workers comes in diverse types. Nonetheless, in order for the establishment of employee involvement, it is imperative that there is a reciprocal exchange of information between the employer and the employee, and this encompasses the viewpoints of the employees being listened to and given weight.

2.0 THEORETICAL BACKGROUND

This exploration is based on the spill-over hypothesis which was introduced by Piotrkowski in 1979 (Grzywacz& Marks, 2000). The hypothesis pertains to labour and existence and is the most prevalent hypothesis in that sphere (Kumar & Janakiram, 2017). The theory infers that participation in one domain (work or family) affects the other domain (work or family). The spill over theory

postulates that job and family related factors need to attain a state of equilibrium for the employee to be productive, attain job satisfaction, cause customer satisfaction, and control their employee turnover. The proposition of the theory was to regulate work and familial stress so as to prevent it from overflowing into either professional or personal life. Bell et al. (2012) reported in their study that every employee is caught in between managing their work and life which in most cases spill over.

There are a couple of categories of spillover that are present, namely affirmative spill over and unfavourable spill over (Nurshamira et al., 2021). Favourable overflow pertains to contentment and accomplishment in vocation/personal life that affect comparable sentiments in personal/professional life, whereas predicaments and despondency arising from personal/professional life may affect the identical sentiments in professional/personal life. This pertains to adverse overflow. Numerous research contend that the overflow hypothesis has the potential to impact the work-life or life-work balance in a favourable or unfavourable way (Nurshamira et al., 2021; Shockley et al., 2017; Balmforth& Gardner, 2006). According to Greenhaus and Powell, (2006), the spillover theory can be grouped into affective and instrumental work-life spill over. While affective spill-over deals with the transfer of moods and attitudes from work to life or life to work, the latter refers to the transfer of skills (Tran, 2022). Furthermore, Greenhaus and Allen (2011) corroborated the hypothesis and appended elements such as outlook, strain, and sentiments that impact worker involvement and occupation effectiveness. The investigation additionally disclosed that regardless of the significance of achieving equilibrium between professional and personal life, the previously mentioned elements ought to be managed.

Executing numerous responsibilities (such as being a partner, carer, and worker) that necessitate divergent anticipations could potentially result in clashes among roles and impact individual and occupational prospects (Naithani, 2010). Nevertheless, if appropriately equilibrated, it seems that taking on two positions could promote or imitate favourable consequences for everyone concerned. Konrad and Yang (2012) contended that the accessibility and utilisation of work–life perks enable workers to execute proficiently in both their occupational and familial responsibilities. Derived from this discovery, Konrad and Yang (2012) inferred that an equivalent equilibrium or concord in carrying out both functions generate affirmative and fruitful consequences.

The overflow hypothesis is connected to this investigation as it aimed to investigate and comprehend the impact of job timetables that incorporate work-existence advantage plans and worker involvement. Therefore, it is plausible to deduce that societal disparity could impact the operational proficiency and efficacy of a singular staff member. As a result, this hypothesis is implemented in this investigation as it instills the phrase work-life equilibrium, which is denoted by job timetables. The significance of the hypothesis was founded on staff involvement.

3.0 RESEARCH METHODOLOGY

Research design: This investigation employed the explanatory exploration blueprint as it is uncomplicated to comprehend and is advantageous in depicting the populace attributes of the research factors as well as presents a comprehensive portrayal of the scenario to be scrutinised. The blueprint was discovered to be perfect in this category of investigation and was thus embraced by the analyst. Furthermore, it additionally encompasses the gradual accumulation of information and the exhibition of information to provide significance to the occurrence of concern. Furthermore, the utilisation of a suitable approach that methodically resolves the investigative issue was embraced. This investigation utilised a numerical exploration methodology that encompasses the utilisation of surveys to gather data to satisfy the exploration goals of the enquiry. This methodology was embraced because it enables conjecture experimentation and generates impartial forecasts in a way that is free from values and prejudices.

Population: The research's populace consisted of staff members in every Nigerian federal government paramilitary organisation. As per the latest report from the National Bureau of Statistics (NBS, 2022), the total count of paramilitary staff working for the federal government of Nigeria stands at 606,724 individuals. Therefore, this constitutes the populace of the investigation.

Sample and Sampling Technique: In every investigation, the populace must consist of the individuals who could potentially constitute a study cohort. The foundation for choosing a sample magnitude is crucial when research involves a vast populace. Consequently, a substantial populace that could be employed to draw conclusions was utilised in this investigation. The magnitude of the investigation's sample size is 400, ascertained via Taro Yamane's technique for approximating sample size. A confidence level of 95 percent and a maximum level of variability (P = 0.05) were postulated. Therefore, the equation for the estimation of the size of the sample is provided as:

n = N/1 + N (e) ²

Where:

n = the sample size

N = the population size

e = the level of precision (allowable error) that is 5% or 0.05.

This investigation utilized the multistage sampling technique in the choice of its research respondents; the rationale behind this is that it enabled the populace to be separated into categories without limitations. The process of choosing the individuals was carried out in phases. A total of four hundred (400) individuals were selected by means of the convenience sampling method, with fifty (50) participants being chosen from each of the eight (8) paramilitary organisations. A total of 400 participants were selected for the conclusive investigation. Information was acquired from the participants who consisted of both higher-ranking and lower-ranking staff members.

Sources and Methods of Data Collection: The information that was exploited in this investigation was gathered from a couple of primary and secondary origins. The principal information was assembled from the participants via survey primarily, whereas the supporting data that were predominantly employed for scrutinising the literature were procured from publications, periodicals, course books, archives, cyberspace and periodicals and so forth. The investigator educated a pair of (2) research aides to support the dispersal of the survey in the corresponding law enforcement organisations.

Instrument of Data Collection: In the process of gathering information, this investigation utilized a methodical set of questions which were formulated by the investigator. The components of the survey were formulated in the format of a restricted conclusion which necessitated the participants to provide their perspectives. The survey was organised using the Likert scale consisting of five points. The survey was employed to amass information from paramilitary individuals within the geographical region under investigation. The survey was partitioned into three distinct segments; Segment A aims to determine the participants' demographic particulars and Segment B encompasses particular enquiries to respond to the research enquiries, whereas Segment C comprises elements for the examination of hypotheses declared in the investigation.

Validity and reliability: The investigator guaranteed the suitability of the research survey by exposing it to examination of authenticity and dependability. An appropriate research tool is one that has the ability to assess the intended objective for which it was formulated. As per Mugenda (2008), the concept of validity involves taking into account the formulation of the enquiries to

establish if the precise and correct questions were posed and if the suitable options for responses were given. The investigator made certain that the survey successfully cleared the assessment of facial validity and substance validity. A total of four (4) proficient individuals in the field of Commerce Management and Examination Development thoroughly evaluated the survey. Although a small number of queries were removed, several were preserved and validated to gauge their intended purpose.

As per the assertions made by Kumar (2017), an apparatus is deemed dependable when it has the capability to generate uniform outcomes with recurrent attempts. Eriksson and Kovalainen, (2008) additionally assert that dependability refers to the extent to which unwavering and uniform outcomes are acquired from a specific evaluation instrument. The greater the uniformity of outcomes provided by recurrent evaluations, the greater the dependability of the apparatus. The researcher employed the test-retest reliability coefficient to verify whether the tool is dependable and has the ability to generate uniform outcomes for the identical set of individuals (Creswell, 2011). The results obtained from the initial and subsequent examinations were correlated to assess the consistency of the assessment over a period of time. The correlation produced a factor of 0.88 which suggests a substantial dependability and inner harmony. Cronbach's alpha was additionally employed to establish the dependability of the factors derived from the Likert scale in the survey form since it evaluates the internal coherence or mean association in a research tool. It produced a factor of 0.91 signifying a considerable dependability.

Method of Data Analysis: In this particular investigation, the researcher examined information by utilising percentages, explanatory figures, Pearson Product Moment Correlation, and regression examination. Gathered information was encoded prior to inputting the data into the Statistical Package for Social Sciences (SPSS).

4.0 RESULTS

ANALYSIS OF DEMOGRAPHIC INFORMATION OF RESPONDENTS

The respondents' demographic characteristics considered for evaluation include gender, age, and name of parastatal.

Table 2: Distribution of Respondents according to Gender

Gender Distribution of Respondents		
Gender	Frequency	Percent (%)
Male	241	60.6
Female	157	39.4
Total	398	100.0

Source: Field survey, 2023

The second table depicted above illustrates the allocation of participants based on their sex. The examination revealed that 241 participants embodying 60.6% were male whereas 157 participants embodying 39.4% were female. This infers that there were a greater number of male participants as compared to females.

Table 3: Distribution of Respondents according to Age

Age Distribution of Respondents		
Age Distribution	Frequency	Percent
18 to 27 years	135	33.9
28 to 43 years	158	39.7
48 to 60 years	97	24.4
Above 60 years	8	2.0
Total	398	100.0

Source: Field survey, 2023

The tabular representation presented in Table 3 depicts the breakdown of participants based on their age category. The tabular representation indicates that a total of 135 respondemts were present within the age category of 18 to 27 years, with a response rate of 33.9%. Moreover, among the respondents, 158 individuals belonged to the age group of 28 to 43 years, and their participation rate was 39.7%. Additionally, there were 97 and 8 participants from the age range of 48 to 60 years and above 60 years, respectively, with a response rate of 24.4% and 2% correspondingly. Based on the aforementioned table, it can be perceived that the reactions were evenly distributed. Notwithstanding, the utmost reactions with 158 and 39.7% participants and proportion were observed in the age group of 28 to 43 years while the minimum involved age group was from the age range of over 60 years with 8 participants and 2% engagement.

Table 4: Distribution of Respondents according to Paramilitary

Distribution of Respondents' Paramilitary		
Paramilitary	Frequency	Percentage(%)
NPF	50	12.6
NCoS	50	12.6
NDLEA	50	12.6
NCS	50	12.6
FRSC	50	12.6
NIS	49	12.3
NSCDC	49	12.3
FFS	50	12.6
Total	398	100.0

Source: Field survey, 2023

Table 4 pertaining to the allocation of participants based on paramilitary were uniformly dispersed owing to the implemented sampling methodology: 50 participants from every parastatal, constituting 12.6%. Nevertheless, the NIS and NSCDC solely had a total of 49 participants since two sets of questionnaires from each organisation were obtained but left unfilled. This caused them to have a total of 49 individuals who responded, resulting in a corresponding participation rate of 12.3%.

How does work life balance influence employee engagement of paramilitary personnel in Nigeria?

The research aimed to determine the impact of maintaining equilibrium between professional and personal life on the level of involvement of paramilitary staff in Nigeria. The discoveries of the investigation were deliberated underneath as examined by the survey that was dispensed.

Table 5: Frequency, Percentage Counts and Mean Ratings of the effect of Work Life Balance on Employee' Engagement among Paramilitary Personnel in Nigeria

N = 398

S/N	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev.
1.	work life balance affect employee engagement of paramilitary personnel in Nigeria	100 (30.2)	84 (21.1)	47 (11.8)	77 (19.3)	70 (17.6)	2.90	1.425
2.	family and leisure activities are affected by my job engagement as paramilitary personnel in Nigeria.	181 (45.5)	76 (19.1)	50 (12.6)	70 (17.6)	21 (5.2)	3.04	1.369
3.	Family stress and pressure do not allow me prioritize my work as a paramilitary personnel in Nigeria	169 (42.5)	100 (30.2)	25 (6.3)	85 (21.4)	19 (4.8)	2.94	1.412
4.	There is a significant relationship between mental and emotional wellbeing and employee job engagement of paramilitary personnel in Nigeria.	120 (30.2)	93 (23.4)	62 (15.6)	80 (20.1)	43 (10.8)	3.11	1.437
5.	Pressure from home affects employee engagement of paramilitary personnel in Nigeria	139 (34.9)	115 (28.9)	38 (9.5)	70 (17.6)	36 (9.1)	3.01	1.418
6.	quality family time is sometimes sacrificed to engage in official duties as paramilitary personnel in Nigeria	142 (35.7)	100 (30.2)	48 (12.1)	89 (22.4)	19 (4.8)	3.12	1.466
	Sectional Respondents' Rate, Percentage, Mean and St.Dev.	141.8 (35.7)	94.7 (23.8)	45.0 (11.3)	78.5 (19.7)	38 (9.5)	3.02	1.42

The tabular representation labelled as Table 5, above shows the respondents' response on the extent or level of how work life balance influences employee' engagement. From the result, which shows that strongly agree level sectional rate response and frequency of 141 (35.7%), agree influences rate and percentage of 94.7 (23.8), neutral level's response rate and percentage of 45.0 (11.3), 78.5 (19.7) disagree level and 38.0 (9.5) strongly diagree level respondents rate and percentage. With sectional mean score of 3.02 and all the other mean scores being above the acceptable 2.50 mean score, it implies that work life balance influences employee engagement of paramilitary personnel in Nigeria on a very high level.

In conclusion, the conclusive outcome analysis that displays a segmented percentage, average and standard deviation indicates that there exists a significant degree of impact from work-life equilibrium on the engagement of paramilitary staff in Nigeria.

Research Hypothesis: Work life balance has no significant effect on employee engagement of paramilitary personnel in Nigeria.

The impact of maintaining equilibrium between professional and personal life on the level of employee involvement was scrutinised through the utilisation of regression analysis. The outcomes of the examination are exhibited in the tabular form of Table 6 as follows.

Table 6 Regression Model summary[b] on influence of work life balance and employee engagement

Model	R	R Square	Adjusted R square	Std. error of the estimate
1	.773[a]	.624	.616	0.124

a. Predictors: (Constant), Work life balance (WLB)
b. Dependent Variable: Employee engagement
Source: Field study, 2023

The findings of the regression analysis, as displayed in table 6, divulged that the R-square coefficient (R^2) is 0.624. This indicates that work-life equilibrium is responsible for a significant proportion of the overall fluctuation, amounting to a substantial 62.4%. This high level of variation plays a crucial role in determining the level of employee engagement. A proportion of 62.4% is deemed to be statistically noteworthy and indicates that achieving a balance between work and personal life has a substantial impact on the level of involvement and commitment of paramilitary staff in Nigeria.

Table 7 ANOVA[a] on work life balance and employee engagement

Model	Sum of squares	Df	Mean of squares	F	Sig
Regression	42.271	1	42.271	517.110	.000[b]
Residual	16.278	396	.72		
Total	58.549	397			

a. Dependent Variable: Employee engagement
b. Predictors: (Constant), Work life balance
Source: Field study, 2023

The ANOVA summary presented in Table 7 above displays that the F-value computed through statistical analysis is significantly higher than the critical F-value of 6.63 at a significance level of 0.01 and 397 degrees of freedom. Consequently, the proposition is acknowledged, which affirms that maintaining equilibrium between professional and personal life exerts a favourable impact on the level of commitment exhibited by the workforce in Nigeria.

5.0 DISCUSSION OF FINDINGS

This research investigates the effect of work life balance on employee engagement of paramilitary personnel in Nigeria. The discourse pertaining to the discovery is primarily centred on the enquiry posited and the supposition proffered in this investigation.

The enquiry and supposition affirm the contention of whether achieving equilibrium between professional and personal life exerts a noteworthy affirmative impact on the level of involvement exhibited by paramilitary staff in Nigeria. The vast majority of the survey participants are in favour of the notion that achieving equilibrium between work and personal life has a significant impact on the level of involvement and commitment demonstrated by paramilitary staff in Nigeria. This is further corroborated by the affirmation of the alternate proposition, which posits that maintaining equilibrium between work and personal life exerts a noteworthy impact on the level of involvement exhibited by paramilitary staff in Nigeria. The perspective presented by Cheche et al (2017) and

corroborated by Russel, O'Connell and McGinnity (2017) posits that achieving a balance between work and personal life can have both advantageous and disadvantageous consequences on the level of commitment to the organisation, the ability to retain employees, and the degree of contentment with one's job.

6.0 CONCLUSION

Personnel are regarded as one of the most crucial assets for the proficient and productive administration of any establishment and without the individual exertions and dedication of the workforce, establishments cannot attain triumph. Numerous establishments, comprising those in the governmental domain, endeavour to involve their staff in exceptional achievement. Numerous elements are deemed crucial in maintaining and enticing highly motivated and top-performing staff members. The discoveries of this investigation hold significant practical consequences for the deployment of paramilitary staff in Nigeria. In an exceedingly cutthroat milieu such as Nigeria, administrators in governmental agencies necessitate being remarkable and forward-thinking in handling staff to achieve utmost efficiency. One of the most potent instruments at the disposal of managers is the chance to provide workers with a satisfying and rewarding extended duration profession within the company, particularly with regards to their dedication and involvement. This is the primary cause why numerous workers are present at the establishment initially.

While maintaining a healthy equilibrium between work and personal life is undoubtedly a crucial element of job performance, workers are profoundly preoccupied with their prospects for individual advancement and expansion. Work-life equilibrium practises are structural modifications intended to diminish the conflict between work and family life. These techniques for achieving work-life equilibrium empower workers to excel in both their professional and personal spheres. The greater the autonomy that an employee possesses over their existence, the more proficient they become at harmonising their professional and personal obligations. This research deduces that achieving equilibrium between work and personal life is an exceedingly crucial occurrence that is of immense significance to diverse personnel in the paramilitary sector of Nigeria. It transcends the act of giving precedence to professional duties and individual existence. Furthermore, it impacts the communal, emotional, financial, and cognitive welfare of the person. All of these factors are manifested in the outcome of the individual, ultimately impacting their job performance in the long term. The equilibrium between work and personal life has significant ramifications on the outlook, conduct, and welfare of the workforce, in addition to the efficiency of the employees.

This investigation additionally confirmed that adequate equilibrium between professional and personal life assists workers in handling their workload, their individual existence, and enables them to evaluate their obligations. They have the ability to construct greater effectiveness, which is advantageous for both the employer and them in regard to professional advancement and other related matters.

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