

Remote Work and Employee Work-Life Balance in The Global South: The Nigerian Experience

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Abstract: Employee work-life balance has been a subject of debate overtime; and there is a need to allow employee balance work with other personal goals; hence the introduction of remote work. Remote work as a concept is still alien to the global south (developing countries) like Nigeria unlike the global North (developed countries) where it is more pronounced. It is on this note that this study examined remote work and work-life balance among selected employees of Polaris Bank Nigeria. The study was anchored on the boundary theory and spill-over theory. Primary data was obtained from 150 respondents using a structured questionnaire. Findings evinced clearly that remote work has significant effect on work-life balance at ($R^2=0.730$, $p\text{-value} < 0.05$); also, the connection between remote work and job enrichment was positive, very strong, and statistically significant at ($r=8.94$, $p=0.00$). The study concluded that it is predominant to carry on in thickening the understanding and frontier of remote work as it relates to employee work-life balance on broader convergence of their career development and mental health, thus, management must give premium to remote work if employee job is to be enriched is to be enhanced. The study therefore recommended that management should ensure that tension and strain between the roles undertaken by employees in the separate domains of work and family are well managed; also, management should ensure that employees strictly align their focus with the working plan of the organisation.

Keywords: Remote work, Work-life balance, Job enrichment, Work-family conflict, Work flexibility

Introduction

In recent years, remote style of work has attracted great attention due to its huge significance on employees, businesses as well as the society (Farrokh & Mamaghani, 2012). Remote work is a process of working from a remote location through the usage of ICT. Remote style of work allows for management of organisations to allow their employees carry out organisational activities and tasks from convenient environment or locations (Hunton & Norman, 2010). Despite the long-term presence of remote work, it only gained prominence in the global south as a result of the ravaging pandemic which plagued the universe and caused a shift in the style of duty discharge, a situation which made management to begin thinking out the best possible ways to ensure safety and boosting productivity without infringing on employee-family life. Remote style of work has gained more prominence in the global North as management of modern organisations like Google and others allow their employees to work from home; the major reason being to allow for some level of work flexibility. Twenty first century or technology driven organisations overtime have encouraged employees in the finance Department, HRM, Marketing Department and IT Department to

work remotely in order to ease their work pattern. So, remote working style is gaining momentum slowly because it is a concept which allows for quality work delivery at a timely rate.

As described by Dagnino, (2016) cited in Messenger, (2019), there exists three generations in respect to remote work style; these generations are: The first generation was known as “home office” in the 70s and 80s; employees of this generation made use of desktop computers and communicate information to management via land phones. The second generation which was referred to as “the mobile office”; under this generation, employees were enabled to work both from the office and also from home; at this stage, remote work wasn’t fully in operation; but it was regarded as the “third spaces”. In this modern dispensation and technology driven age; remote style of work has gained more attention due to high level of internet and the World Wide Web usage which has made it possible to work from home using gadgets such as tablets and smartphones. Remote work style at this period is called the “virtual office”. These devices allow for employees through modern ICTs to work from anywhere at any time due to mobile devices and wireless network access. Few of the reasons advanced for the emergence of remote work stems from increasing costs of fuel, high speed internet access, threats of terrorism (Covid-19) on the business community, increasing desire to assist employees in balancing both work and family roles.

The above argument was re-echoed by Beauregard (2009) in his work where it was accentuated that employees are better able to balance competing demands if management gives them the flexibility to schedule their programmes in order to achieve a balance. According to Hudson (2005), work-life balance can be achieved by an employee when there is a satisfactory level of involvement between multiple roles. This view was strengthened and corroborated by Estes & Michael (2005), in their article where they pointed out that there is no one accepted definition of what constitutes work-life balance practice.

The term usually refers to the act of striking a balance between work and life for the various demanding responsibilities from the personal front of the employees. In this regard, management extends support to employees in form flexible work options, because they believe this would lead to work life balance. In the global South, remote work style is still at its sprouting stage especially in industry-based organisations as the Nigerian terrain of work only thrives on a person-person or physical relationship. Work-life balance is expected to help ameliorate work-family conflict; but some work-life practices may not help in achieving this due to mismatch of the employee’s opinion and preferences in the management of both roles.

In the light of the above, this paper investigated remote work and work-life balance in the global South, using employees in the banking industry as a basis for analysis with the following specific objectives; to examine the effect of remote work on employee work-life among bankers; investigate whether the interaction of work and family can generate some level of work enrichment; and analyse the extent to which the domains of family and work influence each other.

Statement of the Problem

The reality of work has changed due to globalization that has introduced working across the continents; there is emphasis on diversity that stresses on access to various skills, innovation and creativity of talents who may be rare and scattered; and lately to the pandemic which has necessitated and almost legalized remote working, at least for the service sector which is driven by knowledge. This has become a global reality of work. In truth, remote work is touted to have great benefits both to the individual and the organization such as reduction in running cost, increase in productivity, less burnout and greater concentration level of work.

A great advantage of remote work that initially led to its attraction is work life balance, a means by which the employee is able to have a satisfactory and good functioning of work and home with minimal conflict. However, Lazarova (2020) opines that remote work has several social disadvantages, a major one being the difficulty in keeping work-family boundaries. An analysis showed that the blurring of such boundaries causes remote workers to associate their homes with their work roles as work obligations repeatedly intrude upon family time (Eddleston & Mulki, 2017). This intrusion in boundaries is the reason for work family conflict, a factor that can be bi-directional, in which case work can intrude into the boundary of the family referred to as work-to-family-conflict (WFC); family can also intrude into the

boundary of work referred to as family-to-work-conflict (FWC). Literature also indicates that these intrusions are not all the time negative, which has brought the concept of work-family-enrichment.

This analysis and the fact that Nigeria and in fact many parts of Africa are experiencing the remote work option as an entirely new concept form the basis for this study. The work environment in the global south thrives on person-to-person interaction and monitoring, such that performance and all related work activities can be duly assessed. It is also an environment that is affected by trust issues emanating from a low level of confidence on the part of the employer and employee. Consequently, it has never been a common option in the Nigerian work environment to have employees work remotely except for workshops and retreats in most cases, therefore the current work reality begs for investigation, especially as it relates to work life balance.

Attaining a work-life balance has always been investigated in many sectors in the country because the environment itself is one of stress and long hours. Traditional or direct interaction is what operates in the Nigerian work space, this implies that remote work style and pattern is still to a large extent alien to the organisation's modus operandi in the global South. However, since the new work reality that has compelled certain sectors of the economy to adopt this as a policy, there have not been many studies that have measured how much this is affecting the two boundaries of the home and work. This study examined the viability of remote work and the level of work family conflict amongst bankers in Lagos State, and whether some level of enrichment can be observed in either domain. The banking sector is known for its heavy workload, long hour culture, lack of work flexibility and stress before the pandemic (Mmakwe and Ukoha, 2018), and while the operations departments cannot adopt the remote work strategy because their compulsory interaction with customers, other departments have been working from home since the pandemic started. Studies on the sector on work life balance have examined several aspects of it such as the antecedents, measures and initiatives (Akanji, 2014; Ugwu, Amazue & Onyedire, 2017; Mmakwe and Ukoha, 2018; Ojo Salau & Falola, 2014). However, the relationship with remote work is yet to be fully investigated amongst bankers who have become one of the main recipients of it since the pandemic started.

Statement of Hypotheses

- H0₁:** Remote work has no significant effect on work-life balance among bankers
H0₂: There is no significant relationship between remote work and job enrichment

Literature review

Remote work

Work is regarded as employment relationship between the employer and employee that provides income and security for the latter while providing supplies of labour for the former (Schoukens & Barrio, 2017) In a work relationship, there is a contractual agreement that binds the parties together. Work as a source of provision and security is something that affects not just the individual but his family and all his social contact including the society. One of the ways to continue to boost these aspects of work is in form of work flexibility, a tool of work that allows the individual to vary work such that he can meet other life's obligations.

One of the tools of work flexibility is remote work, a strategy that has been in place for quite a while, which was mainly adopted in the United States of America and in Europe. Remote work refers to a situation where the activities of work are conducted in a location different from the office environment on a regular basis. Remote work is believed to be one of the most transformative work changes in the last 10 years, with more companies allowing their employees the opportunity of working from home (Lord, 2020; Greenbaum, 2019). It is majorly a move that arose out of employees' desire to manage both work and family life, because managing both within the same hours can lead to inconsistencies and dissatisfaction (Lord, 2020). The new work development brought on by the pandemic and which has necessitated that more individuals take on remote working is an unplanned move by nature to perhaps right this wrong. For the organization, there is increase in financial incentive in form of reduced fixed cost and increase in shareholder value (Haag, 2020; Simmons, 2020). However, despite these advantages there is an element of warning that remote work might not be good for everyone to adopt (Sawatzky and Sawatzky, 2019).

The main attraction that makes remote work what it is has to do with the work space that has moved to wherever the employee feels is best, and under the new work circumstances, this is the home. The major advantage is that work from home reduces distraction and allows one to satisfy family responsibilities, especially for those who have young children (Lazarova, 2020). This contributes to work productivity, a product of good morale and which is rooted in personal well-being. However, the advantage of working in a home space is also recorded as a disadvantage in that more often than not there is a challenge of keeping work-family boundaries. studies show that work obligations intrude on family roles and that employees usually lack the will to create a physical and psychological separation between the two domains which affects work life balance, an aspect of work the remote working is meant to correct (Eddleston & Mulki, 2017; Lazarove, 2020 and Christain, 2019).

Having a reduced number of work hours is an element of remote work which enables individuals to devote more time to the home and other affairs. Studies indicate that remote working saves a lot of hours in terms of commuting, and which is a big save in terms of money and time (Salmon, 2018; Lazarove, 2020). On the other hand, the advantage of reduced time in commuting is found to be taken up by more work as survey shows that workers spend at least extra hours on a daily basis attending to work and mails- in order to demonstrate their level of commitment (citation). This is a benefit to employers who see these as positive work attitudes that is influencing productivity. But for the individual, it is a step to experiencing exhaustion and burnout.

Remote work is enabled by technology which is the key to enhance mobility, using the social media and internet connection. This helps to create a workforce that is similar and advanced in their use of technology (Hunkeler, 2018); and who make use of different skills to ensure productivity. Studies have shown that different jobs require different skills which can be enhanced by remote work. Employees with jobs that are complex but which do not require collaboration will have greater performance under remote work (Journal of Business and Psychology, 2019). Jobs that also require a high rate of concentration and problem solving are significantly and positively impacted under remote work (Golden, 2019). Sawatzy and Sawatzy, 2019 have opined that remote work might not be for every organization, presupposing that probably not all organizations can adopt this strategy of work, and definitely not all employees will be able to work remotely. There are opinions that while it is true that many employees enjoy remote work, there is an added cost for them which organizations often do not bear. Employees require several equipment, like laptops, WIFI; and there might be need to have a work space where they can work if the level of concentration is going to be perfect (Lord, 2020).

Work life balance

Work life balance is described as the ability to combine work and the home without either suffering a setback due to lack of adequate attention. The definition as given by Clark (2000) emphasizes the absence or minimum of conflict in the process of balancing work and home. Employees have been faced with the challenge of achieving a work life balance due to a work that is constantly changing due to more advanced technology as well as a growing workforce that is social media sensitive and active. Because of these, employees are constantly pressured at work and at home, both domains having its own peculiarities. The office has great expectations of the employee in terms of meeting objectives resulting in long hours at work which continues even at home, intruding on family lives and responsibilities (Sangarandeniya & Ranasinghe, 2020). To maintain a good work life balance has significant implications for many outcomes such as good health and well-being, good social and personal relations as well as individual and organisational performance and productivity. In other words, a good work-life balance is beneficial to the employee and the organization.

Work-Family Conflict

The concept of work life balance is a concern that arose from the fact that work can negatively affect the family and vice versa, leading to the concepts of work-family-conflict (WFC) and family-work-conflict (FWC) (Oyedele, Willoughby, Olaniyi & Oyero, 2019). This includes managing self, stress, change and technology, and it involves the ability of give equal attention and time to both work and family. Family under this construct refers to those who belong to the nuclear setting, and also those who whom one has

developed close relationships with (Eddleston & Mulki, 2017). WLB is therefore considered in a much broader term in recent times to include work and non-work activities. It is important to “consider how the misalignment between a remote worker’s boundary preferences and the work-family boundary climate in one’s home impact the remote worker’s work -family conflict and stress” (Eddleston & Mulki, 2017).

Work-family-conflict occurs when there is interference from the work domain to the family domain such that the individual is unable to meet the demands (Ashtankar, 2016), and family to work conflict is where demands of the family interfere with that of work, affecting individual work responsibilities. The solution is having greater flexibility, with the ability to integrate both work and family dimensions for optimal results (Oyedele et al, 2019). Work family conflict and family life conflict have been said to affect several work outcomes such as job satisfaction, work engagement, and commitment to organization and work (Sangakala, Ahmed & Pahi, 2016; Oyedele et al, 2019). For the individual, WLB can affect the health and well-being of the individual as well as his level of productivity and happiness (Bataneh, 2019, Ojo, Falola, Mordi, 2014).

Empirical Review

The empirical findings of Eddleston and Mulki, (2017) are contrary to popular opinion that remote working is a solution to conflict between work and family demands. Their findings indicate that remote work can actually increase WFC and FWC because of the individual’s inability to increase integration. Integration is what enables the individual to cope with demands from both domains. This study emphasized that work seems to have a greater constraint on family rather than family of work under remote work. Study by Allen, Johnson, Kiburz and Shockley (2013) also indicate that flexible work arrangement (FWA) may have low potential in increasing work life balance, they claim that there is more interference from work to family than from family to work.

When discussing work life balance, greater concentration has been on the conflict experienced in either domain by the individual. There are studies that have however argued that work and family lives can enrich each other through resource and rewards inherent in each role (De Klerk, Nel, Hill & Koekemoer, 2013; Marais, De Klerk, Nel & De Beer, 2014). Fulfilling multiple roles can provide opportunities and resources to the employee and his family resulting in more empowerment and better control of their lives. This is referred to as work -to-family-enrichment, and it is a spillover from one domain to the other.

Nevertheless, this enrichment should not just be a transfer of resources, rather such resources must be applied successfully to yield better outcomes and performance for the individual. Therefore, work enrichment is described as the extent to which experiences in one role positively affects the quality of life in another (Greenhaus & Powell, 2006). Under work enrichment, there is also involvement in multiple roles but this roles do not lead to energy loss, rather they more energy for use in the various roles. Work enrichment explores how resources such as skills, perspectives, experiences, physical and social resources gained in the domains of work or family can improve experiences in the other domain. The relationship of enrichment can be bi-directional such that enrichment occurs in both directions. Enrichment can also be instrumental; when resources gained from one role improves performance in the other, and it can be affective when it influences positive affect (Greenhaus and Powell, 2006).

There are several literatures on work life balance in most part of the developed countries but research on it in the global south is few (Ojo, Salau & Falola, 2014), and only started only a few years back, and much of that have centered on south Africa and Nigeria. Many of these have looked at work life balance in relation to flexible work arrangement (FWA) (Oludayo, Gbervbie, Popoola, & Omonijo. 2015; Ojo et al, 2014). However, FWA was not a policy in many parts of the global south, which may have affected the study and application of work life balance.

Reasons for this range from the multicultural settings of the area which exist due to the different backgrounds, values, culture and traditions (Marai et al 2014). In addition to this is the work environment of high unemployment, long work hours and unequal pay. These are enough stressors to employees who also have to struggle with family responsibilities. In Nigeria, family responsibilities extend outside the nuclear family to include the extended, friends and social and religious contacts. The Nigerian situation is a good sample of work-family conflict because both seem to have the same weight for the individual, and the struggle to satisfy both domains impact a lot on work life balance.

Study by Jackson and Fransman (2018) on flexible work arrangement on South Africa concluded that FWA can contribute to family harmonisation; it does not necessarily improve productivity or satisfaction of the employee and suggested that organizations should show more concern for work-family needs of the employee. Study by Ojo et al, 2014 conducted in Nigeria concluded that WLB initiatives in the country are inadequately implemented and maintained and suggested that WLB policies should be included in organizations, in form of flexible work arrangement FWA in certain sectors of the economy especially banking sector.

In similar study by Mmakwe and Ojiabo (2018), their finding concluded that productivity of the organization can be negatively affected by work-family conflicts, therefore, there should be interventions designed by organizations to reduce this conflict. They also suggested that FWA is necessary to create an enabling balance between family and personal commitment and organizational responsibilities.

Theoretical Review

Theories are body of ideas which are used in explaining events, phenomenon and situations. Thus, the theories underpinning this study are boundary theory and the Spillover theory.

Boundary Theory

The boundary theory was expounded on by Zerubavel, (1993, 1996) and the main focus of the theory was that people classify systems into mental and physical constructs, and they could be seen as one and the same or separate entities. Boundary management refers to the principles one uses to organize and separate and manage demands and expectations in the two domains of work and home using integration and segmentation. Individuals who love and can cope with overlap in the two domains will seek to integrate while those who prefer to keep them apart will apply segmentation (Piszczek & Berg, 2014). The factors of flexibility and permeability operate within these two. Flexibility allows the boundaries to contract or expand so that the two can accommodate each other. Permeability reveals the extent to which an element is allowed to enter the other. Boundaries that are flexible and permeable lead to integration, while those are inflexible and impermeable support segmentation. Integration enables the individuals to cope with the demands of work and home; however there is need for segregation to buffer spillover from the two domains. The theory suggests that the individual can choose between which aspect of either work or home to integrate and which to segment.

Research grounded in boundary theory has identified three types: individual boundary management, organizational boundary management and person-environment (PE) fit. Focus of this study is on the individual boundary management, considering that we are looking at the effect of remote work on individual workers. Individual boundary management focuses on how individuals move from one role to another, especially in their roles as segmenter or integrator, and how they choose and adapt to their preferred boundary management strategies (Hecht and Allen, 2009; Winkel and Clayton, 2010; Piszczek & Berg, 2014).

Implication is that it is the responsibility of the individual to manage these two boundaries, meaning it is outside any kind of social or organizational influence. Previous research works have criticized this theory based on its focus on just the individual and organizational boundaries.

The Spillover Theory

This theory explains the way emotions, attitudes and behaviours of individuals are carried over from one domain to the other. Spillover can be positive in which case the feeling of satisfaction and achievement is carried from one domain to the other. It can also be negative in which case difficulties and despair of one domain spills over to affect the other domain (AlHazemi & Ali, 2016). The theory is mostly adopted by researchers examining work and family because it is believed to have the most supporting evidence (Rincy & Panchanatham, 2014).

This theory assumes that there is a relationship between what transpires at work and in the family, especially as it affects the emotions. An argument against the spillover theory is that of over generalization, and that the causes of spillover need to be known (Rincy & Panchanatham, 2014). However, for the purpose

of this study, the theory helps to explain the reasons why there will be work family conflict and why the concept of enrichment is important.

Methods

This study is an empirical and based on primary data. The study employed the positivism approach by adopting the quantitative method of data collection because the research is descriptive in nature.

The study was focused on the banking industry and the bank used for the study was Polaris Bank Nigeria Limited. This bank was chosen due to accessibility to the study area and easy access to data collection. The branches that were used are situated in Dopemu Agege, Ikeja and Sango. The population of study was two hundred and fifty-four (254). Therefore, these branches are referred to as “Greater Lagos” by the bank management. The population of these four (4) branches was considered appropriate for the study. Table 1 showed the number of employees in the selected region and the sample size derived for each of the branches.

Table 1: Number of Sampled Branches of Polaris Bank Limited (Greater Lagos Region)

S/N	Branches	Staff Population
1	Dopemu Area	67
2	Akowonjo Area	53
3	Otta Area	75
4	Sango Area	59
TOTAL		254

Source: Bank Data, 2021

The sample size for this study was derived using an online sample size calculator at <https://www.surveysystem.com/sscalc.htm> from a population of two hundred and fifty-four (254) employees; and a total of one hundred and fifty-three (153) was arrived at as the sample size for the study in the four selected branches of Polaris Bank Nigeria Limited at 95% confidence level and 5% error rate.

Table 2: Distribution of selected organisations and sample Size for the Study

Probability proportional to size (PPS) method was employed in selecting sample size from each of the branches. Probability Proportional to Size measure is a sample selection method where the probability of selection for a sampling unit is directly proportional to a size measure. This was done in order to have an equal chance of representation of respondents in each branch. The formula used in achieving the representation was:

$$\frac{\text{Sample size} \times \text{population of each branch}}{\text{Grand total}}$$

Table 2: Sample Size determination for the Study

Branches	Population	Proportion	Sample size
Dopemu Area	67	$\frac{153(67)}{254}$	40
Akowonjo Area	53	$\frac{153(53)}{254}$	32
Otta Area	75	$\frac{153(75)}{425}$	45
Sango Area	59	$\frac{153(59)}{254}$	36
Total	254		153

Source: Researcher’s Framework, 2021

Data was collected through an adopted structured questionnaire, designed on the 5-point Likert scale which was distributed to respondents in the selected branches.

The study employed multiple (multistage) sampling techniques, using both the probability and non-probability sampling techniques. The banks are chosen through purposive sampling while both the stratified and convenience sampling techniques were adopted; stratified sampling was employed because all levels of employees were included and convenience for availability. These sampling techniques were used because these bank branches which are four (4) in number have more population and large customer base than other branches in Lagos State.

The study ensured validity through content and construct validity; content validity was ensured through the participation of other researchers and construct validity was ensured through confirmatory factor analysis. Reliability was ensured through reviewers who participated in the collection and analyses of data. The quantitative analysis was carried out using SPSS, regression and correlation was employed in testing the stated hypotheses.

Results

This section comprised of the hypotheses tested in the study using regression and correlation analysis respectively. Results of the analysis are presented below.

Hypothesis 1

Remote work has no significant effect on employee work-life balance among bankers

Tables 3, 4, 5: Results of multiple regression analyses showing the effect of remote work on work-life balance among bankers.

Table 3: Model Summary of Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 ^a	.730	.728	.711

- a. Predictors: (Constant); Remote work
- b. Dependent Variable: Work-life balance

Table 4: ANOVA of Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	201.581	1	201.581	399.317	.000 ^b
	Residual	74.713	148	.505		
	Total	276.293	149			

- a. Dependent Variable: Work-life balance
- b. Predictors: (Constant), Remote work.

Table 5: Coefficients of Regression Analysis

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
				Beta		
1	(Constant)	1.663	.121		13.799	.000
	Remote work	.759	.038	.854	19.983	.000

- a. **Dependent Variable:** Work-life balance

Tables 3, 4 and 5 presents the result of multiple regression which were calculated to predict work-life balance based on the dimension of remote work. Analysis delineated that a statistically significant regression coefficient was found as the coefficient of determination ($R^2= 0.730$, p -value <0.05) illuminated that 73.0% variation in work-life balance is accounted for by remote work. This evinced that remote work significantly affects work-life balance among Nigerian bankers.

Hypothesis 2

There is no significant relationship between remote work and job enrichment

Table 6: Results of bi-variate correlation between remote work and work-life balance

		My supervisor understands when I talk about family or personal issues that affect my work.	Due to work-related duties, I have to make changes to my plans for family activities.
	Pearson Correlation	1	.894
	Sig. (2-tailed)		.000
	N	150	150
My supervisor understands when I talk about family or personal issues that affect my work.	Pearson Correlation	.894	1
	Sig. (2-tailed)	.000	
	N	150	150

* p is significant at 0.05 level (2-tailed)

Results in table 6 above established a relationship between remote work and job enrichment among Nigerian bankers. The resulted reflected that the nexus and connection was positive, very strong, and statistically significant ($r=0.894$, $p=0.00$). Thus, the null hypothesis which states that there is no significant relationship between remote work and job enrichment was rejected. This implies that a significant relationship exists between remote work and job enrichment.

Discussion of Results

From hypothesis one, there exists a positive effect of remote work on employee work-life balance among Nigerian bankers. This can be understood in tables 3, 4 and 5 above where ($R^2= 0.730$, p -value <0.05). This finding corroborate the study of Pradit and Supakorn, (2020) whose study found out that for employees to experience work life balance via working remotely, management must have a good work plan by providing and making tasks more flexible for employees. Furthermore, the outcome of this study substantiate the finding of Martinez-Amador, (2016) whose study found that working remotely was associated with greater employee work-life balance and this is as a result of reduction in the commute time and creating more time for dealing with employees' personal lives. However, the outcome of this study negates the study of Crosbie and Moore, (2002), whose study found out that remote work does not significantly affects work-life balance and Fedakova & Istonova, (2017) whose study submitted that remote work makes employees feels that the wards (children) will disrupt their activities, which may exacerbate or intensify family pressure.

In the same vein, hypothesis two which states that there is no significant relationship between remote work and job enrichment was rejected, because the finding specified that remote work as a nexus with job enrichment; since remote work is viewed as a process which helps in adding dimensions to employees' task by making it more captivating, interesting and motivating; the alternative hypothesis was accepted. As suggested and put forward by boundary theory, employees' who love and can cope with overlap in the two domains (work and family) will seek to integrate while those who prefer to keep them apart will apply

segmentation. From the stated findings, this study buttress the view of Johri and Teo, (2018), whose study reinforced that employees enjoyed remote work pattern due to comfort, location, and lack of interruption from colleagues. Also, this study aligns with the submission of Di Domenico, Daniel, and Nunan, (2014) whose study bared that management experienced a lower turnover after implementing remote work options. In the same manner, the findings of this study support the opinion of Eddleston and Mulki, (2017) whose study opined that remote work is a solution to conflict between work and family demands.

Conclusion

Covid-19 as a factor presented the global North with an option to experiment remote work style and pattern and as gathered from this study; it was clearly evident that remote work significantly affects employee work life balance and enriches employees' task. Due to dual family workforce; there's a need for employees to balance work with other goals and aspirations. So, the study concluded that in achieving full advantage of remote work, it must contain people, processes, and technology and employees must cut distractions in their chosen environment as remote work requires optimal discipline. On the final note, it is predominant to carry on in expanding as well as lengthening the understanding and frontier of remote work as it relates to employee work-life balance on broader intersections or convergence of their career development and mental health, thus, management must give premium to remote work if employees' job is to be enriched.

Recommendations

Based on the findings from the study, the researchers recommend as follows:

- i. Adequate training is required on the nature and practice of remote work if is to be a feasible option in the new normal.
- ii. Management should possibly ensure that employees' work-life balance is visible post-pandemic and ensure that remote work is not a forced or mandate but rather make it a flexible option.
- iii. Management should ensure a means of creating flexible work arrangement by adjusting working time for employees to enhance better work-life balance.
- iv. Management should ensure that tension and strain between the roles undertaken in the separate domains of work and family are well managed.
- v. Management should ensure that employees strictly align their focus with the working plan of the organisation.
- vi. Remote work requires large amount of data usage, thus, management should support employees through extra payment for internet usage or give employees the required data to successfully carry out their task; this will make them work effectively without stress.

Contributions to Knowledge

Theoretical: This study established the relevance of the boundary theory and spill-over theory to the present-day work family conflict debate, especially in a situation of enforced remote work.

Practical: It is believed that this study will break ground in the measurement of work life balance especially as it affects family. It sought to find out whether in the global south, there can be some element of enrichment as against work conflict which seems to be the more popular of the two concepts. More importantly, remote work has only recently been adopted as a work strategy for many organisations in Nigeria; this study may help in the establishment of remote work and its relevance to the Nigerian work terrain.

Policy: Through this study, it is expected that banks will consider more flexibility in their work, since it is an aspect of work that has never been considered as a policy for employees before now.

Empirical: There are not many studies on measuring remote work with work life balance. This study is a foundation that can be built on by other studies in this area of research.

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