

Work-Life Balance and Adaptive Performance of Technopreneurs in Lagos State, Nigeria

Kabiru Ishola Genty¹, Rafiu Akanji Bankole², Rahmon Olawale Saka³

Abstract: This study attempts to establish the link between work-life balance and adaptive performance among technopreneurs in Lagos State, Nigeria. A survey research design was used for the study with the application of research instruments. Sample size of one hundred respondents was determined with the combination of purposive and stratified random sampling techniques across the three (3) major technologies market in Lagos State, Nigeria. Collected data were analysed descriptively and inferentially. Three research hypotheses were formulated and tested using Pearson moment product of correlation and regression analysis. Hypothesis one revealed that there is a significant strong positive relationship between work-roles balance and capacity to handle uncertainty among the technopreneurs in Lagos State Nigeria ($r = .496$, $p < 0.01$). Similarly, hypothesis two depicted that there is a significant relationship between family-roles balance and technopreneurs ability to handle work-stress ($P < 0.05$ level of significance). The value of 0.284 in the model summary represents the correlation coefficient between family roles balance and ability to handle work-stress. Hypothesis three showed that the coefficient of determination (R^2) is 0.442. This indicates that cultural and interpersonal adaptability accounts for 44.2% of the variation in the work-life balance among the technopreneurs in Lagos State, Nigeria. The study concluded that cultural and interpersonal adaptability influence work-life balance among the technopreneurs in Lagos State, Nigeria. Thus, this study recommended that technopreneurs should develop high adaptive performance skills in the area of handling work stress, capacity of coping with unpredictable situations in technology business, and ability to deal with uncertain work situations to create a balance work-life. Conclusively, the study can be replicated in other part of the country with larger sample size using second generation statistical analysis tools such as Structural Equation modelling (SEM) in order to have a generalised conclusion.

Keywords: adaptive performance; Nigeria; techno-entrepreneurs; work-life balance

JEL Classification: B26

¹ Industrial Relations & Personnel Management Department, Lagos State University, Nigeria, Address: Lagos - Badagry Expy, Ojo, Lagos, Nigeria, Corresponding author: ishola.genty@lasu.edu.ng.

² Industrial Relations & Personnel Management Department, Lagos State University, Nigeria, Address: Lagos - Badagry Expy, Ojo, Lagos, Nigeria, E-mail: bankolerafiu@yahoo.com.

³ Business Administration Department, Lagos State University, Nigeria, Address: Lagos - Badagry Expy, Ojo, Lagos, Nigeria, E-mail: rahmon.saka@lasu.edu.ng.

1. Introduction

Entrepreneurial performance is the evidence of persistence track record of success show by entrepreneurs” to outperform other industry peers in the same ventures (Genty, Idris, Wahizat & Kadir, 2015; Gompers, Kovner, Lerner, & Scharfstein, 2008). Thus, how the entrepreneurs” manage the venture is attributed to their ability in adjusting behaviours to present business environmental challenges cum balancing the dynamic and rapidly changing life experiences such as work, family and self. Therefore, the need for entrepreneurs to adapt to novel situations in business settings and perform at optimal levels need to be linked with their systematic pattern of work-life balance. This is because one of the very best ways of obtaining individual performance and commitment is by consolidating the process of giving a work-life balance.

Work-life balance implies the ability of an employee”s to have a control over his/her responsibilities between work, family, friends and self (Thulasimani, Duraisamy & Rathinasabapathi, 2010). Similarly, work-life balance assist in the alignment of work roles and family roles (Bashir & Ramay, 2008), which will bring about organizational efficiency and performance (Beauregard & Henry, 2009; Adame-Sánchez, González-Cruz & Martínez-Fuentes, 2016; Berkery, Morley, Tiernan, Purtill & Parry, 2017). The significance of adaptation cannot be overturned in this relationship because how such translate to business performance is behavioural in nature. The extreme uncertainty and the high personal risk involved practically engage the emotion of the entrepreneur, thus influencing his/her judgments, decision making as well as behaviour (Sjoberg, 2007; Mang, Aondo & Fada, 2016).

1.1. Statement of Problem

In the context of Nigerian working space, work-life imbalances have become the order of the day and have resulted to numerous consequences on organizations such as low productivity, absenteeism, and material wastage (Azeez, 2017). The challenge of entrepreneur had been to develop strategies towards adapting to work-life balance by aligning the problem of stress, uncertainties, emergencies, interpersonal relationship and cultural engagements with work. Even with recognition that adaptive performance is a very vital component of success for every organisation, it is still somewhat alarming and surprising that there is scanty research to investigate the interplay between these constructs and their resultant effect on entrepreneurs particularly the technopreneurs who are more committed in this present globalisation era. It is on this note that this study attempts to establish the link between work-life balance and adaptive performance among technopreneurs in Lagos State, Nigeria.

1.2. Objective of the Study

In line with the forgoing, the main objective of this study is to investigate the interplay between work-life balance and adaptive performance amongst technopreneurs in Lagos State, Nigeria. Specific objectives are as follows:

- i. To determine the relationship between work-roles balance and entrepreneurs' capacity to handle uncertainty among technopreneurs in Lagos State, Nigeria.
- ii. To determine the relationship between family-roles balance and entrepreneurs' ability to handle work stress among technopreneurs in Lagos State, Nigeria.
- iii. To examine the influence of work-life balance on entrepreneurs' interpersonal and cultural adaptability among technopreneurs in Lagos State, Nigeria.

2. Literature Review

In this section, past studies on the subject matter were reviewed conceptually, theoretically and empirically. The concept of work-life balance and adaptive performance were extensively reviewed while the theoretical framework that underpins the integration of work-life balance and adaptive performance as a phenomenon was also spelt out. Similarly, previous empirical studies on the linkage between work-life and adaptive performance indicators was established in this section. The section was subdivided into work-life balance, adaptive performance, theoretical framework and empirical studies on the relationship between work-life and adaptive performance.

2.1 Theoretical Framework

Many theoretical underpinning have been postulated by scholars on adaptive performance among which is Regulatory Focus Theory (RFT) (Higgins, Shah & Friedman, 1997). The theory is basically concern with a goal-directed behaviour that is regulated by two distinct motivational system called promotion and prevention. Regulatory Focus Theory examines the relationship between motivation of a person and the way in which they go about achieving their goals. That is, the underlying motives that people are trying to satisfy and the nature of the goals which they are trying to attain. Therefore, peoples growth and advancement bring them into alignment with their ideal selves based on their dreams and aspirations which invariably heightening the salience of potential gains to be attained (Mang et al., 2016).

Similarly, Pukalos, Arad and Donovan (2000) theory also examines adaptive performance from individual personality or cognitive factors. In the theory, adaptability was seen as a trait-based construct relevant to the work context. That is, how individuals proficiently managed their self-new learning experience. The assumption is that people will be shaped by experiences regardless of other individual differences such as cognitive ability and personality. Therefore, Pukalos et al (2000) argued that performance is largely adaptive in nature. Thus, the extent to which adaptive performance on one task to others is still unclear and inconclusive. No wonder, Ployhart and Bliese (2006) developed a theory of individual adaptability and label it "I-Adapt". The theory sees "individual's ability, skills, disposition, willingness, and motivation to change or fit different task, social and environmental features" (p. 13).

I-Adapt theory further perceived adaptability as an individual difference to adjust to a situation and how they interpret and influences behaviour across situations. Therefore, adaptability maybe needed or utilized even when one's environment has not changed but behaviours are not effective in such situations. However, if one is performing in a familiar context but the behaviour are ineffective, the situation or context must have changed even if the change is not immediately apparent. For instance, if someone is experiencing family troubles that influence his or her mood at work, the possibility will requires adaptability regardless of whether the employee knows the source of the changes. Again, contextual and situational change can occur in different area of work or life. It is on this note, that the present study will be built and grounded on "I-Adapt" theory to explain the rationale behind work-life balance and its relationship to adaptive performance. This is because person's ability to adapt is somewhat difficult to learn or change, though it is not as distal as other trait like personality but retains some malleability.

Finally, when individuals encounter a changing or challenging situation or context, adaptability allow them to exhibit appropriate strategy selection and behaviour that ultimately leads to positive outcomes such as performance. This is because adaptability is a trait based construct relevant to work context.

2.2. Adaptive Performance

The concept of adaptive performance has so many connotations based on the origin of the concept. Even though it emergence can be traced to psychology school on individual traits development but the concept has been literary researched by different investigators from organisational development paradigm to management school up till entrepreneurship discipline. Adaptive performance simply refers to adjusting and understanding changes in the workplace which invariably enhance productivity and other organisational outcomes.

Employers often seek for employees with high adaptability skills because such individuals tends to have more advantages in ability to handle stress, uncertainty,

excellent work attitude and these enhances work performance. Mang et al (2016) defined adaptive performance as “the ability of an individual to change his or her behaviour to meet the demands of an evolving business environment” (p. 59). It is a unique performance concept because it responds to the dynamics of business performance experience in this globalisation era such as technological changes, frequent unstable government policies, and diverse ways of management including balancing of work and family roles.

However, applying appropriate knowledge to work situation depend absolutely on individual ability to adapt (Joung, Hesketh & Neal, 2006). Therefore, adaptive performance as a set of behaviours drive entrepreneurs to adequately handle work stress, uncertainty, emergencies situation, interpersonal and cultural adaptability. Thus, balance work and life situations such as family roles, work roles and self-roles concurrently. Sjoberg (2007) argued that the extent of uncertainty and high personal risk exhibited by entrepreneurs are the extreme emotions of the entrepreneurs, which coincidentally influence his or her judgements, decision making as well as their behavioural patterns while such adaptations often translate to business performance. The challenges for entrepreneurs have been how to develop formidable strategies toward adaptation in order to balancing work-life situations (Shoss, Witt & Dusya, 2011).

In the work of Pulakos et al (2002) eighty (8) taxonomy of adaptive performance were enumerated namely; crisis adaptability, stress adaptability, creative adaptability, learning adaptability, interpersonal adaptability, cultural adaptability and physical adaptability. The scholars were of the view that each component of these dimensions would enable entrepreneurs to know how to handle emergencies or crises situations, handling work stress, dealing with uncertainty and unpredictable work situations, demonstrating interpersonal adaptability as well as demonstrating cultural adaptability. Thus, we propose that:

H₀: There is no significant relationship between work-roles balance and entrepreneurs’ capacity to handle uncertainty among technopreneurs in Lagos State, Nigeria.

H₀: There is no significant relationship between family-roles balance and entrepreneurs’ ability to handle work stress among technopreneurs in Lagos State, Nigeria.

2.3. Work - Life Balance

The concept of work-life balance covers aspect that affects work and family relationships. Therefore, the twenty-first century human resource managers need to focus systematically on the management of the phenomenon in order to survival this turbulent period as well as provide apparent benefits for both the employers and employees. Although, two major reasons has been deduced on why researchers

ignore the study of work-life balance (Obamiro, Balogun & Kehinde, 2016). First, it was believed that employment is limited to male dominated full-time workforce. Second, women were more involved in unpaid employment like nurturing, caring and domestic work.

Scanty studies have been done to establish the link between work-life balance and adaptive performance among technopreneurs. This become imperative because adjusting and changing work and life situations cannot be underestimated in order to enhance productivity, there must be a striking balance between what an individual does as work with the family responsibility. Similarly, rarely do researchers investigate the activities of entrepreneurs in the technology industries particularly aligning their work activities with family obligations. For instance aligning technology innovations with business enterprise, where there is different motive behind the two situations. Thus, technology rationale is service rendering and business enterprise is basically profit maximisation. Therefore, taking into consideration competition in the modern technology world than ever before cum critical issue in the 21st century marketplace, this study becomes significance.

Businesses are now competing globally and there is continuous evolvement to meet the demands and expectations of customers. The resultant effect of this scenario is overwork by the technologist without considering family obligations and responsibilities. Technopreneurs now concentrate more on their work alone and neglect other aspect of life activities that need to be balanced with job such as leisure or elderly care among others. Although this has becomes an issues in Nigeria especially banking industries. However, this has not been investigated among the technopreneurs. But this situation is generating to other sector of the economy like education, public sector and even among the social entrepreneurs. Therefore, adaptability to these situations become necessary and should not be ignored by researchers.

Work-life issues are highly salient in the present dispensation because it has been driven by demographic changes in the workforce (Chan, 2007 as cited in Obamiro et al., 2016). It is therefore germane to balance various dimensions of career with other personal responsibilities like family and self-relationships. This implies that workers or entrepreneurs should create equilibrium between work-life and personal issues through adjustment in order to achieve an overall sense of peace and harmony in life. No wonder, Fapohunda (2014) concluded that an “imbalance work-life affect quality of life and career accomplishment of employees”. Work-life balance is the ability of individuals, regardless of age or gender to find a rhythm that will allow them to combine work with non-work responsibilities, activities and aspirations (Felstead, Jewson, Phizacklea & Walter, 2002).

In some quarters, work-life balance has been seen to be limited to paid employment but this was absolutely wrong in the context of Lagos State, Nigeria. In Lagos,

balancing of work and life activities has been an issue of concern due to economic situation of the state. It was revealed that the work-life balance in Lagos State Nigeria concerns both employed and self-employed individuals (Obamiro et al., 2016). This was attributed to the fact that Lagos being the commercial nerve centre of Nigeria is densely populated which has resulted to serious traffic, while majority of those that works in Lagos lives in the suburb areas. Meanwhile, the distance and bad road networks to their place of residence and work makes most of the workers return home late. The implication of this is absolute neglect of family responsibilities. Therefore, adaptability to the situation through flexibility to balance the work and life issues in these circumstances have makes some to face their work life at the detriment of their family responsibilities. Ironically, most technopreneurs are in these categories because they reside outside Lagos metropolis and work in places like computer village in Ikeja, Alaba international market in Ojo, and Tinubu modern market in Egbeda to mention just a few.

In fact, inability to create a balance between work and life could lead to some personal and societal consequences such as (i) enhanced levels of stress and stress-induced illness; (ii) decreased life satisfaction; (iii) family strife; (iv) violence; (v) divorce; (vi) rising frequencies of substance abuse; (vii) rising challenges with parenting and control of children; (viii) increasing rates of absenteeism and turnover; (ix) low productivity and decreased job satisfaction; (x) increasing healthcare costs; (xi) reduced organisational commitment and loyalty among others (Delunas & Kesic, 2001; Fapohunda, 2014; Obamiro et al., 2016). On like developed economies where government introduced series of work-life programmes to encourage employees in fulfilment of family responsibilities and obligations such as reducing working hours, flexible work arrangement, allowing temporary leave for childcare, telecommuting to mention few.

Nigeria workers particularly the entrepreneurs need to adapt to the situation by adjusting to the challenges of work and life phenomenon, so as to enhance performance else they will be starved. Though, Yutaka (2012) argued that introducing adaptability without a positive culture to support the behaviour is not sufficient to make employees improve their work-life balance. Based on this postulation, we hypothesized that

H₀: Cultural adaptability and Interpersonal adaptability does not influence work-life balance of technopreneurs in Lagos State, Nigeria.

2.4. Empirical Evidence of Work-Life Balance and Adaptive Performance

Rarely do studies investigate the interplay between work-life balance and adaptive performance empirically, rather majority of quantitative studies reviewed enquired the connectivity between work-life balance on satisfaction, commitment, job performance, employees productivity, organisational loyalty, health status, quality of life, longevity in career and career accomplishment among others (Obamiro et

al, 2016; Riaz & Hunjra, 2015; Vithanage & Bhadra, 2015; Fapohunda, 2014; Hobson, Delunas & Kesic, 2001; Carlson, Kacmar & Williams, 2000). Little to nothing has been dealt on adaptive performance.

Azeez (2017) investigate the interplay between work-life balance and organisational commitment among the working postgraduate students in Lagos State, Nigeria. The study found that a non-significant but weak positive relationship exist between working postgraduate students work-life balance and their organisational commitment ($r = 0.09$, $p > 0.05$). This study finding contradicts the earlier work of Riaz and Hunjra (2015) on evidence of organisational commitment and work-life conflict, where a negative and significant impact of work-life conflict on organisational commitment was established.

Obamiro et al (2016) in their study found that a change in quality of work of employees in commercial banks of Lagos State, Nigeria was explained by 98% job stress. This shows that job stress significantly affects quality of work of employees in the selected commercial banks in Lagos State, Nigeria. Furthermore, 37% of job satisfaction was explained by role-overload in the study. However, there is statistical insignificance between the impacts of role overload on job satisfaction because the significance level of role overload is above 0.05. Fapohunda (2014) confirmed in her study that an imbalance work-life affects quality of life and career accomplishments of employees.

In the study carried out in Sri-Lanka National Universities by Vithanage and Bhadra (2015), a statistically significant positive relationship was found between work-family balance and job performance among the selective academics ($r = 0.587$, $p < 0.01$). Similarly, a significant positive relationship exist between work-family balance dimensions and job performance ($r = 0.482$, $p < 0.01$). Meanwhile the multiple regression analysis revealed that satisfaction is the major contributor of job performance among the selected academic in Sri-Lanka National Universities ($\beta = 0.236$, $p < 0.01$). Though, many strategies have been identified by scholars to overcome the challenges of work-life balance among which is redesign of work structure, part-time or temporary work activities, working from home, work flexibility, telecommuting, and other ICT-related strategies.

For instance Netherland in an attempt to achieve a satisfactory work-life balance, the highly educated employed parents frequently adopt ICT-related strategies. And this tends to complement other types of strategies such as lifestyle orientation, social network factors among others (Hubers, Schwanen & Dijst, 2011). It is worthy to note that the above studies, measuring performance with enormous dimensions namely satisfaction, productivity, business success, increase in sales, growth in share to mention few but adaptations translate to business performance. Therefore, adaptive performance is a new situation in business settings and performs at optimal levels in influencing decisions that are behavioural. Thus,

these set of behaviours drive entrepreneurs to adequately and systematically balance work and life activities. This is because scholars have primarily accepted that to meet the unexpected or changing demands of business environment to existing performance, the concept of adaptive performance should be included (Joung, Hesketh & Neal, 2006).

3. Methodology

This study is quantitative in nature and it was used to explore the interplay between work-life balance and adaptive performance among technopreneurs in Lagos State, Nigeria. A survey research design was used for the study with the application of research instruments. The population of the study is unknown because of the high rate of unemployment in Nigeria, therefore most unemployed youth indulged in buying and selling of computers and phones hardware's as well as repairing of the software's of these technological devices. Thus, participants for the study comprises of all technopreneurs selling and repairing of both software and hardware of computers and phones in Alaba International market, Computer Village and Tinubu modern market in Lagos State, Nigeria.

The sample size was determined with the combination of purposive and stratified random sampling techniques across the three (3) major technologies market in Lagos State, Nigeria. One hundred respondents availably participated in this research from the selected markets. Forty of the technopreneurs are from Computer village, Ikeja because the market housed majority of technology enterprises and thirty each are from Alaba International market in Ojo and Tinubu modern market in Alimosho respectively. Questionnaire was structured into two sections. Section "A" dealt with respondents demographic information while section "B" was extensively on the questions related to work-life balance and adaptive performance. Two instruments were adapted and used in this study and they have been used in many international studies to measure work-life balance and adaptive performance. Work-life balance scale developed by Carlson et al (2000) was adopted with Cronbach Alpha value (0.866) while a modified scale of adaptive performance by Zorgie (2007) was also utilised with reliability value of (0.906).

The questionnaire on work-life balance has a total of 18 items measured with 5-point Likert type rating scale ranging from 1 to 5. The "1" represented a degree equivalent to "Strongly disagreed" the "2" represented "disagreed", the "3" represented "neutral", the "4" represented "agreed", while the "5" represented "Strongly agreed". Adaptive performance on the other hand has 26 items in all and was measured with 5-point Likert rating scale ranging from "1" representing "very inaccurate" to "5" representing "very accurate". Seventy out of the 100 questionnaires administered were retrieved and considered usable for analysis

representing 70% while others were not returned or wrongly computed by the respondents. The collected data were analysed descriptively and inferentially. Respondents' data on demographic information were analysed with simple percentage and frequency distribution table while the first two hypotheses were analysed with Pearson product moment of correlation and the third hypothesis was carried out with multiple regression to establish the influence of work-life balance on adaptive performance indicators.

4. Data Analysis and Result

4.1 Background Information on the Respondents

This section described the demographic variables of the respondents. The focus of the section was on variables such as sex, work experience, and types of technology specialization.

The mean work experience of the respondents is 2.37 years. This implies that the average work experience of the technopreneurs in Lagos State, Nigeria is 2 years and above. The first work experience categories of the respondents are within 1-5 years representing 22 (31.4%), this was followed by the second work experience categories of 6-10 years representing 23 (32.9%). This second work experience category is the majority of the respondents. Twelve of the respondents representing 17.1 percent are within the third work experience categories of 11-15 years while respondents within the fourth work experience categories are 16-20 years representing 3 (4.3%). This work experience is the least among the technopreneurs in Lagos State, Nigeria. The last work experience categories are respondents within the work experience bracket of 21 years and above representing 10 (14.3%). It can be concluded that majority of the respondents are within the work experience bracket of 6 years to 10 years.

For gender, the majority of the respondents representing 47 (67.1%) are males while 23 (32.9%) are females. It was found that males dominate the technology sector, perhaps because of the nature of the activities involve in technology innovation which female folks could not stand the pressure and rigorous might be attributed to the reason why male dominate the sector. Out of the 70 respondents, 39 (55.7%) attest to the fact that they have dealt with computer sales and repairs, which comprises of hard-core and software development of computers. Meanwhile, 31 (44.3%) emphasised that they are into phones and its accessory sales and repairs. Therefore, it can be concluded that respondents who deal with computer sales and repairs are more than those involve in phone sales and repairs.

Table 4.1. Below shows the descriptive analysis of the above mentioned variables (N=70)

Variables	Frequency	Percentage	Mean	Standard Deviation
Work Experience			2.37	1.35
1 - 5 years	22	31.4		
6 - 10 years	23	32.9		
11- 15 years	12	17.1		
16 - 20 years	3	4.3		
21 years & above	10	14.3		
Gender				
Male	47	67.1		
Female	23	32.9		
Technology Specialization				
Computer	39	55.7		
Phones	31	44.3		

4.2. Testing Research Hypothesis One

H₀: There is no significant relationship between work-roles balance and entrepreneurs capacity to handle uncertainty among technopreneurs in Lagos State, Nigeria.

Table 4.2. Result for the relationship between Work-Roles Balance and Capacity to Handle Uncertainty

Correlations			
		MWLBWR	MAPU
MWLBWR	Pearson Correlation	1	.496**
	Sig. (2-tailed)		.000
	N	70	70
MAPU	Pearson Correlation	.496**	1
	Sig. (2-tailed)	.000	
	N	70	70

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

Note: MWLBWR = Work-Roles Balance

MAPU = Capacity to Handle Uncertainty

The result from table 4.2 above reveals the relationship between technopreneur work role balance and their capacity to handle uncertainty. The study shows that there is a significant strong positive relationship between work-roles balance and

capacity to handle uncertainty among the techno-entrepreneurs in Lagos State Nigeria ($r = .496$, $p < 0.01$). Therefore, we reject the stated research hypothesis which say “there is no significant relationship between work roles balance and capacity to handle uncertainty” among the entrepreneurs. This implies that technopreneurs in Lagos State Nigeria were able to balance work roles and handle uncertainty perfectly.

4.3. Testing Research Hypothesis Two

H_0 : There is no significant relationship between family-roles balance and entrepreneurs’ ability to handle work stress among technopreneurs in Lagos State, Nigeria.

Table 4.3. Result for the relationship between family-Roles Balance and Ability to Handle Work-Stress

Correlations			
		MWLBFR	MAPWS
MWLBFR	Pearson Correlation	1	.284*
	Sig. (2-tailed)		.017
	N	70	70
MAPWS	Pearson Correlation	.284*	1
	Sig. (2-tailed)	.017	
	N	70	70

*. Correlation is significant at the 0.05 level (2-tailed).

Note: MWLBFR = Family-Roles Balance

MAPWS = Ability to Handle Work-Stress

The result from table 4.3 above reveals the relationship between family-roles balance and technopreneurs ability to handle work-stress in Lagos State, Nigeria. The study showed that there was a significant relationship between family-roles balance and technopreneurs ability to handle work-stress ($P < 0.05$ level of significance). The value of 0.284 in the model summary represents the correlation coefficient between family roles balance and ability to handle work-stress. It shows that there is a positive relationship between family roles balance and work stress, therefore, we reject the stated research hypothesis which says “there is no significant relationship between family roles balance and ability to handle work stresses.

4.4. Testing Research Hypothesis Three

H_0 : Work-life Balance does not influence entrepreneurs’ interpersonal and cultural adaptability among techno-entrepreneurs’ in Lagos State, Nigeria.

Table 4.4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665 ^a	.442	.425	.545

a. Predictors: (Constant), MAPC, MAPIP

Note: MAPC = Cultural Adaptability

MAPIP = Interpersonal Adaptability

Table 4.4 above depicts a positive relationship between cultural, interpersonal adaptability and work-life balance among technopreneurs in Lagos State, Nigeria. The coefficient of determination (R^2) is 0.442. This indicates that cultural and interpersonal adaptability accounts for 44.2% of the variation in the work-life balance among the technopreneurs in Lagos State, Nigeria while 55.8% in the work-life balance is explained by other factors. This shows that work-life balance among the technopreneurs in Lagos State is dependent on both cultural adaptability and interpersonal adaptability, while both is thus essential factor for work-life balance. Also, a look at the adjusted R^2 value of 42.5% indicates that after removing the effect of insignificant regressor, about 57.5% variation in work-life balance still not accounted for by both cultural and interpersonal adaptability. This value is indicating that cultural and interpersonal adaptability consequentially contributes and influence work-life balance.

Table 4.5. ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	15.726	2	7.863	26.495	.000 ^b
Residual	19.883	67	.297		
Total	35.609	69			

a. Dependent Variable: MWLB

a. Predictors: (Constant), MAPC, MAPIP

Note: MAPC = Cultural Adaptability

MAPIP = Interpersonal Adaptability

MWLB = Work-life Balance

The ANOVA table shows the result of the statistical significance of the regression analysis. This tests the null hypothesis that correlation coefficient R in the population equals to 0 (Pallant, 2011). Therefore, the larger the F ratio, the more the variance in the dependent variable is explained by the independent variable. In

this study, the F ratio (ANOVA) is 26.495 thereby indicating that the model is highly significant at the 0.000 level as compared to the level of significance of 5%. This implies that cultural and interpersonal adaptability influences work-life balance among the technopreneurs in Lagos State, Nigeria.

Table 4.6. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.485	.236		6.289	.000
MAPIP	-.062	.108	-.094	-.573	.569
MAPC	.464	.103	.740	4.523	.000

a. Dependent Variable: MWLB

Note: MWLB = Work-life Balance

From the coefficient table 4.6, both the constant and the adaptive performance indicator (cultural) were significant in the model. Their significances were also confirmed by the t-values of the constant and cultural adaptability as their t-values are well above +2 expect interpersonal adaptability. As revealed in table 6, the regression coefficients of cultural and interpersonal adaptability are -0.062 and 0.464 respectively, while that of constant is 1.485. Apart from interpersonal adaptability, the coefficients of both constant and cultural adaptability were statistically significant at 5% level. This means that cultural adaptability significantly determines work-life balance among technopreneurs” in Lagos State, Nigeria than interpersonal adaptability.

4.5. Discussion of Findings

Result from the field survey revealed that hypothesis one was not supported which depicts that there is positive significant relationship between technopreneurs work-roles balance and capacity to handle uncertainty. Therefore, the study found credence in the work of Sobia, Farooq and Faryal’s (2011) on role overload and job satisfaction in private commercial banking sector of Karachi in Pakistan. In the study, it was established that role overload has less impact on employee job satisfaction and this was attributed to uncertain working conditions in Pakistan.

Similarly, this study finding did not support hypothesis two which says “there is no significant relationship between family-roles balance and technopreneurs ability to hand work stress. In the study, it was reveals that family-roles balance significantly related to entrepreneurs ability to handle work-stress. This finding did not support Wong and Lin (2007) on job stress and organisational objective. In the study, it was revealed that job stress has a negative effect on employee’s contribution to the attainment of the organisational objectives.

Finally, hypothesis three showed that cultural and interpersonal adaptability influence work-life balance among the technopreneurs in Lagos State, Nigeria. Therefore, the hypothesis was not supported. Thus, the study finding adds credence to the work of Mang et al (2016) on the influence of emotional intelligence on adaptive performance of entrepreneurs in Jos-North LGA. In the said study, it was concluded that emotional intelligence has impacted on performance adaptability has demonstrated by 11.3% cultural adaptability. On like this present study where the coefficient of cultural adaptability on work-like balance shows a positive significant relation ($\beta = 0.740$, $t = 4.523$, $p = 0.000$). This indicated that 74% of cultural adaptability influenced work-life balance of technopreneurs in Lagos State, Nigeria. That is, for every one unit increase in cultural adaptability, demonstrated 74 unit increases in work-life balance, while every unit of interpersonal adaptability decrease work-life balance by 9.4% which is insignificant in this study.

5. Conclusion and Recommendation

Several studies have been carried out on work-life balance using predictors such as organisational commitment and job satisfaction among others. Very scanty studies have been conducted to establish the interplay between work-life balance and adaptive performance among entrepreneurs, particularly the technopreneurs in Lagos State, Nigeria. This study has added to existing literature by examine the relationship between work-life balance and adaptive performance empirically using dimensions such as cultural adaptability, work stress, interpersonal adaptability, and uncertainty on time based interference with family and time based family inference with work. Even though the study reveals that interpersonal adaptability influence to work-life balance is insignificant, yet other dimensions of adaptive performance confirmed significant positive relationships.

Thus, this study recommended that technopreneurs should develop high adaptive performance skills in the area of handling work stress, capacity of coping with unpredictable situations in technology business, and ability to deal with uncertain work situations to create a balance work-life. Therefore, the study suggested that interpersonal adaptability on work-life balance should be revisited in other sector of Nigerian economy in order to have a generalised conclusion. Conclusively, the study can be replicated in other part of the country with larger sample size using second generation statistical analysis tools such as Structural Equation modelling (SEM).

6. Reference

- Adame-Sánchez, C.; González-Cruz, T.F. & Martínez-Fuentes, C. (2016). Do firms implement work-life balance policies to benefit their workers or themselves?. *Journal of Business Research*, 69(11), pp. 5519-5523.
- Azeez, R.O. (2017). The interplay between work-life balance and organisational commitment: Perception from working postgraduate students in Lagos state university. Nigeria. *PhD seminar work presented in March 24th*.
- Bashir, S. & Ramay, M.I. (2008). Determinants of organizational commitment: a study of information technology professionals in Pakistan. *Journal of Behavioral and Applied Management*, 9(2), pp. 226.
- Beauregard, T.A. & Henry, L.C. (2009). Making the link between work-life balance practices and organizational performance. *Human resource management review*, 19(1), pp. 9-22.
- Berkery, E.; Morley, M.J.; Tiernan, S.; Purtill, H. & Parry, E. (2017). On the Uptake of Flexible Working Arrangements and the Association with Human Resource and Organizational Performance Outcomes. *European Management Review*, pp. 1-19.
- Carlson, D.S.; Kacmar, K.M. & Williams, L.J. (2000). Construction and initial validation of a multidimensional measure of work-family conflict. *Journal of Vocational behavior*, 56(2), pp. 249-276.
- Fapohunda, T. (2014). An exploration of the effects of work life balance on productivity. *Journal of Human Resources Management and Labour Studies*, 2(2), pp. 71-89.
- Felstead, A.; Jewson, N.; Phizacklea, A. & Walters, S. (2002). Opportunities to work at home in the context of work-life balance. *Human resource management journal*, 12(1), pp. 54-76.
- Genty, K.; Idris, K.; Wahizat, N. & Kadir, S.A. (2015). Demographic Factors and Entrepreneurial Success : A Conceptual Review. *International Journal of Management Sciences*, 6(8), pp. 366-374.
- Gompers, P.; Kovner, A.; Lerner, J. & Scharfstein, D. (2008). *Performance persistence in entrepreneurship*. *Journal of Financial Economics*, vol. 96.
- Hobson, C.J.; Delunas, L. & Kesic, D (2001). Compelling evidence of the need for corporate work-life balance initiatives: Results from a national survey of stressful life events. *Journal of Employment Counselling*, 38, pp. 38-44.
- Hubers, C.; Schwanen, T. & Dijst, M. (2001). Coordinating everyday life in the Netherlands: A holistic quantitative approach to the analysis of ICT-related and other work-life balance strategies. *Geografiska Annalar series B: Human Geography*, 93(1), pp. 57-80.
- Higgins, E.; Shah, J. & Friedman, R. (1997). Emotional responses to goal attainment: strength of regulatory focus as moderator. *Journal of Personality and Social Psychology*, 72(3), pp. 515-525.
- Joung, W.; Hesketh, B. & Neal, A. (2006). Using war stories to train for adaptive performance: Is it better to learn from error or success?. *Applied Psychology*, 55(2), pp. 282-302.
- Mang, N.J.; Aondo, C.D. & Fada, K.A. (2016). The influence of emotional intelligence on the adaptive performance of entrepreneurs in Jos-North LGA. *International Journal of Innovative Research in Social Sciences & Strategic Management Techniques*, 3(2), pp. 56-67.
- Obamiro, J.K.; Balogun, S.O. & Kehinde, W.O (2016). Work-life balance and employee performance in Nigeria banks. *LASU Journal of Management Sciences*, 3(1), pp. 293-304
- Pallant, J. (2011). *SPSS Survival Manual: A Step by Step guide to data analysis using SPSS* (4th

Edition). Allen & Urwin.

Pulakos, E.D.; Arad, S. & Donovan, M.A. (2000). Adaptability in the workplace: Development of a Taxonomy of adaptive performance. *Journal of Applied Psychology*, 85(4), pp. 612-624.

Riaz, T. & Hunjra, N.A. (2015). Evidence of organisational commitment and work-life conflict. *E3 Journal of Business Management and Economics*, 6(143), pp. 12-15.

Sjoberg, L. (2007). Emotional and risk perception. *Journal of Risk Management*, 9(4), pp. 223-237.

Shoss, M.; Witt, L. & Vera, D. (2011). When does adaptive performance lead to higher task performance?. *Journal of Organisational Behaviour*, 33(7), pp. 910-924.

Thulasimani, K.K.; Duraisamy, M. & Rathinasabapathi, S.S. (2010). A study on work life balance amongst managers of garment units in Tamilnadu State, India. *Journal of Human Sciences*, 7(2), pp. 445-460.

Vithanage, V. & Arachchige, B.J.H. (2015). Relationship between work-family balance and job performance of Academics: A study on selected national universities in Sri Lanka. *Proceedings of 12th International Conference on Business Management*, 7th & 8th December.

Yutaka, U. (2012). The effects of the perception of work-life balance on acceptance of work arrangement request. *International Business Research*, 5(8).

Zorgie, M. (2012). *Individual Adaptability: Testing a model of its development and outcomes*. A dissertation submitted to Michigan State University.