

Effect of Work Life Balance in Organizational Productivity in Tourism Centers in Port Harcourt, Rivers State, Nigeria

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Abstract: Work-life balance is an all-encompassing concern to both employers and employees. It is an important tool while choosing a career. The study is aimed to examine the perception of employees on the influence of work life balance on the productivity of tourism centers in Port Harcourt, Rivers State, Nigeria. Specifically, the study aimed at examining the connection between work life balance and organizational output; determining the correlation between flexibility of work and work output in organizations; finding out the association between leave plan and amount of work produced by organizations; and examining the relationship between employee and their work performance in relation to their environment. The study adopted a descriptive survey design, with a sample size of 154. The data collected were presented in tables and analyzed using simple percentages and the hypothesis was tested using Chi-square statistical method. The study revealed that a balanced life at work has a desirable influence on the output and efficiency of the tourist centers in Port Harcourt among other ways as stimulation of employees' performance, fostering job and life satisfaction, decreased absenteeism and motivates the employee to work. Work-life balance which encourages work flexibility helps to boost employee morale and impacts positively on the organizational productivity. It was also revealed from the study that using effective leave plan for employees in tourist centers enables employees to create a balancing effect between work activities and life activities which stimulates job satisfaction and boosts organizational productivity. It is recommended that management of tourist centers should consider employee work life balance as a veritable instrument for these centers to attain organizational productivity. The management of these centers should realize that effective leave plan and incentives should be part of the work life balance so as to encourage the employee performance and boost their morale.

Keywords: *Work life balance; employees; tourist centers; organizational productivity; Port Harcourt.*

1. Introduction

There is an increasing anxiety that the quality of homes and life of workers is reducing and in so doing causing poor workers to input and performances at workplaces. Poor sense of work life balance is a drawback that poses a huge danger to workers health, their performances as well as the organizational performances (Lewis 2016). Several workers over and over again encounter problems, in an effort to strike an equilibrium between their social life and job duties. A good number of organizations have initiated programs to help the workers in achieving a stable work life that comprises flexible work hours, staff assistance program and leave program. According to Glass and Finley (2016), many workers have found it hard to utilize their time effectively and efficiently so as to strike a balance between work life and private life. According to Mohanty and Mohanty (2014) in Chandran and Woosong (2021) a balanced work life is a work-family interface, work-family satisfaction or work-life satisfaction.

Work-life balance is a very important phenomenon that is of great concern to various employees in both private and public sector. It goes beyond prioritizing the work role and one's personal life. It also affects the social, psychological, economic and mental wellbeing of the individual. All these have reflected the output of the

individual, which affects his or her performance in the workplace on the long run (Oludayo and Gbervbie, 2015). Work-life balance has effect on workers' attitude, behaviors, wellbeing and the efficiency of the organisation (Lewis and Gambles, 2007). Clark (2000) describes work-family balance as fulfillment as well as excellent performance at home and workplace, with a least number of clashes in tasks. Work-life balance is a set of activities which are directly attributable and compatible to individual family responsibilities and roles in workplace (Roehing, 2008). Greenhouse, Collins and Shaw (2003) describe balanced work-life to be concerned with the level of satisfaction derived by an individual employee with work roles and family roles. This can be viewed in the perspective of producing a healthy life that can be sustained and safe workplaces thereby allowing workers to attain equilibrium with tasks in workplace and individual household tasks which reinforces worker's efficiency and devotion to work. On the other hand, work-life conflict is defined by Aslam (2011) as a clash of tasks resulting from contradictory responsibilities expected by organizations with those tasks needed by the family.

In the present day, work life balances have turn out to be the focus of broad disciplines which involves organizational behavior, psychology and management of human resources. It is because of the reality that almost everybody encounters the problem of work life balance which gave credence to the motive for such worry. The contending multi-faceted burden between work and home responsibilities has assumed growing relevance. There is no clear-cut difference between the world of work and the work of family, friends, and social networks and community (Taylor, 2001). Organizations are more and more pressured to devise different kinds of practices intended to speed up employee's effort to accomplish both their work-related roles and personal commitments. The way a balanced work life can be accomplished and improved is a significant matter to enhance human resources (Hobson, Delunas and Kesie, 2007).

According to Fapohunda (2014) there is a positive connection between work life balance practices and employee turnover. There is a broad gap between corporate Work Life Balance practices and workers' understanding of the concept (Ojo, Salau and Falola, 2014). In a study conducted by Orogbu and Chukwuemeke (2015) concerning balanced work-life and worker's productivity among tourist centers in Lagos State, Nigeria. The scholars concluded that a balanced work-life practices are essential feature in increasing worker's output.

From the abovementioned, a good number of management of business organizations has seen ahead of the simply attracting and maintaining activities of the human resources management to clinch the concept of work life balance of their employees. This has intentionally been designed to enhance worker's job performances such as increasing organizational obligation, work fulfillment and decreased movement of people into and out of ongoing jobs in tourist centers. It is also said that organizations initiate definite programs to improve how work life balance can be applied in a way that it will in turn assist workers in realizing favorable working conditions such as flexible working hours, employees' assisting programs and leave programs. It is in view of the forgoing that the study is aimed to assess the effect of work life balance in an organizational productivity and how workers in Nigeria will survive the poor working environment in their different places of work.

1.1. Objective of the Study

The purpose of this study was to examine the influence of balance work life on the productivity of employees in tourism centers in Port Harcourt, Rivers State, Nigeria.

The specific objectives of the study include:

- Examining the connection between a balanced work life and organizational output.
- Determining the correlation between work flexibility and the amount produced in the organization.
- Finding out the association linking leave plan and organizational efficiency.
- Examining the relationship between employee and their work performance in relation to their environment.

1.2. Research Questions

- How does work a balanced work life affect organizational output?
- How does work flexibility affect amount of goods produced in organization?
- How does leave plan link with organizational efficiency?
- What correlation do tourist workers have with their performance in relation to the environment?

1.3. Research Hypothesis

The hypothesis that guided the researcher in the study is below:

H₀₁: There is no significant association connecting employee balanced work life and employee productivity.

2. Literature Review

A balanced work life is defined as fulfillment and good performance at both home and workplace with a least number of differences. It is concerned with the assessment of employee's capacity to control concurrently the multifaceted demands of life. A balanced work life focuses on employee's capability to appropriately arrange in

order of importance between job, lifestyle, family life, community life, and wellbeing. According to Clarke, Koch and Hill (2004), a balanced work-life is defined as a situation where a worker can happily perform both job duties at workplace and family responsibilities at home with little or no clash in task performance. A balanced work-life deals with determining the correct equilibrium between work and life of employees and their feeling of comfort with both work commitment and non-work commitment (Abbott and De Cieri, 2008). It is very much connected with productivity of employees, performances and work satisfaction. In situation there is good sense of balance amid life and work, workers are inclined to put in their greatest efforts to job since they are pleased and fulfilled with it. It is a condition where the demand for a private life is at equilibrium with that of the private work (Clarke, Koch and Hill, 2004). The essential features of a balanced work life is the time that one dedicates at work to accomplish a good result and the longer working time frame may well endanger one's health, jeopardize wellbeing and raise stress.

Lockwood (2003) observes that a balanced work-life has varying characteristics since different people perceive the meaning in different ways from the point of argument and conviction of that person. For instance, Clarke, Koch and Hill (2004) argued that work-life balance deals with the level of acceptability that is relevant among many roles to be performed by employees at home and workplace. The perception of work-life balance is based on the idea that remunerated job along with personal life ought to be complementary elements of a complete life than opposing each other. Work-life balance is connected with stability or maintaining an equilibrium in life (Clarke et al., 2004). It reflects a personal attitude and belief over occupational responsibilities as well as non-occupational responsibilities (Duxbury and Higgins, 2008). It shows evidence of relationships between work-life imbalance and negative moods and burn-out. A relationship was established between a lack of work-life balance and hypertension; and heavy alcohol use and lack of general well-being (Hobson, Delunas and Kesic, 2007; Epie, 2013; Poelmans and Sahibzada, 2004; Clark, 2000).

Studies revealed that when the home is in high spirits, workplaces will invariably turn out to be free from conflict and pleasant places to be. The growing demand for a balanced work life has compelled organizations to look ahead of the ordinary human capital interventions. The increasing gap between work and social life is rising. There is also mounting prevalence of work life balance practices in organization around the world (Kersley, et al., 2005). More so studies have shown that this gap or disparity has a negative effect on the wellbeing of workers, and that a negative relationship exists between work-life balance and mental health. Imbalance in work life gives rise emotional fatigue and results in lower degrees of performance (Deery and Jago, 2009). Challenging work roles can give rise work pressure to spread out to home, which causes nervous tension at home (Riordan, 2013). The tension from home is then brought back to workplace finally leading to reduced quality of work and home-life balance (Karatepe, 2010).

Mohanty and Mohanty (2014) in Chandran and Woosong (2021) describe a balanced work life as work-life satisfaction. A satisfied workforce is likely to be valuable since workers are less likely to be absent from work (Comfort, Johnson and Wallace, 2003). It has been noted that there is an association between high employee satisfaction and high productivity (Shukla and Bagali, 2016). Increased productivity can be realized merely after workers have received a rewarding work-life and private living. Pleasure or displeasure of employee influences organizational performance. Job pleasure of employees brings growth with growing work life balance which thereafter results into increased productivity. (Mbithi, 2019). In one of the current studies Orogbu and Chukwuemeke (2015) concluded that work-life balance practice is an important factor in increasing employee performance. Fapohunda (2014) revealed that there is a positive relationship between a balanced work life practice and employee turnover. Most studies have focused on work-life balance as an influence on organizational commitment (Dave, 2017). This implies that the organizational success is dependent on the efficiency of the workers' output. Both employers and the employees stand to share the benefit of a balanced work-life of workers in organization. While the employees tend to be happier to put in their best in the organization when they feel they can balance their work life.

3. Research Methodology

Survey research plan was employed in the study. The data used in this study to generate relevant information were both primary and secondary sources. The researcher employed questionnaires and oral interview as instruments for primary data collection while books, seminar papers and related articles in academic journals and internet were reviewed as sources of secondary data (Canals, 2017, Antoniadou, 2017). Questionnaire used as the instrument for data collection was designed using 4-point rating scale of Strongly Agreed (SA), Agreed (A), Disagreed (D), and Strongly Disagreed (SD).

The population of this study comprised of the staff of selected tourism centers situated in Port Harcourt, Rivers State. The total number of staff in the selected centers was 250 personnel and a sample size of 154 which was statistically ascertained by applying the Taro Yamane formula (2000).

The statistical formula derived by Taro Yamane was employed to ensure that the sample size determination of the study was accurate. The formula states thus:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample Size
 N = Population Size
 e = Level of Significance (5%)
 I = a constant Number

Substituting

$$n = \frac{250}{1 + 250(0.05)^2}$$

$$n = \frac{250}{1 + 250 \times 0.0025}$$

$$n = \frac{250}{1 + 0.625} = 153.85$$

$$n = 154$$

Sample size is: 154

The researcher adopted purposive sampling technique. Only staff well informed and knowledgeable enough were used for the study. The researcher applied Test-Retest consistency to test the reliability of different administrations and to establish the coefficient reliability of the instrument (Gravesande, Richardson, Griffith, and Scott, 2019). The same test instrument was administered among the same group of five persons at two separate occasions. Through this, the researcher achieved some level of reliability and validity. To ensure the research instrument is valid, the researcher made use of content validation, and this ensured that the research instrument covers the research objectives, hypothesis and research questions. The researcher structured the questionnaire in a simple way so that the respondents could not find it difficult to select their preferred option. The research instruments were also given to five experts in Hospitality Management and Tourism who made necessary corrections.

The data generated were analyzed using frequency, percentage and mean. The responses of each respondent were analyzed in scores. The scores were presented in tables for easy interpretation. The decision rule is that mean score of 3.00 and the above will be accepted (A) while mean score below 3.00 will be rejected (R).

4. Results and Discussion

The results of the study as shown in table 1 revealed that Work life balance stimulate employee performance thereby enhancing the organizational productivity (3.40), It fosters job and life satisfaction of the employee thereby boosting their organizational performance (3.20), Work-life balance motivates the employee to work which has a positive influence on the productivity of the organization(3.40), Work-life balance improves health and reduces stress (3.40) and Organizational efficiency can be promoted through employee work life balance (3.40) were all accepted meanwhile Work life balance improves relationship (2.30) was rejected by the workers at the tourism centers.

Table (1): Effect of Work life balance on organizational productivity

Variable	$\sum fx$	\bar{x}	Decision
Work-life balance stimulate employee performance thereby enhancing the organizational productivity	523.6	3.40	Accept
It fosters job and life satisfaction of the employee thereby boosting their organizational performance	492.8	3.20	Accept
Work-life balance leads to decreased absenteeism which encourages organizational growth	523.6	3.40	Accept
Organizational efficiency can be promoted through employee balanced work life	523.6	3.40	Reject
Work-life balance motivates the employee to work which has a positive influence on the productivity of the organization	492.8	3.20	Accept
A balanced work life improves affiliation.	354.2	2.30	Reject
A balanced work life improves health and reduces stress	523.6	3.40	Accept
Grand mean		3.75	Accept

Source: Field Survey, 2021

All the items showed a mean score above 3.00 except in item that states work life balance improves relationship with mean score of score 2.30 which was rejected because the mean score was below 3.00.

Meanwhile, the study revealed a Grand Mean score of 3.75 which implies that a balanced work life amongst employees in tourist centers will motivate their productivity which agrees with the work of (Greenhaus, Collins, and Shaw, 2013) who stated a balanced work life will motivate employees thereby making them to put in their best all through the working hours as well as enabling employers' benefit from maximized available human resources. In line with the findings, Burke and Moffett (2013) believed that balanced work-life enables employees perform all other roles outside workplace, which brings harmony and stability between work activities and life activities.

The study revealed the results with their mean scores as presented in Table 2 that the relationship between work flexibility and organizational productivity helps to remove all the unnecessary controls which tend to inhibit the organizational productivity (3.40). That work flexibility boost employee morale which impacts positively on the organizational productivity (3.80), It helps to promote good working ethics (3.90), Work flexibility encourages employee job satisfaction (3.20), Work flexibility lowers employee turnover thereby enhancing organizational performance (3.60) and Work flexibility creates environment that makes sure employees work hand in hand with their managers towards meeting the organizational goals (3.0) were all accepted by the workers at the tourism centers.

Table (2): Effect of Work Flexibility on organizational productivity

Variable	$\sum fx$	\bar{x}	Decision
Helps to remove all the unnecessary controls which tend to inhibit the organizational productivity	523.6	3.40	Accept
Work flexibility boost employee morale which impacts positively on the organizational productivity	585.2	3.80	Accept
It helps to promote good working ethics	600.6	3.90	Accept
Work flexibility encourages employee job satisfaction	492.8	3.20	Accept
Work flexibility lowers employee turnover thereby enhancing organizational performance	554.4	3.60	Accept
Work flexibility creates environment that makes sure that employees work hand in hand with their managers towards meeting the organizational goals	462.0	3.00	Accept
Grand mean		3.48	Accept

Source: Field Survey, 2021

This implies that the connection which work flexibility have with organizational productivity in tourist centers in Port Harcourt , Rivers helps to remove all the unnecessary controls which tend to inhibit the organizational productivity, boost employee morale which impacts positively on the organizational productivity, promote good working ethics, encourages employee job satisfaction, lowers employee turnover thereby enhancing organizational performance and creates environment that ensures that employees work hand in hand with their managers towards. A flexible job arrangement authorizes workers to decide what time they begin their work, where to work, and when they will stop work. The plan is to assist in managing work life balance. The finding agrees with the study conducted by Maxwell, Rankine, Bell and MacVicar (2007) who explained that flexi time is not an established work plan that allows workers make a decision on how to manage their work schedules by so doing increase in general the organizational effectiveness and their productivity.

The result in table 3 shows that the relationship between leave plan and organizational productivity are as follows: Leave plan stimulates job satisfaction which boost organizational.

Table (3): Influence of leave plan on organizational productivity

Variable	$\sum fx$	\bar{x}	Decision
Leave plan stimulates job satisfaction which boost organizational productivity	431.2	2.80	Reject
Leave plan has a positive influence on organizational productivity	477.4	3.10	Accept
Leave plan encourages employee commitment to their job duties	462.0	3.00	Accept
Leave plan boost employee morale to work	508.2	3.30	Accept
Leave plan lowers employee turnover which promote job satisfaction	1445.0	2.89	Reject
Leave plan boost employees performance	455.8	2.96	Reject
Grand mean		3.00	Accept

Source: Field Survey, 2021

productivity (2.80), Leave plan lowers employee turnover which promote job satisfaction (2.89), Leave plan boost employees performance (2.96) were all rejected. While variables with mean score above 3.0 were accepted and which include that, leave plan has a positive influence on organizational productivity (3.1), Leave plan encourages employee commitment to their job duties (3.0). Leave plan boost employee morale to work (3.30). The study showed a grand mean score of 3.0 which indicates that using effective leave plan for employees in tourist centers enables employees to create a stable and harmonious outcome between work activities and life activities which stimulates job satisfaction and boosts organizational productivity. This result supports the views of Burke and Moffett (2013) who explained that incorporating leave plan in balancing work-life enables workers to perform work activities and life activities harmoniously. Table 4 reveals the mean responses on the relationship between employee and their work performance in relation to their environment as follows: Good working condition enhances employee performance (3.90), Employee commitment to their job can be influenced positively or negatively by their working environment (3.10), an enabling working environment boosts.

Table (4): Employee and their work performance in relation to their environment

Variable	$\sum fx$	\bar{x}	Decision
Employee performance is better in a conducive work environment	308.0	2.00	Reject
Good working condition enhances employee performance	600.6	3.9	Accept
Employee commitment to their job can be influenced positively or negatively by their working environment	477.4	3.1	Accept
An enabling working environment boost employee morale to work	462.0	3.00	Accept
A positive working condition can lower the rate of absenteeism in the workplace	308.0	2.00	Reject
Grand mean		2.98	Reject

Source: Field Survey, 2021

Employee morale to work (3.00) was accepted by the workers at the tourism centers while employee performance is better in a conducive work environment with a mean of (2.00) and a positive working condition can lower the rate of absenteeism in the workplace (2.00) were also rejected. The study revealed as shown in table 4, that good working condition enhances employee performance; that employees' commitment to their job can be influenced positively or negatively by their working environment; an enabling working environment boost employee morale to work but a positive working condition can lower the rate of absenteeism in the work place and employee performance better in a conducive work environment were not part of the relationship between employee and their work performance in relation to their environment. For an employee to maintain a healthy work life balance, a conducive work environment must be maintained. The result agrees with the views of (Muhammed and Setyo, 2020; Antonio, 2012) on the need to ensure a conducive work environment to maintain a healthy work life that is balanced towards an enhanced job performance.

5. Test of Hypothesis

The stated hypothesis for this study was tested using Chi-Square at 10% degree of freedom.

H₀: There is no significant association connecting employee balanced work life and employee productivity.

The Chi-Square statistical tool is employed to test the hypothesis formulated. Applying the Chi-Square formula $\chi^2 = \sum \frac{(O-E)^2}{E}$. The calculated χ^2 is 27.3. To get the tabulated χ^2 , the degree of freedom is obtained thus (R-1)(C-1),

Where:

R = Number of rows

C = Number of columns

$$\uparrow R = 4, C = 5 \therefore (4 - 1)(5 - 1) = 3 \times 4 = 12$$

The χ^2 tabulated is therefore determined at 10% level of significance to be 15.98, so χ^2 calculated is 27.3 and χ^2 tabulated value is 12.0.

Applying decision rule: Reject H₀ if χ^2 calculated is greater than χ^2 tabulated. Since χ^2 calculated (27.3) is greater than χ^2 tabulated (15.98) then H₀ is rejected, hence H₁ is accepted. This implies that the relationship between employee balanced work life and organizational productivity is significant.

6. Conclusion and Recommendation

From the above finding, it is obvious that a balanced work-life has a positive influence on the productivity and efficiency of the organizations through stimulating employees' performance, fostering both job and life satisfaction. This implies that there is a significant connection between an employee balanced work life and

organizational productivity. That means that the more balanced employees' work life is, the more productive the employees become and vice versa. Work-life balance which encourages work flexibility helps to boost employee morale and impacts positively on the organizational productivity. It was also revealed from the study that using effective leave plan for employees in tourist centers enables employees to create stable and harmonious effect between work responsibilities and private life duties which stimulates job satisfaction and boosts organizational productivity. For an employee to maintain a healthy work life balance, a conducive work environment must be maintained to encourage employees and also to boost their attitude towards their job. Hence it becomes pertinent for management of tourist centers to see employee balanced work life as a veritable instrument that helps these tourist centers attain organizational productivity. The management of these centers should realize that effective leave plan and incentives should be part of the balanced work life in order to boost worker's morale and improve their performances.

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