
**WORK-LIFE BALANCE MANAGEMENT AND EMPLOYEES PRODUCTIVITY IN
THE NIGERIA HOSPITALITY INDUSTRY**

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ABSTRACT

A cross sectional survey approach was adopted in the study design to cover the target population because of the similar characteristics manifest in the target population. A study population of three Hundred (300) were considered appropriate for this study, selected across ten (10) rated hotels in Rivers State, and sample size of 169 respondents, using the Krejcie and Morgan sample determination table. This number (169) serves as the sample size for the study. Based on the nature of the study, which concern is to investigate the relationship between work life balance management and employee productivity in the hospitality industry, Pearson's product moment correlation co-efficient statistic was used to analysed the gathered data. The findings of the study shows that there is poor work life balance management policies in the banking sector so studied and recommended the use of retirement scheme, vacation, job shift and delegation to reduce workload, instill adequate work life balance between the work and the workforce family life and as well improve productivity in the hospitality sector.

Keywords: Work life balance, Vacation, Retirement Scheme, Job Shift, Work Delegation

INTRODUCTION

The hospitality industry is an emerging industry in Nigeria with emerging innovations and industry tailored changes. The industry has both government and private sector participation thus its spread and trends is phenomenal. The menace of work- life imbalance is noticeable in the hospitality industry. Employees in the hotels take painful effort to deliver the various needs of its customers. Work deadlines are getting compact and the individual's jobs are loaded and added with quality output. Due to work in pressure, it becomes hard to maintain balance between professional and family life. Work-life balance is now an important determinant for more workers in attaining a thriving career.(Abbott, et al 2008). With swelling obligations in the work place, the divide between work life and private life has taken on superior significance and entails more consciousness. The stipulations of work or personal life can cause stress, poor quality time with family and friends, kids not knowing their parents and parents not understanding their kids, as well as broken homes. Such circumstances impact on workers physiologically thus resulting in

work stress. People becomes disconnected from the work and instead of seeing work as pleasure, work is seen as a burden. One of the inhibiting factors which must be acknowledged in the discussion of Worklife balance is the relative scarcity of theory; this can be attributed to the fact that it is one of those areas of administration where practice is ahead of theory (Berrera 2007). Work-Life Balance is an area which has been flooded in western literature however far less attention has been given to the area in developing economies like Nigeria (Mordi, Mmieh&Ojo, 2012). However, they acknowledged that some aspects of WLB practices may be less applicable or require substantial adaptation in Nigeria because of institutional and cultural differences. It is important for organizations to ensure that their employees have a satisfactory level of balance between work and other spheres of their life in order to ensure they maintain a high level of job quality so as to minimise errors which would be costly to the organisations. Work-life balance has become an increasingly pervasive concern to both employers and employees of most organizations the world over. Work-life balance primarily deals with employees' ability to properly prioritize between their work and everyday life, social life, health, family etc. Work life balance (WLB) is largely associated with matters of workers' productivity, performance and job satisfaction. Where there is appropriate balance between work and life, workers become predisposed to putting in their best shots at work, because their families are contented. Finding a suitable balance between work and life is a challenge for all workers. Studies indicate that when there are happy homes, work places tend to be conflict free and enjoyable places to be. Rising attrition rates and escalating demand for work-life balance have made it compulsory for organizations to look outside human resource interventions (Hayman, 2010). Consequently, schemes such as flexible working hours, alternative work plans, leave plans, benefits rather than family care responsibilities and employee assistance programmes have become an important part of organization benefit programmes and reward packages especially in developed economies. A central characteristic of work-life balance is the amount of time a person spends at work. There are indications that long work hours may harm personal health, endanger safety and increase stress. Developing economies like Nigeria are faced with serious economic challenges and labour market pressures added to poor social infrastructures, poverty, high unemployment and corruption. These conditions further exacerbate the work and life of the average Nigerian worker whose aim is to make a living and who may have to arduously build up accommodating arrangements and cognitive psychological coping behaviours that stimulate desirable satisfaction and effectual functioning both at work and at home. Most workers in Nigeria are affected by lack of work flexibility, elevated work pressures and long working hours; a situation that decreases their job performance and productivity. There is growing concern that the quality of home and workers' life is declining thereby causing poor worker contributions and performances at work. Where employees are unable to suitably balance work and family life, they tend to find it difficult to manage tasks at the workplace and this subsequently shrinks productivity. This paper

examines the effect of work life balance (WLB) on employee productivity and how Nigerians workers cope with the adverse working conditions and harmonise their work and family. This study examines the relationship of worklife balance on the productivity of banking sectors workers in rivers State, Nigeria.(Fapohunda, 2013)

Literature Review

In this review, the perspectives of the authors are analysed alongside the opinions of the researcher. A good balance in work and life can play a phenomenal role in the attainment of personal and professional goals (Ozbilgin et al, 2011). However, according to an American psychological organization 2009, 69 % of employees report that work is a significant source of stress and 41% say they typically feel tense or stressed out during the workday. Lack of family-friendly policies, flexible schedules, Job design, and parental leave are stressing out many employees, reducing their job performance and productivity as well as causing broken homes (Bardoel, 2009). In the community, there is growing concern that the quality of home and community life is deteriorating (Hyman & Summers, 2004) .This has resulted to poor employee input and productivity, because an employee, who finds it difficult to properly balance his or her family life, tends to also have difficulties managing tasks at his or her workplace, therefore resulting in poor employee performance.

Work Life Balance

Work-life balance has to do with proper prioritizing between work (career and ambition) and lifestyle (health, pleasure, leisure, family and spiritual development).The concept of work-life balance is based on the idea that paid work and private life should be seen less as opposite priorities and more as corresponding essentials of a full life. Sterns (2006) observes that the way to achieve this is to adopt a system that is conceptualized as a two way process which considers the needs of the workers as well as those of employers. In order to take on employers in this procedure it is imperative to show the benefits that can be obtained from employment policies and practices that sustain work-life balance, and the scope that subsists for extenuating their negative effects on the management of the business. Clark (2009) defines work-life balance as contentment and good functioning at work and at home with negligible role conflicts. Work-life balance is about finding the right balance between one's work and one's life (outside work) and about feeling comfortable with both work and non-work commitments. Many people find it difficult to manage their time in a way that is healthy for work and for personal life not because they are poor at time management, but basically because a good part of the time is not theirs. However, work-life balance is tricky to individually accomplish without organizational encouragement. Bird (2010) asserts that, work-life balance does not mean an equal balance adding that one's best individual work-life balance would vary over time. The right balance for

one person today will without reservations be different for the same person tomorrow. The right balances for a single person will be different at marriage, during child bearing; at the start of a new career versus close to retirement. There is no perfect, one-size fit all, balance that should be struggled for. The best work-life balance is different for everyone because we all have different priorities and diverse lives. However, at the centre of an effective work-life balance definition are two significant everyday concepts that are pertinent to everyone namely: Achievement and Enjoyment. There are a variety of rationalizations for this related to wealth, the increase in single parent families, the privatization of family life and the lack of local resources and amenities. In addition, the pressures and demands of work,(reflected in longer hours) more tiredness and the growth of evening and weekend work leave less scope for “quality” personal time. The costs include rises in juvenile crime, more drug abuse, a decrease and disinclination to take responsibility for care of elderly relatives and for the disadvantaged. While steps to remedy these concerns go further than work and employment, the requirements of work add to a diminished involvement in non-work activities producing in an imbalance. Moreover, workers are less enthusiastic of exhibiting infinite loyalty to the organization.(Halpens, 2005) One reason offered for this is the changing nature of the psychological contract at work; instability in organizations has made it less realistic to offer safe progressive careers and therefore to substantiate why workers should be committed.

Job Shift.

According to the ILO (1990), working in shifts is “a method of organization of working time in which workers succeed one another at the workplace so that the establishment can operate longer than the hours of work of individual workers” at different daily and night hours. Within the broad category of shift work, we can make a distinction between a fixed shift system and a rotating one. Under a fixed shift system, working time can be organized in two or three shifts: the early, late and/or night shifts. This means that one group of workers might work during the morning and early afternoon; another group will work during the late afternoon and evening; and the third group (in a three-shift system) will work during the night. Under a rotating shift system, workers might be assigned to work shifts that vary regularly overtime; these are called “rotating shifts” because they rotate around the clock (e.g. from a shift in the morning, to one in the afternoon, to one at night).If the firm’s equipment is running nonstop the whole week, we can speak of “continuous” shift work with 24 hours of work, seven days a week (i.e. 168hours of firm operating time). There is a virtually unlimited number of potential shift work patterns. Shift work therefore play significant role in work accomplishment and quality delivery. (Corlett et al, 2009)

Vacation

Vacation is a cessation of work, a time when a person is not actively participating in his or her job. (Beauregard et al, 2009). They interpreted before-after differences in work and non-work

variables as evidence that vacation had an impact on these variables. However, they measured nothing during vacation. They found more strain among users experiencing acute stress just prior to a computer shutdown than half a year later after the summer vacation. Reinterpreting this as a respite study, Eden (1990) replicated the shutdown design by measuring job stress, strain, and vacation relief due to a computer shutdown. Using four repeated measures, he found that the vacation respite was less stressful than work, although some strains were as high during vacation as during work. Furthermore, some strains declined during the vacation and rose to prevacation levels immediately after returning to acutely stressful work. A posttest a month later showed that the respite relief had faded. Eden's study was conducted around a vacation that caused anticipatory stress due to expected overload after the vacation. Eden's findings have not been replicated. He did not measure burnout, the strain affected most by chronic stress. Finally, he measured no moderators and could not tease out different levels of respite relief among different kinds of individuals. The costs of work stress appear not just in lost productivity and absences, but also in impaired employee well-being and health. Because stressful work environments may — to a certain extent - be unavoidable, recent research has made significant strides toward understanding the processes and the factors relevant for unwinding and recovering from work demands and for creating a healthy work-life balance. Not surprisingly, research to date suggests that a key to unwinding and combating the effects of work stress is taking breaks. Therefore, it may be that while the positive effects of vacations fade out relatively quickly, regular vacations may be protecting against the long-term health effects of chronic work stress. On the other hand, thinking about the negative aspects of one's job (i.e., negative work reflection) during vacation has been associated with greater burnout, more health complaints, and lower job performance after vacation. Additionally, having to deal with "non-work hassles" (i.e., ongoing day-to-day demands such as dealing with car trouble or arguing with a spouse during the vacation) is linked to greater exhaustion after vacation. In summary, vacations appear to be an important time for employees to replenish resources and recover both physically and mentally from work-related demands. Taking vacations is associated with increased well-being and job performance upon returning to work, although these effects seem to fade out within a few weeks. Significant progress has been made in identifying how different activities and experiences that one engages in during time off impact the beneficial effects of vacations. Relaxing, avoiding negative work-related thoughts, and engaging in experiences that provide opportunities for learning or growth are especially important for recovery from work. Worrying about work or having to cope with substantial non-work hassles appears to impair the recovery process during vacation by additionally draining individual resources. (Chow & Keng-Howe 2006).

Delegation

The principle of hierarchy (scalar principle) binds together the different units and levels of the organization with a continuous chain of authority. The essence of this principle is the delegation of authority. the passing of duties and rights (responsibility and authority) from a superior person or unit to a subordinate person or unit. Delegation of authority is a must in succeeding the operations of the management to grantee the outcomes. So, in this case high management authorizes some of its responsibility to executives in the fields of human resources. Furthermore, necessity of authority delegation has appeared due to the reasons of development in technology, its reflection to managerial developing, and business diversity of an organization. Also, it is hard to implement all tasks and whole business by employees without taking support and encouragement from high management. In this case authority delegation is considered a response for requirements of democratic system allowing to managers in all levels to participate in decision-making to perform managerial business and division of work. Perhaps the most important point should be taken into consideration is that administrative work focuses on defining the responsibility of an employee before the employer while using authority delegation. An employer cannot evade his responsibility related to organizational activities despite of Responsibility isn't able to be authorized (Monk & Monk, 1988) The right of dispose and take decisions in a specified range extent required to accomplish certain tasks. Dent has entrusted with certain administrative powers for some of aides who trust them and delegated authorities that enable them to act for the performance of these terms of reference efficiently and effectively. It also means that the manager determines tasks that have to be implemented by one of his employees and given necessary authority to do this work. In this case employer is still responsible on decision-taking, issuing rules, instructions and regulations. it can be said to be an authority transportation from high management to executives. It is a process of distributing tasks and authorities". Authorization is the process in which manager is commissioned his staff to perform some work that related to his liability and perform some tasks that aren't embedded by risk effect on the institution Authorization is a permit to perform the work and the employer has ensure that authorization includes achieving the work needed and committing mistakes because the employee is responsible to perform work and achieve it correctly and appropriate way. In this case, many managers prevent authorization for many reasons including employees distrust, knowing the way to achieve work and perform it effectively. They are seeking to satisfy managers by feeling that management desires to perform the work and control on all matters.a. *Delegated authority*: action in which an individual or institution transfers his or its political or legal authority to a subordinate individual or institution for execution or application. Only the execution or application is transferred, as the individual or institution to which the authority was originally granted retains all of the original authority's. *Delegation of power*:when powers are assigned, the authority and duty to exercise them is transferred partly or in full. The power to delegate does not automatically exist, but be provided for, either expressly or by implication.

Retirement Scheme

The privilege of receiving gratuity and pension appears the greatest manifestation of the victory of labour in his fight with the employer over his exploitation (Ibe, 2008). Labour intend to receive more at the capacity when individual input is high and be paid back at older age when it is weak and can no longer put effort for production. Therefore, for stability purpose of employment contract, labour had to look forward to the enjoyment of a favourable welfare package when he leaves employment due to old age or disability. Pension management in the creation and maintenance of an environment for the performance of individuals in an organisation cannot be over emphasized. The issue of pension management is a tool that affects employment decision in a given organisation, for it refers to as a form of income that employees or their beneficiaries' receive after retirement, become disabled or die. Thus, pension is simply the amount set aside either by employer or employee or both to ensure that at retirement, there is something for employees to fall back on as income. It is referred to as a sum set aside for retirement purposes. It is a form of arrangement that hopes that at retirement, retirees will not be stranded financially. Furthermore, pension reform is not a new issue in any part of the world. It is usually a continuous process especially with the ever changing economic and political processes witnessed everywhere in the world (Sule, 2009). Government all over the world is involved in pension matter as regard laying down the legal framework, pension fund management and regulation of pension schemes. The federal government of Nigeria (FGN) recently overhauled the legal framework for pension administration in Nigeria by promulgating the pension Reform Act 2004 (PRA' 04). The PRA 04 was passed into law by June 23, 2004 by the National Assembly and assented to by President Obasanjo June 25, 2004. The PRA 04 embodies the policies of the FGN to solve the pension problems in Nigeria both in short and long run. It is necessary to present a brief on the Nigeria version of retirement scheme established in 2004.

Contributory Pension Scheme- According to Atedo (2006) Under the contributory pension scheme (CPS), employers and employees make funded contributions into a Retirement Savings Account (RSA) for exclusive benefit of the employee or legal beneficiaries, while previous DB schemes in the public sector were largely unfunded, or where they were funded in private sector or in parastatals, the management of such funds were most times not handled professionally, sometimes resulting in defaults in payments of retirement benefits especially in the public sector. The PRA made it compulsory for all contribution in the pension scheme in which both private and public sectors are making full funding of the scheme. The contributory scheme addresses the pension liability by stemming its further growth and provides a platform for addressing this liability. The scheme is contributory, which both employees and employers contributing towards the retirement benefit of the employees. The contributors own the contributions; this is assured of regular payment of retirement benefits. Furthermore, this new scheme called contributory

pension scheme according to Luka,(2006) “ is contributory in nature making it mandatory on employers and workers in the public and private sectors with five or more employees to contribute a minimum of 7.5% each of the basic salary housing and transport allowances of the employees into a Retirement Saving Account (PRA) with pension fund administrators, except for the military where contribution rate is 2.5%, with government contribution 12.5%. Having commenced operation on July 1st 2004, the problem of sprawling and unprecedented growth in public sector pension liabilities has been put under check. According to Adesina(2006), the contributory scheme has some implications on various categories of stakeholders including employees, employers, operators and the economy in general.

Methods

A cross sectional survey approach was adopted in the study design to cover the target population because of the similar characteristics manifest in the general target population. The population for this study was drawn from purposively selected high rated hotels within Port Harcourt, Rivers State. They include core and supports staff of the hotels. A respondent sample of 169 employees was derived using the Krejcie and Morgan sample determination table. This number (169) serves as the sample size for the study. Primary data for this study was derived using closed ended 5point Likert scale questionnaire.

Data Analysis

Based on the nature of the study, which is designed to investigate relationship between two variables, (work life balance management and employee productivity), the Pearson’s product moment correlation co-efficient is used to analysed the data. Below is the Pearson’s product moment correlation co-efficient formula.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{\left(n\sum x^2 - \sum x^2\right) \left(n\sum y^2 - (\sum y)^2\right)}}$$

Decision Rule

If the result of calculated figures, using the Pearson’s product moment correlation coefficient, is greater than one ($r \geq 1$), then there is no relationship between work life balance management and employee productivity. On the other hand, if the result is less than one ($r \leq 1$), there is a relationship between work life balance management and employee productivity. The data analysis for this study is categorized into two phases. The first phase has the data analysed using the descriptive statistics which showed the relationship mean values while the second phase showed

the test of hypothesis using Pearson Product Moment correlation Coefficient statistic and presented with the aid of SPSS.

Primary Data Analysis

Table 1: Worklife balance management (Independent Variable).

Items	Variables	Dimension	SA	A	D	SD	Mean
1	Work Life Balance Management	Job Shift	100	40	10	10	3.4375
2			90	50	5	15	3.3475
3			120	15	20	5	3.5625
4			105	30	15	5	3.4062
5		Vacation	88	50	12	10	3.425
6			99	31	20	10	3.3687
7			110	30	15	5	3.5312
8			108	49	3	0	3.6562
9		Delegation	130	20	5	5	3.7178
10			150	10	0	0	3.9375
11			112	30	10	8	3.5375
12			104	30	15	11	3.4187
13		Retirement Scheme	109	35	10	6	3.5437
14			150	10	0	0	3.9375
15			99	31	20	10	3.3687
16			100	40	10	10	3.4375

Source: Field survey 2017

The above table illustrates respondents' opinions to the items on the questionnaire on the independent variable (work life balance management). There are 12 items on the questionnaire as

shown in table 4.3 and responses on these items are presented with the mean scores to each row of data. From the mean score, it is observed that the responses are all above 2.5 which represent a moderate response to 3.0 which is an indication of a strong response.

Table 2: Employee Productivity (Dependent Variable)

Items	Variable	Measures	SA	A	D	SD	Mean
1	Employee Productivity	Tasks Accomplishment	109	35	10	6	3.5437
2			98	40	15	7	3.4312
3			88	45	17	10	3.3187
4			96	40	14	10	3.475
5		Customers satisfaction	111	40	0	9	3.5812
6			95	35	15	15	3.3125
7			88	55	10	7	3.4
8			110	45	4	1	3.65

Source: Field survey 2017

The above table 2 illustrates respondents' opinions to the items on the questionnaire on the dependent variable (Employee Productivity). There are 8 items on the questionnaire as shown in table 4.4 and responses on these items are presented with the means score to each row of data. From the mean score, it is observed that the responses are all above 2.5 which represent a moderate response to 3.0 which is an indication of a strong response.

Hypotheses Testing

In this section, the hypotheses of the study are analyzed using Pearson correlation analysis with significance level = 0.05. This is the criterion for which the acceptance or rejection hypothesis is based relative to the P-value.

Table 3. Hypotheses test for Work-life Balance Management

	Job Shift	Vacation	Delegation	Retirement Scheme
Pearson's Correlation Coefficient	0.94629	0.957092	0.959537	0.924532
Tasks Accomplishment				
Sig. (2 tailed)	.000	.000	.000	.000
(N)	160	160	160	160

Source: Field survey 2017

Table 4.6: Hypotheses test for Employee Productivity

	Job Shift	Vacation	Delegation	Retirement Scheme
Pearson's Correlation Coefficient	0.924584	0.957779	0.926099	0.943547
Customer Satisfaction				
Sig. (2 tailed)	.000	.000	.000	.000
(N)	160	160	160	160

Source: Field survey, 2017

Discussion of findings

On the test of relationship between job shift for employees to have time to build new energy for next schedules and task accomplishment, correlation coefficient is significant at $r = 0.94629$ and $P\text{-value} = 0.000$ ($P < 0.05$) with a level of significance at 95% confidence interval. Therefore the null hypothesis is rejected and the affirmative restated thus: There is a significant relationship between job shift and tasks accomplishment. The following tests of correlations were observed at significant at $r = 0.924584$ and $P\text{-value} = 0.000$ ($P < 0.05$) for a significant relationship between

job shift and customers satisfaction; Correlation between vacation and customers satisfaction showed significant level at $r = 0.957092$ and $P\text{-value} = 0.000$ ($P < 0.05$) as well as a significant relationship between vacation and tasks accomplishment; Correlation is significant at $r = 0.957779$ and $P\text{-value} = 0.000$ ($P < 0.05$) with a level of significance at 95% confidence interval. The study findings also revealed correlation significance at $r = 0.959537$ and $P\text{-value} = 0.000$ ($P < 0.05$) for delegation and tasks accomplishment and Correlation significance at $r = 0.926099$ and $P\text{-value} = 0.000$ ($P < 0.05$) for delegation and customers satisfaction. A correlation significance at $r = 0.924532$ and $P\text{-value} = 0.000$ ($P < 0.05$) with a level of significance at 95% confidence interval was observed for the relationship test between retirement scheme and tasks accomplishment. Finally, the test of relationship between retirement scheme and customer satisfaction as a measure of employee productivity showed a high correlation significance at $r = 0.943547$ and $P\text{-value} = 0.000$ ($P < 0.05$) with a level of significance at 95% confidence interval. Therefore the null hypotheses for all the tested attributes are rejected and their affirmatives restated for significant relationships with the measures of employees productivity in the studied industry.

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Conclusion

Vacation is a cessation of work, a time when a person is not actively participating in his or her job. Vacation helps to resolve stress, poor office ergonomics, poor quality time with family and friends, and makes the employees returned reenergized, reinvigorated, physically, psychologically, and mentally sound to get back to work.

Delegation deals prevent work overload to a particular employee and allows for tasks sharing and involvement. It also enhances the channeling all works to those who are fit and capable to handle such work with or without supervision.

The result showed that shifting in job schedules allows for rest and plan for the next work hours. There is a correlation between job shift and employees productivity because it provides time to rest and refresh oneself before the next shift. Shift work helps to resolve issues like poor quality time with family and friends, incomplete task, poor career development, stress etc.

Where employees are assured that at old age when their bones are weak and could no longer do what it does at youthful age, there is something to fall back on, they are more motivation to perform. They feel secured and hopeful for retirement days with adequate retirement scheme. Work-life balance involves successfully managing the deal between paid work and other essential activities - such as spending time with family, participating in exercises and leisure, offering unpaid assistance or pursuing additional study.

Recommendations

The study recommends that management of hotels should appreciate that humans and not robots and as such need ample time to rest by providing out of job vacations for their workforce to enable them maintain healthy living which can result in health work and healthy workforce.

Work processes should be built in such a way that can allow for shift schedules. Especially now that banking business is 24hours servicing with electronic operations, work teams should be organized to allow for shifting which contribute to more rest and returned energy.

Delegation of work gives the psychological impression of involvement of employees. Because delegation allows for task sharing, the propensity of overload on a particular employee is reduced to a greater extent, therefore, management of banks should encourage work and authority delegation.

Management of hotels should ensure that retired bank employees have something to fall back on when they finally are separated from work. The public sector workers are better secured on pension scheme but can not be said about bank employees. It is therefore a critical tool to motivate a balance of work and life of retired employees.

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