

WORK-LIFE BALANCE AND ORGANIZATIONAL EFFECTIVENESS (A STUDY OF SELECTED  
BREWERIES IN SOUTH-EAST, NIGERIA)

PROF. P. U. AKANWA

*Department of Management  
Faculty of Management Sciences  
Imo State University, Owerri*

&

UGWOKE APPOLONIA CHIOMA Ph.D

*Department of Management  
Faculty of Management Sciences  
Imo State University, Owerri*

**Abstract**

*This study investigated the relationship between work-life balance and organizational effectiveness with reference to selected breweries in South-east, Nigeria. Specifically, the importance of work-life balance (WLB) on employee's productivity and process innovation in selected breweries was explored. The study employed descriptive survey and correlation research design. The population of the study comprised of 706 employees. 255 were drawn as sample size through Taro Yamane's formula. Data generated was analyzed using descriptive statistics and Pearson product moment correlation analysis. It was discovered that, work-life balance has positive and significant relationship on employees' productivity and process innovation of the breweries. Based on the findings, the study concluded that work-life balance practices are tools to boost employees' productivity and process innovation activities which ultimately lead to the effectiveness of the organization. The study recommended, among others, that organizations should continue to enhance employees' productivity and process innovation with work-life variables namely telecommuting, job sharing, flexible hours of work so as to enhance their effectiveness.*

**Keywords:** *Work-life Balance (WLB), Telecom, Flexible Working Hours, Job Sharing, Employees' Productivity, Organizational Effectiveness*

**Introduction**

Work-life balance has gained increased popularity nowadays because of the changing pattern of employment (Bhadrapa 2021; Lina, Antoni, & Amado, 2022). It has become however an integral objective all organizations must pursue if they must obtain adequate productivity and process innovation in this high competitive environment. Andrea, Silvia and Massimo (2020) posited that work-life balance has been a concept commonly assumed to be core in the corporation's welfare. In today's highly pressured working environment, organizations have cogent needs to foster and implement excellent employees' welfare practices capable of allowing employees the flexibility to function at their very convenient places that permit appropriate

balance between work and other domains of life. With this in view, many organizations are compelled to incorporate quality work-life balance practices as their culture and structure so as to gain improved knowledge and employees' productivity (Sehrish, Kiran, Rabia & Syued 2015).

According to Lockwood 2003 cited in Bhadrappa (2021) the origin of WLB can be traced back to 1986 in America. The concept has become popular since a book titled "*The Unexpected Decline of Leisure*" published by Juliet Schor's in the year 1991. Hence, the book explains how numerous individuals have little time for nonworking domains because of increasing pressures in the workplace. However, any organization that wants to attain its goals and objectives as well as ensure improved quality of life of their workforce can do so with WLB practices which have become an instrument that influences high productivity (Abioro, Oladejo, & Oladejo, 2018).

Consequently, the multiple roles that employees play nowadays often result in energy sap which adversely affects individual satisfaction and well-being. In other words, this can have direct impact on the level of employees' performance and organizational outcomes. Hence, work-life balance may be needed to enhance individual high morale, knowledge and goals attainment. It is needed equally to generate healthy and committed workforce (Hetanshi 2014). All the same, work life balance may be required so as to achieve harmonious balance between work and non-work life. Nevertheless, workers' productivity may not significantly be sustained without taking appropriate care of employees' needs and expectations which comprised of the provision of adequate working environment, safe and healthy working environment. Others are good remuneration, job security as well as enhanced work-life balance policies such as management support to individual advancement to increase employees' initiatives, quality ideas and ability to invent new products. All of these can lead to firms' effectiveness. On the other hand, an aspect of WLB practices that provides ICT to workers has made it possible for workers to organize and balance their work and none-work interests with less stress and limited conflicts. This can induce employees' satisfaction which ultimately results in improved productivity, innovation as well as retention of expert employees.

Researchers have argued that work and life are not only the important aspects of human life. As there are heterogeneous workforces nowadays in the workforce, so also are different interesting domains that employees pursue and attach high interests in life (Andrea, Silvia & Massimor 2020). Thus, the extant studies have largely assumed that WLB is the concern for massive workforce especially women folks who have to take care of their dependent children and their professional life (Kelliher, Richardson, & Boiarintseva 2019). It has become also important in the world of business today mainly because of committed elderly workforce, single parents as well as technicians and engineers who must concentrate in the designing and creation of desired customers and corporate values. This has placed renewed interest in the concept work-life balance practices.

Consequently, today's corporate objectives may depend mostly on employees' perception of having balanced work-life which results in competent employees capable enough to transform input resources into desired organizations' outputs. Hence, work-life balance practices are assumed to have become major issues and major concerns for individuals and organizations as work has become intensive and dense. Today, the survival of businesses may highly depend on increased employees' wellbeing by offering the opportunities that enable the serves of different domain of life. Therefore, flexibility of work has become an important issue to reduce stress, conflicts, and to enhance firm's effectiveness (Agha, Azmi & Irfan 2017).

Today more than ever, employees are more interested in their personal well-being such as personal security and quality of life. They long for flexible working conditions that enable them contend with their professional jobs and social life so as to reduce conflicting work-life and be more effective at work and home activities. Hence, the need for work-life balance has become the utmost concern of men and women alike in order to facilitate their performance both at home and in their workplaces. However, the frustrating search for work-life balance has become a problem. Also, the frequently complaints of not having enough time to handle, to manage work, commitments, and personal responsibilities called for urgent need for work-life balance (Diksha & Shilpa 2014). Owing to dearth study on the issue of work-life balance on employee productivity and process innovation in Nigeria, this study posed to investigate relationship between work-life balance practices on organizational effectiveness in selected breweries in south-east, Nigeria. Therefore, the purpose of this study was to empirically establish the relationship between work-life balance on employees' productivity and process innovation in selected breweries in South-east, Nigeria.

### **Statement of the Problems**

To stay competitive nowadays, every business organization is expected to remain flexible so as to eliminate work-life conflict. However, any increase in hours of work that limit family hours would result in an unbalance life, aggression, ill-health and burnout. As a matter of urgency, work-life balance has become desirable for every employee to enable workers distribute their time, effort and energy equitability between work and social domains. Thus, the issue is disequilibrium between work and non-work hours are impacting negatively on employees' productivity and their creative abilities. This can result to business ineffectiveness.

Nowadays, the interferences between work and social life have heightened employees' anxieties and fatigue affecting productivity. Employees' engagement in multiple roles and responsibilities at home and at the work place may impact negatively on employees' psychological and social life. Such are detrimental to individual productivity and innovation.

However, scholars have documented evidences that attainments of organizations and employees' objectives are dependent on adequate time management and ability of workers to work smarter in this competitive environment. However, numerous factors associated with employees' work-life imbalance such are: work overload, role vagueness, family, technological change, innovative role, career growth, organizational structure and environmental factors that are outside one's capability (Fapohunda, 2014).

Despite the fact the fact that The International Labour Organization (ILO) (1919) had recognized and warned on the danger of excessive working hours and inflexible working hours on employees' health and employees' families. The agency recommended limited working hours and provision of rest periods so as to enhance quality of employees at work and life outside work (Ivestopeelia & Team 2021). The ugly instance of work overload, low pay and challenges of work-life imbalance has often resulted to peoples' dissatisfaction, low commitment to increased absenteeism and turnover (Shwe, 2021; Bhadrappa, 2021; Sehrish, Kiran, Rabia & Syed, 2015). The above issues may not be far-fetched among the problems confronting employees in selected breweries in South-east, Nigeria.

Although several studies have been conducted in relation to work-life balance through improving productivity and employee retention (Bushra & Yasir, 2014; Agha, Azmi, & Irfan 2017)

but few have been carried out in South-east Nigeria. The researcher is not aware of any of such study in the brewery firms in South-east, Nigeria. Yet, none of those studies combined, assess within the context work-life balance on employee productivity and process innovation of selected breweries in South-east, Nigeria. Thus, there are observed gaps in location, contents and in empirical research which this present study covered.

### **Purpose of the Study**

The purpose of the study was to investigate the relationship between work-life balances on organizational effectiveness in breweries in South-east, Nigeria. The specific objectives were to:

1. ascertain the relationship between work-life balance and employee's productivity,
2. determine the association between work-life balance and product innovation.

### **Research Hypotheses**

Ho<sub>1</sub>: There is no significant relationship between work-life balance and employee's productivity.

H<sub>2</sub>: There is significant association between work-life balance and process innovation.

### **Significance of the Study**

The finding of this study will be of immense importance to managers and government agencies:

- i. Managers through this will be able to acquire insight on how to facilitate sharing of time, effort and workers energy so as to eliminate stress and work-life conflict.
- ii. Business owners will through this study understand that telecommuting, job sharing and flexible work schedules are imperative tools to enhance employees' productivity and process innovation.
- iii. This study will serve as literature to potential researchers.

### **Review of Related Literature**

#### **Work-life balance (WLB)**

Shweta (2020) defined work-life balance as having equilibrium between an individual's personal life and his/her professional life. Individual employee is assumed to be a product of many domains as he/she undertakes multiple roles and responsibilities both at home and workplace. WLB refers to as organizational strategy undertaken to expose an employee to comfortably serve the organizations from any convenient location. It is an organization policy to create harmony between home and other life domains. It can be beneficial to employees who will get minimum working hour, adequate facilities, and good organizational policies that enable them cope effectively with multiple human roles.

Agha, Azmi, and Irfan (2017) described work-life balance (WLB) as finding the right balance between work and life as well as individuals feeling comfortable while working in the organization and also participating in family jobs. It encourages inward ability to cope with both organizational and other numerous activities as well as other household tasks simultaneously and with less conflict. With this in mind, work-life balance can be refer to as the following factors: for their worth in the organization. Others are: dependant supports, offering flexible work options and personal leave offered to employees. Also, it referred to as the interface between work and family, and the consequences of these two domains on commitment to work, job satisfaction, family roles and social life (Mushfiqur, Oruh, Nwagbara, Mordi & Turner 2020). However, the benefit of WLB abound as it is capable of bridging the gap as well as creating harmony between work and family. In this regards, it can enable the workers participate

adequately and offer an employee opportunities and flexibility among different personal roles both at home and at the workplace.

Work, as we know today is not the only unique interest that people pursue. Others include travelling, sports, family roles, religious roles and so on. On the other hand, when the pressures of work hinder the pursuit of other life interests, it is likely to generate crises to the individual employee and the consequential factors include: stress and strain on both the employees and the employers. Arguably, work has been believed to naturally interfere with family and social life and vice versa. The consequences of such interference is great as job intervention subjects individuals into compulsory overtime work, shift work, and/or holiday coverage often impose stress on employees' personal life and time. In other words, employees would naturally be happy to work in an environment which is free from undue pressures and unfair working periods. WLB finds equilibrium between work and the social life, and it involves the demands of everyday life that do not interrupt the work and social sustainability (Hetanshi 2014).

The need for work-life balance has increased in recent time as it concerns employees' fulfilment and comfortable working conditions together with job satisfaction which is recognized as a key driver to improved employees' productivity. WLB can also be emphasized as the individual needs for autonomy, competence and being in good terms with colleagues at workplace. It has equally been regarded as the overall level of employees' contentment resulting from an assessment of individual level of success and meeting with work and family role demands. Employees can experience balanced work-life when they receive organizational support through childcare centres, parental support and other family-support practices. These can act as strong employees' motivation.

Shweta (2021) articulated the goals of WLB to include: having satisfaction with working condition, increased employees' engagement, increased employees' commitment, employees' retention and reduction in absenteeism which ultimately leads to effectiveness of an organization. It can equally lead to increased enthusiastic workforce, job security and greater participation in organizational activities whenever an employee enjoys balanced working conditions. Susi (2010) asserted that work-life balance can enhance personal relationship, organizational outcomes, and retention of valuable work force, reduced work-family conflict and employees' stress.

Effective work-life balance can occur as a major element of quality of life (QoL) which exists to recompense employees' labour, energy, education and skills (Radha, & Ashu 2014). Quality of life (QoL) referred to as an individual's perception of life in the context of values and culture in relations to expectation, standard, concern, and goal attainment. It includes an achievement of what the individual is capable of doing or being or what he/she would want to do that satisfies his/her needs (Ruta et al, 2017). Companies can implement various work-life practices that may assist workers to enhance their work and family responsibilities, gain improved satisfaction and provide organizations benefits. These include large varieties of family and friendly organizational policies which include but not limited to part-time work, compressed working weeks, telecommuting, and on-site child care. These organizational supports are explained briefly:

**(a) Telecommuting**

Telecommuting emerged as a new and valuable opening that leads to business effectiveness. Tracy and Lara (2020) describe telecom as one valuable tool which strengthens work proximity and more resilient by enabling remote workers to remain productive, retain social ties, and remain connected handling many responsibilities simultaneously. Telecommuting remains a novel arrangement that permits workers to work comfortably using technological devices such as smart phones, tablets, and all the technologies that enable teleconferencing, working remotely from home rather than from office premise.

Brunelle, Fortin, (2021) claimed that there are myriad benefits of allowing employees to carry work from their homes or other convenient areas. This type of work arrangements can lead to reduction of stress and juxtaposition of roles. Telecommuting results in time management which signifies the ability of an individual to balance time demands between work and personal life. Thus, most employees preferred home arrangements where they can feel relaxed, work more comfortably and efficiently with their electronic gadgets such as smartphone, Internet and/or the use of intranet in their workplaces. In contrast, this arrangement has been associated with serious interference with employee roles more especially when they have greater family responsibilities (Sehrish. Kiran, Rabia, & Syed 2015).

Research shows that telework generally increases job performance and productivity. Companies that apply telecommuting may have higher productivity because employees choose to work in a better work atmosphere, more accessible access to desired facilities leading to low absenteeism, attrition, and at reduced costs. Teleworking improves the well-being, work-life balance, performance, motivation, satisfaction, autonomy, reduces stress and work-family conflict (Brunelle, Fortin 2021). It can improve job performance and make employee feel valuable. However, too many telework hours might impair employee productivity and increase stress levels where employees have too many responsibilities at home. Previously, the pandemic that devastated global health systems aggravated the use of telecom (Belzunegui-Eraso & Erro-Garcés, 2020). This new phenomenon opens new possibilities for further experimentation and, eventually, the sustainability of telecommuting. Especially, for organization's concerns in health and safety, financial institutions, labour force and marketing are reshaping their organization for sustainability and growth. Hakovirta and Denuwara, (2020) describe suitability as achieving economic balance and other responsibilities.

Nowadays, telecommuting accommodates the many cloud-based technologies that make remote work more effective and efficient than the traditional office (Abilash and Siju 2021). Therefore, organizations can improve the work and life of employees when they provide information technology that enables individuals work from preferred and comfortable places with the available facilities. In this regards, employees can feel better as they are able to balance their life and work responsibilities especially when they have autonomy over their work.

The motives for adopting this kind of practice by organizations cannot be overemphasized. It allows employees carry out the work in their homes or other convenient areas (Eric & Jo-Annie, 2021). It increases participation of professional personnel and makes use of their capacities, to retain motivated and well performing employees (Mushfiquir, Oruh, Nwagbara, Mordi & Turner 2020). This type of work arrangement can lead to the reduction of stress and juxtaposition of roles. Research shows that telework generally increases productivity and can result in quality customer services. Companies that apply telecommuting have higher productivity because employees choose to work in a better work atmosphere. Telecommuting

improves well-being, work-life balance, performance, motivation, satisfaction, and autonomy and reduces stress and work-family conflict (Brunelle & Fortin 2021). It can improve job performance, make employees feel valuable and thus reduce absenteeism. Working in a comfortable environment can lead to self-fulfilment, grant employees freedom, increase quality of life and participation. These are the hallmark of organizational effectiveness (Bhadrapa, 2021). All this geared towards having a better human resource management in an organization.

### **(b) Flexible Work hours**

Flexible working hours can be reciprocally advantageous to employees and employers for such can enhance employees' productivity. In the past, it was not easy to combine work with home and family life in Nigeria, but the introduction of flexible working hours has made it possible today, especially in manufacturing industries. Ronen, Simcha, Primps, ;and Sophia (2001) describe flexible hour of work as compacted workweeks strategy, it substitute long work schedule between number of hours worked in a day and the number of hours worked in a week so that the designated numbers of weekly hours are achieved in less than a full day. Compressed work week arrangement has been employed in various public and private sectors which include banks, data-processing centers, hospitals, police forces and manufacturing facilities.

Flexible working hours can be reciprocally advantageous to employees and employers to enhance organizational effectiveness. Today, as work and family life are changing, one major problem employees are facing is how to balance work and family roles. Today more than ever, both male and female genders employees are compelled to manage work-life since the basic requirements of life are changing owing to environmental constraints. In the past, it has never been so easy to combine work with home and family life in Nigeria, but the introduction of flexible working hours has made it possible today, especially in manufacturing industries (Samuel 2020). Sabiha and Daro (2017) suggest that if flexi-hours strategies are adopted with proper planning of formality and degree, it will reduce stress and bring improvement in wellbeing of an employees' life. The idea of flexible work arrangement may be to align individual needs with that of organizational goals and objectives. Allowing individual employee flexible time such as contact work, part-time and reduction of work can result in healthy family life and help to maintain work-life balance. Flexible working hours are of importance for both male and female so as to reduce pressure from work and bring improvement in their lives.

Sabiha and Daro (2017) believed that if flexi-hours strategies are adopted with proper planning of formality and degree, it will reduce stress and bring improvement in the wellbeing of an employee's life. The idea of flexible work arrangement may be to align individual needs with that of organizational goals and objectives. Allowing individual employee flexible time such as contact work, part-time, reduced hour of work can result in healthy family life and help to maintain work-life balance. Flexible working hours are of important for both male and female workers to reduce pressure from work and bring improvement in their lives.

Isaac (2020) divulged that the factors contributing to the people's interest and consideration of flexible work arrangement are: global competition, renewed interest in people's lives, family values and an aging workforce. Concerns have always been raised regarding policy and debates on flexible work arrangement from perspectives of the quality of working life when weighed against the broader family matters. However, the challenge has been how employees

would adopt good flexible work arrangement practices and the organizations to adopt policies to tackle conflicts that ensue from the interface of family or social pressures and work stress.

### **(c) Job sharing**

Job sharing is a practice of distributing work between two or more individual workers who work together in a one full time job. Job sharing has gained popularity over the years as one of the ways to ensure that there is work-life balance in organizations (Buloka, Dotun, & Timorhy, 2023). Job sharing technique can enable organizations maximize available workforce, handle less stressful work as well as turnover intention (Bhadrapa 2021). In the workplace, the employees not only share the job but they also share their responsibilities, their working time and knowledge and this can automatically reduce the number of working hours put in by an individual employee so as to boost productivity. Job sharing can aid these employees in magnificent ways. It can allow them manage their time more flexibly, increase innovation as they gain knowledge from one another. Research has shown that job sharing offers several benefits to the parties involved namely: employees and employers. Job sharing encourages balanced work and home responsibilities; it can lead to job satisfaction as it arises from enthusiastic situation. It gives leverage in taking some days off when any type of emergency occurs (Sehrish. Kiran, Rabia, & Syed 2015). Moreover, job sharing helps to enhance team skills as well as leadership skills. That gives the employee an opportunity to work and learn from others' experiences. The research study signifies the importance of job sharing in the workplace.

Job sharing is a practice of distributing work between two or more individual workers who work together in one full time job. Job sharing technique can enable organizations maximize available workforce, handle less stressful work as well as turnover intention (Bhadrapa 2021). In handling that job, the employees not only share it but they also share their responsibilities, their working time and knowledge. This can automatically reduce the number of working hours put by individual employee so as to boost their productivity. Job sharing can aid these employees in magnificent ways. It can allow them to manage their time more flexibly; increase commitment and gain knowledge from one another. Research has shown that job sharing offers several benefits to the parties involved. Job sharing encourages balanced work and home responsibilities. It can lead to job satisfaction arising from enthusiastic situation. It gives leverage in taking days off when any type of emergency occurs (Sehrish. Kiran, Rabia, & Syed 2015). Moreover, job sharing helps to enhance team skills and also leverages leadership skills. That gives the employee an opportunity to work and learn from others experience which can lead to improvements in productivity as well as increase in process innovation abilities. This research study signifies the importance of job sharing in workplace

Job sharing arrangement can be viewed as an avenue to balance employee's work-life. Egessa (2016) described job sharing as organizational arrangement which allows two employees to jointly share a job on fulltime basis, with responsibilities and working time shared or divided between them. They both have the same job, but they split the hours, the payments, holidays and benefits. Each employee has a part-time position. This gives them ample time to attend to non-work activities so as to achieve a good degree of work-life balance (Fapohunda et al 2014). Job sharing is appropriate where opportunities for part-time jobs or other arrangements are limited.



Flexible working can enable an employee to adjust working hours to suite other important interests of life. Rastogi, Rangnekar, and Rastogi (2015); Wheatley (2016); Sabiha and Daro (2017) espoused that flexi time has remained as a central tool used to increase productivity, job satisfaction, efficiency in the work, enhanced performance, improve the quality of life, decrease absenteeism and decrease overtime cost of the organization. Employees with increased job satisfaction would equally have high degree of commitment and increased engagement at work. Flexible work week can accord individuals with sound health, reduce stress and burnouts. However, with multiple-roles of individuals these days, it become imperative to reduce the number of working days so to increase well-being and reduction in role conflict.

### **Work-life balance and employee productivity**

Work-life balance provides employees with mechanisms to operate outside the working environment. These practices telecommuting, job sharing, compressed working hours, flexibility in days of work can ultimately improve employee productivity and process innovation. With available mechanical tools and technology, employees may choose to work in a conducive environment with less stress and conflicting situation that encourage creativity and innovation. For example, telework has become one of the valuable tools which makes work proximity strengthen and more resilient, and enables workers to stay productive and to maintain social ties, connections and effectiveness (Tracy & Lara, 2020).

Previous studies evidenced that work-life balance facilitates work and family owing to positive spillover of resources from the non-work to work domain, reciprocity of favorable treatment, affective commitment which in turn enhances employees' productivity (Chan, Kalliath, Brough, O'Driscoll, Siu and Timms 2017). The emphasis is that favourable spillover of resources such job-sharing, telecommuting, compressed work week most times provides employees with favourable opportunities to work with convenience and with less stress. Availability of these facilities can improve employees' competence in order to achieve novel techniques and new products which resulted to enhanced productivity. Consequently with work-life balance, employees would have positive work attitudes and increase performance level in the presence of work-life balance (Brough et al 2020). The success of an organization mainly depends on the productivity of its workforce and this productivity can be sustained only when adequate arrangement is made for employees to work comfortably, with right resources and right remuneration and reduction of job-induced stress at every level of output (Hetanshi 2014).

Employees have the abilities and skills to create values which can be translated into business growth, survival and competitive advantage but they need organizations support (Managharan, Thivaharan & Rahman 2018). Bhadrappa (2021) reiterated that the benefit of work-life balance is many, if the employees are provided with special aids that encourage them to coordinate both home responsibilities and professional roles. The benefits that accrue to such arrangement include increase in employee's wellbeing, self-esteem, health, concentration, marital satisfaction, better task management and reduction in the level of related illness. Therefore employees who experience appropriate recovery (or resilience) from their work are more productive. They tend to display more organizational citizenship behaviours (Binnewies et al 2010). An outstanding benefit of work-life balance is the elimination of work-life conflict and burnout. Such can increase productivity and employees competencies (Thevanes & Harikarn

(2020). Therefore, employees without any conflict can joyfully do the work that is pleasing and beneficial to the attainment of desired goals and objectives.

### **Work-life Balance and process innovation**

Work-life balance practices can enhance process innovations in several ways. Work-life balance consists of time management which signifies the ability of an individual to determine time demands between work and personal life (Bhadrapa 2021). It involves the chance to use telecommuting, job sharing as well as part-time job opportunities to improve the organizational outcomes in more convenient ways. With this culture of working employees utilize the facilities in the creation of new methods of producing or delivering new products or services. Such can result in the innovation of production processes, enhanced usage of technology or production equipment. Hence, significant improvements in products or delivering of goods and services remain possible with experienced employees. Work-life balance practices enable compatible professionals meet up with organizations cogent strategies designed and implemented to improve employees' abilities and innovation thus improving the effectiveness of their organizations.

Consequently, work-life practices can aid transformation of ideas into improved products through technology and job sharing mechanisms which have remained key factors for the balancing of home and work responsibilities. Recently, the roles of employees in innovation processes have become a focal point in innovation literature (Deslee & Dahan, 2018; Vøxted, 2018). It has become imperative to regard all employees, irrespective of their levels or capacity, as the "innovation capital" or asset of every organization (Kesting & Ulhøi, 2010). As a result, organizations today expect more creativity, innovation, and involvement from employees in the rapidly changing business environment. This has led to a focus on the potential of employees as contributors to innovation (Wihlman et al., 2014; Engen & Magnusson, 2015). Indeed with good WLB, employees can perform several jobs. For instance, with telecommuting individuals can initiate new methods of writing, reading and do other works that require new skill, idea or ability. Towards this end, work-life balance has been recognized as innovative method to improve employee comfort and efficiency. Therefore, if the right technologies are available they can increase the process, stimulate creativity and hence influence productivity (Abilash & Siju (2021). It has become imperative to regard all employees, irrespective of their levels or capacity, as the "innovation capital" or asset of every organization (Kesting & Ulhøi, 2010). Organizations today expect more creativity, innovation, and involvement from employees in the rapidly changing business environment. This has led to a focus on the potential of ordinary employees as contributors to innovation (Wihlman et al., 2014; Engen & Magnusson, 2015) According to Bhadrappa (2021), it has become very difficult for employees to maintain the desired level of work life balance owing to strict deadlines and rising corporate targets in order to survive in today's competitive market place.

### **Theoretical Reviews**

#### **Segmentation and spill-over theory**

Zedek and Mosier (1990) and O'Driscoll (1996) postulated the theory of work-family boundary management model as a personality-related antecedent of work-life balance. This refers to how an individual demarcates his work and family boundaries and roles. The theory maintains that work and non-work domain are two distinct entities of life which have no

influence on one another and are lived separately. The boundary management styles include segmentation, integration, and alternating. In general, segmentation (delineating work and personal life as separate domains) facilitates work-life balance. The theory does not see any connection whatsoever between the two domains and opine that they cannot affect one another. Integration (delineating work and personal life as freely interacting domains) reduces levels of work-life balance.

In contrast, spill over model postulates that work and on-work are two distinct domains of life which can influence one another either positively or negatively. There is cause and effect relationship between work and non-work life of employees in an organization. The alternating clear periods of segmentation and integration facilitate work-life balance in the long term (Kossek and Lautsch 2012; Matthews et al 2010). Also, the psychological capital (PsyCap) comprising self-efficacy, optimism, hope, and resiliency has generally been demonstrated to have a positive influence on level of work-life balanced, drawing from Hobfoll's 1988 conservation of resources (COB) theory, specifically the tenet that people strive to retain, protect, and build resources. Siu (2013) demonstrated that the four components of PsyCap each significantly enhanced individuals' work-life balance over time. Similarly, Chan et al (2016) also found that domain-specific self-efficacy (self-efficacy to regulate work and life) facilitated employees' achievement of work-life balance, as they were more likely to believe in their own ability to maintain a balance between work and non-work demands. This theory is relevant in this study because it showcases employee as a product of many domains, which if given the opportunity for work-life can limit work-life conflict.

### **Expectancy Theory propounded by Victor Vroom (1964)**

The expectancy theory of motivation places emphasis on the process and on the content of motivation. Vroom stresses and focuses on outcomes, and not on needs unlike Maslow and Herzberg. The theory aims at explaining how and why people choose one behavioural option against another. Expectancy theory of work motivation is dependent upon the perceived rewards between performances, their payoffs, and so individuals modify their behaviour toward the assumption of anticipated rewards. The essential elements of Vroom's ideals have come to be called "Expectancy Theory". The crux of this theory is that motivated behaviour is a product of two key variables, such as the valence of an outcome for the individual and the expectancy that a particular act will be followed by appreciable outcomes.

Valence is the anticipated satisfaction from the value of the outcome, which is the actual satisfaction obtained. Expectancy refers to a momentary belief concerning the likelihood that a particular act will be followed by a specific outcome. The product of valence X expectancy is force. Force is used in the sense of pressure to perform an act. Thus, the basic formula designed by Vroom can be stated as follows: Force (Motivation) = Valence x Expectancy = Performance. Expectance theory is relevant in this study as it revealed the dual needs of employees as human and as those with higher needs in life.

### **Empirical Review**

This study carried out a comprehensive review of related empirical literature. This is because there are varieties of literature by previous researchers in their studies relating to this work. This issue is treated in a study titled empirical evaluation on work-life balance and quality of life of working women in public and private sector by Hetanshi (2014). The study applied survey

research method. A sample of 94 was taken and two scales were used to assess the two parameters. The method of data collection was through primary and secondary data collection. They came to conclusion that employees were not favorably placed and this has severe implications on the families, organizations and society in general. Hetanshi study, related with the present study in terms of employee's preference; the employee may decide on which roles to part or with those to combine for effective use of time.

Another study by Diksha and Shipa (2014) is titled work-life balance: A key driver to improve organizational performance. The study took secondary data approach. The purpose was to establish whether work-life balance initiatives and practices can be considered as a strategic human resource management decisions that can translate into improved individual and organizational performance. The finding was that work-life balance practices have significant effect on employees, their families, the organization and society at large. This is related to the present in terms of an organization seeking innovative ways to improve performance.

Another study is by Sehrish, Kiran, Rabia, and Syed (2015) and is titled impact of work life balance on employee productivity: An empirical investigation from the banking sector of Pakistan. This study adopted descriptive survey method. Structured questionnaire was distributed among the bankers who typically work 9-10 hours a day. The data was then tested through SPSS statistical tools to assess if work life balance practices have any relationship with the way employees perform at work or not. They discovered that work-life balance practices impact employee productivity. The study relates to the present study in the increase most often associated with process innovation as far as ideas and, methods are utilized to improve productivity.

Similarly, Agha, Azmi, and Rfan (2017) conducted a study on *Work-life balance and job satisfaction: An empirical study focusing on higher education teachers*. The study adopted survey research method. The population was 2,717 employees and a sample of 1500 was used. Data was collected through postal mails, e-mails and personal visits. Findings work had a negative relationship with job satisfaction, work and personal life enhancement having positive relationship with job satisfaction. The association is that through work-life balance initiatives, employee can become more innovative in the workplace. .

Another study is by Tamunomiebi (2018) and it is on quality of Work-Life and employee job satisfaction in Deposit Money Banks in Port Harcourt, Rivers State. Nigeria. Survey was used; the population was 355 while sample of 188 was drawn. Data was subjected to descriptive statistics and Spearman's rank correlation. The study discovered that quality of work-life significantly relate with employee performance. The study recommended that management of deposit money banks should endeavour to improve the quality of work-life of employees by adapting methods that will make the work meaningfully, ensuring good organizational climate and healthy work environment that is conflict free.

Rehan, Saqib, Irfan and Sheikh (2019) conducted a research titled analyzing the role of quality of work-life and happiness at work on employees' job satisfaction with the moderation of job stress. It adopted empirical research. A quantitative method was employed in the sample size of 211 respondents. Data was collected through a field survey by using a closed-ended questionnaire. The analysis was done on the partial least square with the latest methodology structure equation modeling (PLS-SEM). The finding is that direct relationship of quality of work-life, happiness at work and employee job satisfaction. The study concludes that organizations

need to recognize the importance of happiness at work and quality of work-life so as to maximize employee job satisfaction. Therefore, the study suggests that companies should motivate employees to work hard in order to achieve the company's goals and objectives.

A study by Thevanes, and Harikaran (2020) is on the mediating role between organizational citizenship behaviour, work-life balance and organization performance. The simple mediation analysis was used to test the research variables. The findings were that there were positive and significance relationships between work-life balance and organizational performance. The conclusion drawn from the study was that organizational citizenship mediates the relationship between work-life balance and organization performance.

Another study was done by Brough et al (2020) on the multiple definitions of work-life balance, causes and consequences of work-life balance practices. The study took secondary data option in assessing the meaning, causes and consequences of work-life balance initiatives. The purpose was to reveal the definitions, focused on the equity of time spent in the work and non-work domains, satisfaction with performance and time spent in each domain of work and life. The study found out there are positive relationship between work-life balance and employees retention.

A study by Rahman, Emeka, Uzoechi, Tonbara and Itari (2021) has the title of the impacts of work-life balance (WLB) challenges on social sustainability: The experience of Nigerian female medical doctors. The study relied on qualitative approach and informed by institutional theory (IT). The finding was that factors such as work pressure, cultural expectations, unsupportive relationships, challenging work environment, gender role challenges, lack of voice and high stress level moderate the ability of female medical doctors to manager work-life balance and social sustainability. The study suggested that there should be relationship between WLB and SS, This was relevant with this study.

Accordingly, Gnei (2021) conducted study on the impact of work-life balance on employee performance: Empirical evidence on a shipping company in Sri Lanka. They study adopted descriptive study. A quantitative study was conducted, collecting primary data through a self-administered questionnaire. The sampling technique was convenient sampling. Data analysis comprised of both inferential and descriptive statistics. The finding was that there is a strong positive relationship between work-life balance and employee performance. Then, the regression analysis confirmed that there is a significant impact of work-life balance on employee performance.

### **Research Methodology**

This study adopted quantitative descriptive survey research method; specifically, correlational survey research design was used to investigate the relationship between work-life balance (WLB) and organizational effectiveness of brewery firms in South-east, Nigeria. Survey gave room to select samples from large and scattered populations. This conformed to the views of David, Patrick and Phillip (2018) who posit that correlations survey enable the researcher to analyze two or more variables to assess the relationship between them so as to well as allow the prediction of future events from the present available knowledge. This design is therefore suitable for this study because it is fundamentally meant to explain the extent to which QWL variables namely: telecommuting, job sharing and flexible work hours to ascertain how they predicted employee productivity and process innovation in brewery firms in South-east. Nigeria.

The researcher used the non-probability sample method to select the respondents in the different areas of study because the non-probability states that any case can be included in the sample. Studies have proved that within business research such as market surveys and case study research normally have no sample frame appropriate to answering the research questions. The instrument used for the data collection was structured questionnaire titled: Work-life balance and organizations effectiveness of brewery firms in South-east, Nigeria. Validity of the instrument was obtained by showing the research instrument to the management experts for their scrutiny to ensure that items in the instrument were strictly on the research topic. Again face and content validity was achieved. The research questions and hypotheses were restructured and the rating scale was equally adjusted from Strongly Disagreed (SD), Disagreed (D), Undecided (UD), Agreed (A), Strongly Agreed (SA) to Strongly Agreed (SA), Agreed (A), Disagreed (D) and Strongly Disagreed (SD). The four point rating scale as there no need given room to neutral responses that contributes nothing to the study.

**Questionnaire analysis and discussion**

The researcher used descriptive statistics to present and summarize the data gathered from the field. The cumulative responses of the participants for each question are shown and the decision taken for that particular question based on the mean value of the responses. The decision on acceptance or rejection of a particular question was based on the 2.5 criterion mean which is derived by taking the average of the 4-point Likert scale. Any mean value that is above 2.5 is accepted while any mean value below 2.5 criterion mean is rejected.

**Research question one analysis**

**What is the relationship between work-life balance and employee’s productivity in breweries in South-east, Nigeria?**

**Table 4.2: Work-life balance on employees’ productivity**

S/N	Question items	SA	A	D	SD	N	$\bar{X}$	SD	Decision
1	Access to limited working hour enhanced my productivity	33	64	33	99	229	2.14	1.13	<i>Rejected</i>
2	My productivity improves with respect to balanced working condition	0	179	38	12	229	2.73	.551	<i>Accepted</i>
3	I experience improved productivity because of availability of technologies in my organization.	31	122	60	16	229	2.73	.780	<i>Accepted</i>
4	Based on job sharing I gain new knowledge that facilitates my ability	12	144	59	14	229	2.67	.670	<i>Accepted</i>
5	with availability of telecom, I usually accomplish all my tasks fast’	65	153	0	11	229	3.19	.665	<i>Accepted</i>

**Source: Field work (2023)**

The table above shows the items such as 'Access to limited working hour enhanced my productivity', 'My productivity improves with respect to balanced working condition', 'I experience job satisfaction because of availability technologies in my organization', 'Based on job sharing, I gain more new knowledge that facilitate my output', 'With availability of telecom, I usually accomplish all my tasks fast', All the questionnaire items favours employees productivity 2.73, 2.73, 2.67, and 3.19, except questionnaire item one their mean score were 2.14, others were above the criterion mean of 2.5. However, 'access to limited working hour enhanced my productivity' was rejected in measuring work-life balance and employee productivity because its mean scores of 2.14 was below the criterion mean.

### Research question two analysis

**What is the correlation between work-life balance and process innovation in breweries in selected South-east, Nigeria?**

#### Work-life balance on process innovation rating scale

B	Question items	SA	A	D	SD	N	$\bar{X}$	Std Dev.	Decision
11.	Family interference in my daily work activities affects my innovative input in the organization.	283	286	80	70	719	3.09	0.94	<i>Accepted</i>
12	Good remarks from employers and top management are big psychological boost.	286	301	69	63	719	3.13	0.91	<i>Accepted</i>
13	The level of innovation in an organization equates with work-life tools available.	290	280	68	81	719	3.08	0.97	<i>Accepted</i>
14	Seminars, symposium, workshops improves employees creative thinking and zeal towards work.	293	271	81	74	719	3.09	0.96	<i>Accepted</i>
15	The training facilities I receive in my current organization helps me to accomplish my career goals faster.	278	288	66	89	719	3.05	0.99	<i>Accepted</i>

#### Source: Field work (2023)

From the above table, it was deduced that the questions which identify work-life on process innovation rating scale concluded that, 'Family interference in employees daily work

activities affects their innovative input in the organization'; 'Good remarks from employers and top management are big psychological boost to employee innovation'; 'The level of innovation in an organization equates with work-life tools available'; while 'Seminars, symposium and workshops improves employees creative thinking and zeal towards work'; 'The training facilities I receive in my current organization helps me to accomplish my career goals faster'.

**Hypothesis One**

**Estimation of the linear relationship between work-life balance and employee productivity in selected breweries in South-east, Nigeria**

This hypothesis stated that there is no significant relationship between work-life balances and employee productivity. This hypothesis as tested using Pearson’s Product Moment Correlation and the result is presented below.

**Summary of Pearson’s Product Moment Correlation showing the relationship between work-life balance and employee productivity**

Variables	Mean	SD	r	df	p
Work-Life Balance	2.85	2.24	.469**	227	0.001
Employee Productivity	32.13	4.57			

**\*\* Sig at .001**

The result in table 4.3 shows the relationship between work-life balance and employee’s productivity. The result shows that there was a significant relationship between work-life balance and employee’s productivity [r (227) = .469; p = 0.001 <.05]. Hypothesis 1 which stated ‘that there is no significant relationship between work-life balances and employee productivity’ was therefore rejected. The result shows a positive score indicating that when participants have work-life balance, it improves their employee productivity and vice versa.

**Hypothesis Two**

**Estimation of the linear relationship between work-life balance and process innovation in selected breweries in South-east, Nigeria**

This hypothesis stated that there is no significant correlation between work-life balance and process innovation. This hypothesis was tested using Pearson’s Product Moment Correlation and the result is presented below:

**Table 4.4: Summary of Pearson’s Product Moment Correlation showing the relationship between work-life balance and process innovation.**

Variables	Mean	SD	r	df	p
Work-Life Balance	2.85	2.24	.609**	227	0.000
Process Innovation	24.73	3.74			

**\*\* Sig at .001**

The result in table 4.4 shows that, there was a significant relationship between work-life balance and process innovation [r (227) = .609; p = 0.000 <.05]. Hypothesis 2 which stated ‘that there is no significant relationship between work-life balances and process innovation’ was therefore rejected. The result shows a positive score indicating that an increased in work-life balance is associated with an increase in process innovation and vice versa.



## Discussion of findings

This study investigated the relationship between work-life on employees' productivity and process innovation in selected breweries in South-east, Nigeria. The study comprised of the background of the study, the statement of the problems, objective of the study, research questions, research hypothesis, and significance of the study. Review of related study preceded the background of the study and it consisted of the conceptual reviews, theoretical framework and the empirical reviews which were used to beef up the study. Methodology of study was presented; conclusion and recommendations were used to cap the study. .

The first research questions gained positive affirmation, which was to examine whether work-life balance correlate with employee productivity in selected breweries in South-east Nigeria. The study reveals that work-life balance practices have significant effect on employee's productivity as it provided facilities that allowed employees to equitably distribute their input resources such as time, commitments, skills and effort in attainment of multiple interests.

The correlation coefficient between work-life balances and employee productivity was estimated at 0.765 which evidenced a high relationship. The t-calculated was 2.765 and it showed significant *p-value* of 0.003, since *p-value* was less than 0.05% therefore; we concluded that there was significant relationship between work-life balances and employee productivity in selected breweries in South-east, Nigeria. The study is in line with Shwe (2021) studies which espoused that work-life balance has significant and positive relationship and employee productivity. Also, the finding of this study were in alignment with Lina, Antomi and Amade (2022) which demonstrate that women are more prone to negative work-life imbalance as they face numerous domestic activities. This result revealed that since organizations provide good work-life balance to employees, it can reduce employees' depression at work, strain, and work-conflicts that can improve productivity.

The second research objective was to examine the influence of work-life balance on process innovation in selected breweries in South-east, Nigeria. From the analysis, it was revealed that organizations that implement work-life strategies enjoy a lot of benefits which can result in better ideas, effective performance, branding, enhance management practices that have the potential to improve process innovation. The correlation coefficient between work-life balances and process innovation was estimated at 0.754 which indicated that there was high relationship. The t-calculated was 2.566 with significant *p-value* of 0.010. We conclude that work-life balance has significance impact on process innovation in the study area. The result of this study was in accordance with the views of Sabiha and Daro (2017) which affirmed that granting employees flexible working hours is positively related to increase productivity, job satisfaction, efficiency in the work and enhanced innovation.

## Conclusion

This investigated the relationship between work-life balance and organizational effectiveness conceptualized by employees' productivity and process innovation which ultimately lead to effectiveness of selected breweries in South-east Nigeria. This result reveals that organizational productivity in the long run and improves innovation are possible where balanced work-life practices exist. This study was in accordance with the previous studies showing that telecommuting, work flexibility and job-sharing are veritable tools for improved

organizational effectiveness. Therefore telecommuting, flexible work hours and job-sharing have positive effect on employees' productivity and process innovations.

### Recommendations

1. The organizations should ensure balanced work-life practices so as to enhance employees' productivity in the long run.
2. Also, the study recommends that flexible working hours, job sharing and their likes should be incorporated in the organizations policies so as to improve innovation capabilities..

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