



## WORK-LIFE BALANCE AND PERFORMANCE OF MANUFACTURING FIRMS IN SOUTH EAST, NIGERIA

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### ABSTRACT

*The study was carried out to examine Work-Life Balance and Performance of Manufacturing Firms in South East, Nigeria. The specific objectives of the study were to: Examine the relationship between managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria; investigate the relationship between reducing the stress level and work creativity of the employees of Manufacturing Firms in South East, Nigeria; and evaluate the relationship between managing change and profitability of Manufacturing Firms in South East, Nigeria. The study used the survey approach. The primary sources of data were personal interview and the administration of questionnaire. A population of 5271 employees was used. The population of the study was drawn from the employees of these organisations under study using a stratified sampling method. To determine the adequate sample size of 358, the Freund and William's statistic formula was used. 309 employees returned the questionnaire, accurately filled, which gave 86 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.73 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation coefficient (r) statistics tool. The findings indicated that managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria are significantly related as reported in the probability value of ( $r=.851, p>.05$ ), reducing the stress level and work creativity of the employees of Manufacturing Firms in South East, Nigeria are significantly related ( $r=.749, p>.05$ ) and managing change and profitability of Manufacturing Firms in South East, Nigeria are significantly related ( $r=.636, p>.05$ ). The study concluded that management's vision, quality of services, Maintenance of core competences, income, development of the human capital and improved communication had significant effect on the food, beverage and tobacco manufacturing firms in South East, Nigeria. Based on the findings from the study, it was recommended among others that firms should infuse recreation with staff retreats, catered lunches, holiday celebrations, mixers and happy hours, etc. into the working lives of employees and organisations should have formulated programmes to combat employee fatigue and depression to improve their efficiency.*

**Keywords:** Work-life balance, Performance, Leisure time, Productivity, Stress level, Work creativity

## 1. Introduction

Work-life balance (WLB) is an area of increasing importance to both employees and employers. Employees need it to balance work and non-work roles and employers require it to increase productivity and reduce cost (Abbott and De Cieri, 2008). The drivers for WLB can be attributed to changes in the demographic distribution of the labour force, technological advancement and the 24/7 opening hour's culture in modern society (Ojo, Salau and Olubusayo, 2014). Work-life balance practices are deliberate organisational changes in programmes or organisational culture that are designed to reduce work-life conflicts and enable employees to be more effective at work and in other roles. The transition from viewing work-life balance practices solely as a means of accommodating individual employees with care-giving responsibilities to recognizing their contribution to organisational performance and employee engagement is an important paradigm shift that is still very much 'in process'. Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities, and thus, strengthen employee loyalty and productivity. A number of studies have been conducted on work-life balance (Akinyele, Peters and Akinyele, 2016).

Work-life balance is about people having some measure of control over when, where and how they work. There is a view that work-life balance is only in the framework of what the company does for the individual. However, work-life balance is a two-pronged approach. The other prong of work-life balance, which many individuals overlook, relates to what individuals do for themselves (Victor and Minnie, 2014). Work-life balance concept confined management's consideration in the 1980s, mostly because there was increasing number of women employees with dependent children incoming the workforce. The different factors causal to the importance in work-life balance problems are global conflict, changed attention in personal lives/family morals and an aging workforce. A number of working explanations of the term were specified. Some of them included work-family difference, work-life balance from employer point of view, family friendly benefits, work-life programmes, work-life schemes and work-family background. The change-over work-life balance applies only as a means of helpful individual workers with concern providing responsibilities to identifying their involvement to organisational performance; and employee commitment is an important model change that is still very much 'in development'. Challenging and multi-faced stress between work and home responsibilities has implicit improved importance for workers in new days, demographic and workplace changes, such as: a greater number of women in the workforce, revolution in family structures, a growing unwillingness to accept the longer hours culture, and technological development (Taruna and Sushma, 2015).

### 1.2 Statement of the Problem

There is a growing interest in the importance and ramifications of WLB among organisation experts. Most of the manufacturing firms in South East State, Nigeria have been bedeviled by various challenges that border on WLB issues. Due to high cost of doing business arising from shortage of manufacturing input due to inflation and foreign exchange procurement issues, most manufacturing firms have downsized their staff strength. Work-life balance initiatives at the organisational level directly benefit employers as well as employees. This in turn, enhances the job satisfaction, work engagement and work productivity of employees.

Therefore, the challenges faced by the present study were poor managing leisure time and the productivity, reducing the stress level at work, creativity of the employees and managing change. The immediate to long-term consequences of these are burnout, frequent ill-health and generally, work dissatisfaction. Several employees react differently to these. Some play truancy and absenteeism; others resort to cutting corners and treat in fraudulent practices; and worse still, others leave the organisation entirely. All these impact negatively on the objectives of the organisations and on the work-life balance of the employees.

Nevertheless, in regard to overcome the issues related to work-life balance and performance of manufacturing firms, balanced employees tend to feel more motivated and less stressed out at work which may increase organisations productivity and reduce the number of conflicts among co-workers and management. Therefore, organisations which gain a reputation for encouraging work-life balance, have become very attractive to workers; and will draw a valuable pool of candidates for new job openings.

### 1.3 Objectives of the Study

The main objective of the study was to examine Work-Life Balance and Performance of Manufacturing Firms in South East, Nigeria. The specific objectives of the study were to:

- i. Examine the relationship between managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria.
- ii. Investigate the relationship between reducing the stress level and work creativity of the employees of Manufacturing Firms in South East, Nigeria.
- iii. Evaluate the relationship between managing change and profitability of Manufacturing Firms in South East, Nigeria.

#### **1.4 Research Questions**

The following research questions guided the study:

- i. What is the relationship between managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria?
- ii. What is the relationship between reducing the stress level and work creativity of the employees of Manufacturing Firms in South East, Nigeria?
- iii. What is the relationship between managing change and profitability of Manufacturing Firms in South East, Nigeria?

#### **1.5 Research Hypotheses**

The research hypotheses were formulated as follows:

- i. Managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria are significantly related.
- ii. Reducing the stress level and work creativity of the employees of Manufacturing Firms in South East, Nigeria are significantly related.
- iii. Managing change and profitability of Manufacturing Firms in South East, Nigeria are significantly related.

#### **1.6 Significance of the Study**

The study has both theoretical and practical significance. It is theoretically significant because its findings will serve to enrich literature in this area of research interest. It is empirically significant to scholars in the sense that it will generate original and indigenous data on the effect of WLB on managerial performance in the manufacturing industry in Nigeria.

The study is equally beneficial to future researchers who will find it a relevant research material for their study. It also serves as a reference material for students on similar topics by providing them with empirical insight into the effect of work-life balance on organisational performance in the Nigerian manufacturing firms.

## **2.0 Review of the related literature**

### **2.1 Conceptual Framework**

#### **2.1.1 Work-Life Balance**

Work-life balance is the lack of opposition between work and other life roles. It is the state of equilibrium in which demands of personal life, professional life, and family life are equal. Work-life balance consists of, but it is not limited to, flexible work arrangements that allow employees to carry out other life programmes and practices. By working in an organisation, employees identify, to some extent, with the organisation, as part of a collective group (Knippenberg, 2016). Organisational values, norms and interests become incorporated in the self-concept as employees increase their identification with the organisation. However, employees also identify with their outside

role or their "true self" (Knippenberg, 2016). Examples of these could include: parental-caretaker roles, identifications with certain groups, religious affiliations, alignment with certain values and morals, mass media, etc. Employee interactions with the organisation, through other employees, management, customers, or others, reinforce (or resist) the employee identification with the organisation (Tracy, 2000).

In organisations and on the home front, the challenge of work-life balance is rising to the top of many employers' and employees' consciousness. In today's fast-paced society, human resource professionals seek options to positively impact the bottom line of their companies, improve employee morale, retain employees with valuable company knowledge, and keep pace with workplace trends. Work-life balance is about effectively managing the juggling act between paid work and other activities that are important to us, including spending time with family, taking part in sport and recreation, volunteering or undertaking further study (Babin and Karthikeyan, 2015).

The overall trend in organisations to keep employee turnover rates down is to offer significant programmes that provide a work-life balance. A work-life balance is an organisational concept that empowers employees to split time and energy between work and other important areas of their life successfully. Companies can implement specific work-life practices within their organisations to increase morale, productivity and profits. The starting point for any organisation trying to establish work-life practices for their employees is to conduct a survey to gather what important factors are important to improve employees' overall work. Restful Sleep Hotel chain has finished an extensive survey with all of their employees on work-life practices. They are announcing the new practices at the weekly conference (Lambardo, 2015).

There are three moderators that are correlated with work-life imbalance: gender, time spent at work, and family characteristics (Saritha, Veluri and Chinnappaiah, 2013). Gender differences could lead to a work-life imbalance due to the distinct perception of role identity. It has been demonstrated that men prioritize their work duties over their family duties to provide financial support for their families, whereas women prioritize their family life (Cinamon and Rich, 2012).

Spending long hours at work due to inflexibility, shifting in work requirements, overtime or evening work duties could lead to an imbalance between work and family duties (Byron, 2005). It has been demonstrated "that time spent at work positively correlate with both work interference with family and family interference with work". However, it was unrelated to cross-domain satisfaction. This could be due to the fact that satisfaction is a subjective measure. This being said, long hours could be interpreted positively or negatively depending on the individual. Working long hours affect the family duties, but on the other side, there are financial benefits that accompany this action which negate the effect on family duties (Saritha, Veluri and Chinnappaiah, 2013).

Family characteristics include single employers, married or cohabiting employers, parent employers, and dual-earning parents. Parents who are employed experience reduced family satisfaction due to their family duties or requirements. This is due to the fact that they are unable to successfully complete these family duties. In addition, parent workers value family-oriented activities; thus, working long hours reduces their ability to fulfill this identity, and, in return, reduces family satisfaction. As for the married and or dual-earning couples, it seems that not only requires more time and effort at home but also is a resource for individuals to draw from, both instrumentally through higher income and emotionally through increased empathy and support (Ford, Heinen and Langkamer, 2007).

In addition to these moderators that could lead to an imbalance, many people expose themselves to unsolicited job stress, because they enjoy high social recognition. This aspect can also be the cause of an imbalance in the areas of life. However, other occupational activities could also lead to such an imbalance, for example, unpaid labour such as contribution to house and garden work, maintenance and support of family members or volunteer activities (Gerbert, 2010). All of these contribute to the perception of a chronic lack of time. Lacking time leads to pressure, which is experienced differently based on the individual's age, the age and number of children in the household, marital status, the profession and level of employment, and the income level. Strong pressure of time leads to increased psychological strain, which in turn, affects health. Psychological strain is also affected by the complexity of work, the growing responsibilities, concerns for long-term existential protection, and more (Williams and Boushey, 2010).

### **2.1.2 Performance of Manufacturing Firms**

Every organisation performs its task with the help of resources, such as men, machine, materials and money. Except manpower, other resources are non-living but manpower is alive and generating resource. Manpower utilizes other resources and gives output. If manpower is not available, then, other resources are useless and cannot produce anything. Out of all the factors of production, manpower has the highest priority; and is the most significant factor of production, and plays a pivotal role in areas of productivity and quality (Kumar, 2014). Organisations have an important role in our daily lives; and therefore, successful organisations represent a key ingredient for developing nations. Thus, performance is the focus of any organisation because it is only through performance that organisations are able to grow and progress (Gavrea, Ilieş and Stegorean, 2014).

### 2.1.3 Managing Leisure Time

Leisure time is a free time; and is determined by the time allocated for work. Leisure is not an entirely feasible vision, but rather an ideal and existential situation. Leisure time is an important time of life with being handled in every period of human life. Leisure time includes a clear potential to redirect. People enjoy life and get pleasure from life through leisure time activities. Activities that can be performed as an active or passive leisure activity that is freely chosen by the individual voluntarily and based on voluntary activities and which give an emotion such as relaxation, and satisfaction can be expressed as recreation (Biol, 2014). Although recreation is generally used to mean leisure time, it is also activities or experiences that people or groups have voluntarily participated in, enjoying, or acquiring certain physical, social and emotional behaviours (Fisekcioglu and Ozsari, 2017).

Leisure has often been defined as a quality of experience or as free time. Free time is time spent away from business, work, job hunting, domestic chores, and education, as well as necessary activities such as eating and sleeping. Situationist International proposes that leisure does not evolve from free time, and free-time is an illusory concept that is rarely fully “free”; economic and social forces appropriate free time from the individual and sell it back to them as the commodity known as “leisure” (Robert, 2015). Certainly, most people's leisure activities are not a completely free choice and may be constrained by social pressures, e.g. people may be coerced into spending time gardening by the need to keep up with the standard of neighbouring gardens or go to a party because of social pressures. Leisure time enables the individual to work for the system's survival. This concept involves entertainment and relaxation. Sometimes, people use this period to express their selves and render their existence meaningful (Hugh, 2014). Leisure has impacts on the formation and accumulation of human capital (Weiet, Qu and Ma, 2016). Leisure as a context, can help individuals to realize and utilize their strengths and resilience; and more important, is to help people to improve their quality and pursue for a meaningful life. Beatty and Torbert (2013) opined that leisure is associated with ongoing personal development during adulthood through intentional awareness-expanding inquiry, not just growing older and losing attraction. And leisure is intrinsically rewarding, due to its promotion of personal transformations and increasing extrinsic economic value (Dan, Xiang, Dianting, Nana and Peter, 2018).

### 2.1.4 Reducing the Stress Level at Work

Stress is about reactions people have to the situations they face. These reactions are not the same from person to person. Some stress is expected and can be a positive force in our lives. In fact, it is often what provides us with the energy and motivation to meet our daily challenges both at home and at the workplace. Stress can also have long term impact on physical health. Work stress then is the harmful physical and emotional responses that can happen when there is a conflict between job demands on the employee and the amount of control an employee has over meeting these demands. In general, the combination of high demands in a job and a low amount of control over the situation can lead to stress. Stress in the workplace can have many origins or come from one single event. It can impact on both employees and employers alike. Stress is the body's response to real or perceived threats (Canadian Mental Health Association, 2018).

Pressure at the workplace is unavoidable due to the demands of the contemporary work environment. Pressure perceived as acceptable by an individual, may even keep workers alert, motivated, able to work and learn, depending on the available resources and personal characteristics. However, when that pressure becomes excessive or otherwise unmanageable it leads to stress. Stress can damage an employee's health and the business performance. Work-related stress can be caused by poor work organisation (the way we design jobs and work systems, and the way we manage them), by poor work design (for example, lack of control over work processes), poor management, unsatisfactory working conditions, and lack of support from colleagues and supervisors (WHO, 2010). Stress is not always bad; it can be a motivator to complete tasks quickly and effectively. However, when

stress becomes too great, it can adversely impact workplace performance, mental health and even seep into your personal life, impacting friendships, family life, and recreation. A stressed-out worker is an unhappy worker; and an unhappy worker is an unproductive worker. Workplace stress is so well associated with increased rates of heart attack, hypertension, and other health-related disorders in Nigeria manufacturing firms (Uzialko, 2019).

### 2.1.5 Productivity

Productivity is about the effective and efficient use of all resources. Resources include time, people, knowledge, information, finance, equipment space, energy, materials. Productivity is the ratio of output to input. It is a measure of how efficiently and effectively a business or an economy uses inputs such as labour and capital to produce outputs such as goods and services. An increase in productivity means that more goods and services are produced with the same amount of labour and capital. It is not about cutting costs but “doing things right” and “doing the right things” to achieve maximum efficiency and value. Productivity is the ratio of what is produced to what is required to produce it. It measures the relationship between output and input. Also, productivity means how much and how well we produce from the resources used (Calabrese, 2012).

Productivity is considered a key source of economic growth and competitiveness; and as such, is basic statistical information for many international comparisons and country performance assessments. For example, productivity data are used to investigate the impact of product and labour market regulations on economic performance. Productivity growth constitutes an important element for modeling the productive capacity utilization, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth. In addition, production capacity is used to assess demand and inflationary pressures (Calabrese and Spadoni, 2013). Productivity is a performance measure encompassing both efficiency and effectiveness. It is the state of achieving institutional goals and objectives by transforming inputs (human, financial and material resources) into outputs (services or service delivery tangibles) at the lowest cost (Bhatti and Qureshi, 2007; Robbins and Judge, 2011). The definition of productivity contains key elements which include continuous improvement of performance, measurability of improvement, efficiency and effectiveness, Public Sector performance: productivity and service delivery South Africa in 2007. These key elements of productivity provide a broader picture of the actual meaning of the concept. Productivity comes about as a result of continuous improvement of performance. Effectiveness is the ability to achieve set goals and objectives and it explains the commitment that is premised on a work ethos and the will to achieve, as well as a sense of self-efficacy, motivation and initiative (Adedayo, 2017).

Productivity is generally defined as the relation in or measure of input used in producing output which had existed for over two centuries and applied in many different circumstances on various stages of aggregation in the economic system. It is argued that it is the underlining principle guiding the production process and the vital **factor** affecting a manufacturing company's competitiveness. It is closely related to use and accessibility of factors of production (Singh, Motwani and Kumar, 2012). Productivity is the maximization of resources at lower cost of production. It compares output and input in production. It helps business in profit maximization. A company needs growth in production since it generates more income, which means a company attains and surpasses its set goals in satisfying customers, suppliers, workers, shareholders, and pays taxes; and still competes and even gains more grounds in the competitive market. Ricardo (2000) confirmed that performance and productivity are different. He opined that productivity is a ratio indicating the task performed in a period. While performance is broader pointer of productivity, Productivity of the firm is known through the Performance of a firm, for certain issues and problems. Productivity is a major evaluation and monitoring tool for performance. Managers concern themselves with how productivity is transformed into improvements in their firms. Efficiency in productivity measures, gives managers the signal on how they can improve productivity. Productivity is realized when production methods are improved, investing in machines and technology, improvement in the quality of performance, techniques and philosophies in respect to just-in-time, total quality management, lean production etc. (Ejiogu, Onuoha and Nwede, 2017).

### 2.1.6 Managing Change

Garfein, Horney and Nelson (2013) asserted that good change management must look at the organisation's people, culture, processes, infrastructure, and technology. Today, there are many who say that change management is the people side of change. That is a big piece of it, but a comprehensive approach looks at more than just people. Current processes (systems), infrastructure (including organisational structure), and current applied technology are also change enablers or potential roadblocks. Managing change well often, requires reviewing outcomes at key steps along the way and going back to adjust for variations or less-than-intended results. These review and adjust cycles

happen over the course of a project or programme. Managing change is not about managing schedules, project scope or simply avoiding resistance to change. Change is about the impact on people, culture, systems, and structures. Change is bringing about a new state that **better** positions the organisation for success in the future (Garfein, Horney and Nelson, 2013).

Managing change requires more than simple planning; the significant human element of change resistance needs to be addressed to ensure success. When an organisation requires changes to address counterproductive aspects of organisational culture, the process can be daunting. Cultural change is usually necessary to reduce employee turnover, influence employee behaviour, make improvements to the company, refocus the company objectives, rescale the organisation, provide better customer service, or achieve specific company goals and results. Managing change requires strong leadership and an understanding of how organisational change occurs (George, 2013). Organisational change occurs when a company makes a transition from its current state to some desired future state. Managing organisational change is the process of planning and implementing change in organisations in such a way as to minimize employee resistance and cost to the organisation while simultaneously maximizing the effectiveness of the change effort (Schneider, 2006). Today's business environment requires companies to undergo changes almost constantly if they are to remain competitive. Factors such as globalization of markets and rapidly evolving technology force businesses to respond in order to survive. Such changes may be relatively minor as in the case of installing a new software programme or quite major as in the case of refocusing an overall marketing strategy, fighting off a hostile takeover, or transforming a company in the face of persistent foreign competition (Schraeder, Paul and Rodger, 2006).

### 2.1.7 Profitability

Profitability is the primary goal of all business ventures. Without profitability the business will not survive in the long run. So, measuring current and past profitability, and projecting future profitability, is very important (Johanns and Hofstrand, 2014). Profitability is measured with income and expenses. Income is money generated from the activities of the business. Profitability is measured with an "income statement". This is essentially a listing of income and expenses during a period of time (usually a year) for the entire business. Increasing profitability is one of the most important tasks of business managers. Managers constantly look for ways to change the business to improve profitability. Profitability is the ability of a business to earn a profit. A profit is what is left of the revenue a business generates after it pays all expenses directly related to the generation of the revenue, such as producing a product, and other expenses related to the conduct of the business activities. There are many different ways for you to analyze profitability. This lesson will focus on profitability ratios, which are a measure of the business's ability to generate revenue compared to the amount of expenses it incurs (Grimsley, 2018). Profit is the excess of revenues over associated expenses for an activity over a period of time. Terms with similar meanings include 'earnings', 'income', and 'margin'. Profitability means ability to make profit from all the business activities of an organisation, company, firm, or an enterprise. It shows how efficiently the management can make profit by using all the resources available in the market. Profitability is the 'the ability of a given investment to earn a return from its use.

## 2.2 Theoretical Framework

### Spillover Theory

The study is anchored on the spillover theory by Guest (2002). The spillover theory postulates the conditions under which spillover between the work micro system and the life micro system occurs. It can either be positive or negative. If work-life interactions are rigidly structured in time and space, then spillover in terms of time, energy and behaviour is negative (Guest, 2002). When flexibility occurs which enables individuals to integrate and overlap work and life responsibilities in time and space, it leads to positive spill over, which is instrumental in achieving healthy work-life balance (Fapohunda, 2014). Guest (2002) posited that the determinants of work-life balance are located in the work and home contexts. The nature of work-life balance was defined both objectively and subjectively. The objective indicators include hours of work and hours of uncommitted or free time outside work. Subjective Indicators refer to the states of balance and imbalance. Guest (2002) also noted that balance may be reported when equal weight is given to both work and home or, when home or work dominates by choice. Spillover occurs when there is interference of one sphere of life with another. Also, numerous outcomes of work-life balance which include personal satisfaction and wellbeing at work, home and life as a whole, performance at work and home; impact on others at work, family and friends. The relevance of this theory to the study is that organisations

are expected to adopt positive work-life balance policies that will enable employees to have a positive work-life balance which will make them to be effectively committed to achieving the organisation's goals (Hye, 2014).

## 2.3 Empirical Review

### 2.3.1 The relationship between managing Leisure time and the productivity of Manufacturing Firms

Olajide (2014) conducted a study on change management and its effects on organisational performance of Nigerian telecoms industries: Empirical Insight from Airtel Nigeria, Lagos. The objective was to examine empirically change management and its effects on organisational performance of Nigerian telecoms industries. The study adopted descriptive survey research design. The study shows that changes in management via leadership has a significant effect on employee's performance; changes in technology has a significant effect on performance and that changes in customer taste has a significant effect on customer's patronage. The study concludes that nothing remains still in the world of business as change is the only thing that is constant; change managers should therefore successfully manage the human side of change in order to avoid resistance to change using the appropriate change strategies, thus, enhancing overall performance of the industry. The study recommended that telecoms industries in Nigeria should be pro-active to changes in such a competitive environment so as to experience smooth implementation of such changes.

Xiang, Hailin and Emily (2015) conducted a study on how does leisure time affect production efficiency? Evidence from China, Japan and US. The objective of the study was to examine the relationship between leisure time and labour efficiency in the world's three largest economies: China, the US and Japan. The study relied on secondary data. The study shows that leisure time and labour efficiency demonstrates that active leisure participation can improve productivity. The study recommended that, in contrast to the US and Japan, China, as a typical developing country, has seldom seen an apparent positive effect of leisure time on efficiency, which may be partially explained by the type of leisure participation (active or passive).

Adedayo (2017) conducted a study on performance management and employee productivity of selected manufacturing companies in Lagos State, Nigeria. The objective of the study was to examine the effect of performance management on employee productivity among Nigerian manufacturing firms. Descriptive survey research design was adopted for the study. Findings showed that indeed, the four context of performance management had a significant effect on employee productivity. The study concluded that performance management when well implemented, improves employee productivity, especially when more emphasis is placed on positive feedback and compensation, which were proven to have higher influence on productivity of employees. The study recommended, among others, that manufacturing firms should encourage their members of staff by giving them regular positive feedback and compensate them fairly to improve productivity.

### 2.3.2 The relationship between reducing the stress level and work creativity of the employees of Manufacturing Firms

Bewell, Yakubu, Owotunse and Ojih (2015) examined work induced stress and its relationship to Organisational Effectiveness and Productivity amongst Plateau State, Nigerian Employees. The objectives of the study were to examine the influence of work-induced stress on the organisational effectiveness of workers; examine the role of work-induced stress on workers' productivity; and the study also tried to make plausible recommendations on the effective ways of ameliorating the psychological effects of work-induced stress in work organisations in Nigeria. A structured and a standardized questionnaire were used in the study. The study showed strong relationship between work stress, work effectiveness and work productivity. The study concluded by saying that the concept of work-induced stress, and workers effectiveness and productivity are relatively inseparable; and challenged the various organisations in Nigeria to employ the services of Organisational and Clinical Psychologists to help in providing stress coping skills, coaching and counseling to employees as it will help to boost efficiency and high productivity in various organisations in Nigeria. The study recommended that workshops on building stress management skills to make employees less vulnerable to its effects, and teaching employees time management and relaxation techniques, or suggesting changes to diet or exercise, should be encouraged.

Khalida (2017) carried out a study on Job Stress and Employee Creativity: The mediating role of Emotional Intelligence, Pakistan. The objective of the study was to inspect the relationship between job stress and creativity. The study adopted self-reported questionnaire. The study shows emotional intelligence performances as a mediating variable in the relationship between job stress and creativity in manufacturing sector, the Suzuki. The study concluded that Organisations require innovative and creative persons who can learn and adapt fastly

changing environment very easily. The study recommended that employees with higher emotional level will perceive less stress and higher level of creativity.

Sharmilee, Abdul and Zubair (2017) conducted a study on the impact of job stress on employee performance, Malaysia. The objectives of the study were to study and examine the effect of time pressure towards employee performance; to study and examine the effect of workload towards employee performance; to study and examine the effect of lack of motivation towards employee performance; and to study and examine the effect of role ambiguity towards employee performance. A causal research design was adopted. The study shows that time pressure and role ambiguity have significant and negative influence on employee performance. The study concluded that increasing time pressure and role ambiguity would reduce employee performance in all aspects. Therefore, it is important for managers to ensure role ambiguity is minimized and clear roles are given and communicated to the employees if they wish to enhance employee performance. The study recommended that the time allotment and task completion dates and duration of the task are clearly defined to their subordinates to avoid time pressure.

### **2.3.3 The relationship between managing change and profitability.**

Ayodele and Oke (2013) conducted a study on an empirical investigation of the liquidity-profitability relationship in Nigerian commercial banks. The objective of the study was to assess the relationship between liquidity and profitability of Nigerian commercial banks. Purposive sampling method was used. The study shows that there is a very high correlation between liquidity of banks and their profitability. The study concluded that efficiency in liquidity management therefore, will help to ensure that Banks' liquid funds are adequate for its operations at any given time; and hence, boost their profitability, because liquid funds are converted to loanable funds and advances to customers from which eventually, profits are generated in form of interest for the banks. The study recommended that the monetary authority should create a conducive environment that can boost banks' liquidity which will eventually transform to loanable funds and profit.

Cross (2019) conducted a study on effects of change management on the performance of firms in Nigeria. The study sought to determine the effects of organisation enabler on growth and assess the nature of the relationship between management change and organisational effectiveness. The sources of data for the study were primary and secondary. The study shows that Management of change connects to people's encounter and the organisational process; the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet and other published and unpublished materials applicable to the work. The study concluded that change is inevitable and managers all over the world are adapting to changing market conditions and at the same time facing the need for creating a proactive rather than a reactive managerial system. The study recommended that Nigerian firms should recognize the critical importance of compensation and benefits since these represent significant costs for the organisations; and should therefore, be carefully monitored and controlled.

Ekienabor (2019) conducted a study on impact of job stress on employees' productivity and commitment, Nigeria. The aim of the study is to investigate the impact of job stress on employees' productivity and commitment among academic staff of Nigeria Universities. The scope of study is centered on all universities in Nigeria. The study adopted questionnaire method. The findings showed that there is an impact of job stress on the productivity of employees; there is an impact of job stress on employees' commitment. The study concluded that job stress is a real challenge for employees who are working in different universities in Nigeria. The study recommended that remedial measures need to be taken by management to minimize the effects of job stress on permanent basis.

### **3.0 Methodology**

The study was based on Work-life balance and performance of manufacturing firms in South East, Nigeria. Seven (7) firms registered under Manufacturers Association of Nigeria (MAN) were used: Paterson Zochonis (PZ) Industries Plc; Seven-Up (7-Up) Bottling Company Plc; Unilever Industries Plc; Bounatine Venture (Nig.) Ltd.; Eastern Disterlleries Food Ind. Ltd.; Envoy Oil Industries Ltd.; Golden Oils Inds. Ltd.; Life Breweries Co. Ltd.; and Bons West Africa Ltd. The study used the survey approach. The primary sources of data were personal interview and the administration of questionnaire. A population of 5271 employees was used. The population of the study was drawn from the employees of these organisations under study, using a stratified sampling method. To determine the adequate sample size of 358, the Freund and William's statistic formula was used. 309 employees returned the questionnaire, accurately filled, which gave 86 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient

(r). It gave a reliability co-efficient of 0.73 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation coefficient (r) statistics tool.

#### 4.0 Data Presentation and Analyses

##### 4.1 Likert Scale Analyses

**Research Question One. What is the relationship between managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria?**

**Table4.1: Responses to research question one on the relationship between managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria**

	5	4	3	2	1	ΣFX	-	SD	Decisio n
	SA	A	N	DA	SD		X		
1	960	116	27	78	46	1227			Agree
There is balance workload in my organisation and this increases our output.	186	29	9	39	46	309	3.94	1.041	
	60.2	9.4	2.9	12.6	14.9	100			
2	500	508	39	78	30	1155			Agree
Our boss restricts us to the needful which helps in accomplishing our task.	100	127	13	39	30	309	3.68	1.516	
	32.4	41.1	4.2	12.6	9.7	100			
3	350	479	27	162	30	1048			Agree
There is work shift in my organisation that enhances efficiency.	70	119	9	81	30	309	3.51	1.390	
	22.7	38.5	2.9	26.2	9.7	100			
4	430	424	30	154	30	1068			Agree
The proper work-life practices <b>increase</b> our choices of work.	86	106	10	77	30	309	3.87	1.571	
	27.8	34.3	3.2	24.9	9.7	100			
5	405	424	30	160	32	1051			Agree
There is less reduced repetition of jobs and it increases our number of products produced.	81	106	10	80	32	309	3.74	1.297	
	26.2	34.3	3.2	25.9	10.4	100			
<b>Total Grand mean and standard deviation</b>							<b>3.748</b>	<b>1.363</b>	

Source: Field Survey, 2020

Table 4.1, revealed that there is balance workload in my organisation and this increases our output with mean score of 3.94 and standard deviation of 1.041. Our boss restricts us to the needful which helps in accomplishing our task with mean score of 3.68 and standard deviation of 1.516. There is work shift in my organisation that enhances efficiency with mean score of 3.51 and standard deviation of 1.390. It was agreed that the proper work-life practices increase our choices of work with mean score of 3.87 and 1.571 and there is less reduced repetition of jobs and it increases our number of products produced with a mean score of 3.74 and standard deviation of 1.297.

**Research Question Two: What is the relationship between reducing the stress level at work creativity of the employees of Manufacturing Firms in South East, Nigeria?**

**Table 4.2: Responses to Research Question Two: The relationship between reducing the stress level at work creativity of the employees of Manufacturing Firms in South East, Nigeria.**

	5	4	3	2	1	ΣFX	-	SD	Decisi on
	SA	A	N	DA	SD		X		
1	405	424	30	160	32	1051			Agree
My work provides me with good opportunities and security.	81	106	10	80	32	309	3.38	1.342	
	26.2	34.3	3.2	25.9	10.4	100			
2	280	576	48	116	35	1055			Agree
A pleasant, interesting and challenging work does not make me unproductive.	56	144	16	58	35	309	3.46	1.375	
	18.1	46.6	5.2	18.8	11.3	100			
3	345	460	48	116	51	1020			Agree
There are work-life programmes in my organization	69	115	16	58	51	309	3.40	1.382	
	22.3	37.2	5.2	18.8	16.5	100			
4	730	228	21	128	35	1142			Agree
The individual differences at workplace are managed well that they boost innovations in my organisation.	146	57	7	64	35	309	3.41	1.291	
	47.2	18.4	2.3	20.7	11.3	100			
5	405	424	30	160	32	1051			Agree
Physical stress is reduced in my organisation and it gives room for new ideas in the organisation.	81	106	10	80	32	309	3.30	1.425	
	26.2	34.3	3.2	25.9	10.4	100			
<b>Total Grand mean and standard deviation</b>							<b>3.39</b>	<b>1.363</b>	

*Source: Field Survey, 2020*

Table 4. 2 showed that my work provides me with good opportunities and security with mean score of 3.38 and standard deviation of 1.342; a pleasant, interesting and challenging work does not make me unproductive with

mean score of 3.46 and standard deviation of 1.375. There are work-life programmes in my organisation with mean score of 3.40 and standard deviation of 1.382. It was agreed that individual differences at workplace are managed well that they boost innovations in my organisation with mean score of 3.41 and 1.291; and physical stress is reduced in my organisation and it gives room for new ideas in the organization with a mean score of 3.30 and standard deviation of 1.425.

**Research Questions Three. What is the relationship between managing change and profitability of Manufacturing Firms in South East, Nigeria?**

**Table4.3:Responses to research question three on the relationship between managing change and profitability of Manufacturing Firms in South East, Nigeria**

		5	4	3	2	1	ΣFX	-	SD	Decisio
		SA	A	N	DA	SD		X		n
1	The effective managing of resistance in our environment adds to our income.	730	228	21	128	35	1142			Agree
		146	57	7	64	35	309	3.70	1.503	
		47.2	18.4	2.3	20.7	11.3	100			
2	The change in leadership has improved the level of earnings in my organization.	365	512	36	122	35	1070			Agree
		73	128	12	61	35	309	3.46	1.342	
		23.6	41.4	3.9	19.7	11.3	100			
3	Improvement in clear goals and objectives enhanced our gross margin in my organisation.	320	400	24	128	23	895			Agree
		64	150	8	64	23	309	3.54	1.236	
		20.7	48.5	2.6	20.7	7.4	100			
4	The change in communication facilitates more in our sales volume of the orgainsation.	765	292	45	108	14	1224			Agree
		153	73	15	54	14	309	3.96	1.286	
		49.5	23.6	4.9	17.5	4.5	100			
5	Establishing a vision for my organisation future direction has yielded better result in our performance.	870	284	30	78	15	1277			Agree
		174	71	10	39	15	309	4.13	1.235	
		56.3	23.0	3.2	12.6	4.9	100			
<b>Total Grand mean and standard deviation</b>								<b>3.758</b>	<b>1.320</b>	

*Source: Field Survey, 2020*

Table 4.3 agreed that the effective managing of resistance in our environment adds to our income with mean score of 3.70 and standard deviation of 1.503. The change in leadership has improved the level of earnings in my

organisation with mean score of 3.46 and standard deviation of 1.342. Improvement in clear goals and objectives enhanced our gross margin in my organisation with mean score of 3.54 and standard deviation of 1.236. It was agreed that the change in communication facilitates more in our sales volume of the organisation with mean score of 3.96 and 1.286. Establishing a vision for my organisation future direction has yielded better result with a mean score of 4.13 and standard deviation of 1.235.

#### 4.3 Test of Hypotheses

##### Hypothesis One:

**Table 4.3.1: Pearson Correlation on Managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria are significantly related.**

Pearson	Leisure time		Leisure Time	Productivity 851(**)
			1	
	Productivity	Correlation coefficient Sig. (2- tailed)		
		N		000
		Correlation	309	1
		Coefficient	.851(**)	
		Sig. (2 tailed)	000	309
		N	309	

\*\* correlation is significant at the 0.05 level (2 tailed)

Table 4.3.1 is the Pearson correlation matrix on managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria are significantly related showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.851. This value indicates that correlation is significant at 0.05 level (2 tailed) and managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria are significantly related ( $r=.851$ ). The computed correlations coefficient is greater than the table value of  $r = .195$  with 879 degree of freedom ( $df. = n - 2$ ) at alpha level for a two-tailed test ( $r=.851, p>.05$ ).

##### Decision Rule

The decision rule is to accept the null hypothesis if the computed  $r$  is less than the tabulated  $r$ ; otherwise, reject the null hypothesis.

##### Decision

Since the computed  $r = 0.851$  is greater than the table value of  $.195$ , we reject the null hypothesis. Therefore, we conclude that managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria are significantly related as reported in the probability value of ( $r=.851, p>.05$ ).

**Hypotheses Two**

**Table 4.3.2: Pearson Correlation on Reducing the stress level and work creativity of the employees of Manufacturing Firms in South East, Nigeria are significantly related.**

Pearson	Stress level		Stress Level	Work Creativity
	Work Creativity	Correlation coefficient Sig. (2-tailed)	1	.806(**)
		N		000
		Correlation Coefficient	309	806
		Sig. (2 tailed)	.806(**)	1
		N	000	309
			309	

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

Table 4.3.2 is the Pearson correlation matrix on the reducing the stress level and work creativity of the employees of manufacturing firms in South East, Nigeria are significantly related, showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.806. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that reducing the stress level and work creativity of the employees of Manufacturing Firms in South East, Nigeria are significantly related ( $r=.806$ ). The computed correlations coefficient is greater than the table value of  $r = .195$  with 879 degree of freedom ( $df. = n - 2$ ) at alpha level for a two-tailed test ( $r=.806, p>.05$ ).

**Decision Rule**

The decision rule is to accept the null hypothesis if the computed  $r$  is less than the tabulated  $r$ ; otherwise, reject the null hypothesis.

**Decision**

Since the computed  $r = 0.806$  is greater than the table value of  $.195$ , we reject the null hypothesis. Therefore, we conclude that reducing the stress level and work creativity of the employees of Manufacturing Firms in South East, Nigeria are significantly related as reported in the probability value of ( $r=.806, p>.05$ ).

**Hypotheses Three**

**Table 4.3.3: Pearson Correlation on managing change and profitability of Manufacturing Firms in South-East, Nigeria are significantly related.**

Pearson	Managing change		Managing change	Profitability.
	Profitability	Correlation coefficient Sig. (2-tailed)	1	.636(**)
		N	000	309
		Correlation Coefficient	.636(**)	1
		Sig. (2 tailed)	000	309
		N	309	309

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

Table 4.3.3 is the Pearson correlation matrix on the managing change and profitability of Manufacturing Firms in South East, Nigeria are significantly related showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0. 636. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that the managing change and profitability of Manufacturing Firms in South East, Nigeria are significantly related ( $r=.636$ ). The computed correlations coefficient is greater than the table value of  $r = .195$  with 879 degree of freedom ( $df. = n - 2$ ) at alpha level for a two-tailed test ( $r=.636, p>.05$ ).

#### Decision Rule

The decision rule is to accept the null hypothesis if the computed  $r$  is less than the tabulated  $r$ ; otherwise, reject the null hypothesis.

#### Decision

Since the computed  $r = 0. 636$  is greater than the table value of  $.195$ , we reject the null hypothesis. Therefore, we conclude that the managing change and profitability of Manufacturing Firms in South East, Nigeria are significantly related as reported in the probability value of ( $r=.636, p>.05$ ).

#### 4.4 Discussion of Results

In the test of hypothesis one, the computed  $r = 0.851$  is greater than the table value of  $.195$ . Therefore, we concluded that managing Leisure time and the productivity of Manufacturing Firms in South East, Nigeria are significantly related as reported in the probability value of ( $r=.851, p>.05$ ). The very existence of breaks in an automobile is what enables us to drive fast. If there were no breaks, our ability to go fast and still stay alive, would drastically diminish. A very similar thing happens when it comes to productivity. The very presence of leisure time and breaks from work when managed, enables us to continue to stay relevant and productive. Effective management of leisure time allows the body and mind to recuperate and refresh. This also allows our sub-conscious mind to work on things that we are struggling with, in the background. The finding is in line with the study of Xiang, Hailin and Emily (2015) on how

leisure time affects production efficiency. The research demonstrates the value of leisure time and labor, and demonstrates that active leisure engagement can increase productivity.

Hypothesis two indicated that computed  $r = 0.806$  is greater than the table value of  $.195$ . It was concluded that reducing the stress level and work creativity of the employees of Manufacturing Firms in South East, Nigeria are significantly related as reported in the probability value of ( $r=.749, p>.05$ ). Bewell, Yakubu, Owotunse and Ojih (2015) examined work induced stress and its relationship to organisational effectiveness and productivity amongst Plateau State, Nigerian Employees and found strong relationship between work stress, work effectiveness and work productivity. Also, Khalida (2017) studied Job Stress and Employee Creativity: The mediating role of Emotional Intelligence, Pakistan; and the study shows emotional intelligence performances as a mediating variable in the relationship between job stress and creativity in manufacturing sector, the Suzuki.

Cross (2019) studied on effects of change management on the performance of firms in Nigeria; and found that Management of change connects to people's encounter and the organisational process. Change is inevitable; and managers all over the world are adapting to changing market conditions, and at the same time facing the need for creating a proactive rather than a reactive managerial system. From the findings of hypothesis three, it was concluded that the managing change and profitability of Manufacturing Firms in South East, Nigeria are significantly related as reported in the probability value of ( $r=.636, p>.05$ ). In tandem with the study, it has been said that the only constant thing is change. Change is necessary for growth, but it can be difficult. Some resist change because of that difficulty. Only begrudgingly, do they push for changes to processes or technologies, and only when absolutely necessary. Others find that they try to make a change in their firm, but have trouble making it stick. Having a plan for managing change can be more important than the change itself. A well-considered plan can make all the difference when it comes to adoption and adherence in your practice.

## 5. Conclusions

The study concluded that management's vision quality of services, Maintenance of core competences, income, development of the human capital and improved communication had significant effect on the food, beverage and tobacco manufacturing firms in South East, Nigeria.

## 6. Recommendations

Based on the findings from the study, the following were recommended:

- i. Firms should infuse recreation with staff retreats, catered lunches, holiday celebrations, mixers and happy hours, etc. into the working lives of employees.
- ii. Organisations should have formulated programmes to combat employee fatigue and depression to improve their efficiency.
- iii. Manufacturing firms should educate and communicate well to their employees, as they are key ingredients in minimizing negative reactions of change. They should be pro-active when implementing changes in such a dynamic environment to see certain adjustments smoothly enforced.

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