WORK-LIFE BALANCE AND OPERATIONAL EFFICIENCY OF PUBLIC TERTIARY INSTITUTIONS IN BAYELSA STATE

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ABSTRACT

The study examined work-life balance and operational efficiency of tertiary institutions in Bayelsa State with focus on work-life balance with dimensions of recreational facility, flexible work schedule; operational efficiency with measures of academic efficiency. The study adopted a correlational survey design. The population of the study comprised 6325 academic and administrative staff of all the seven public tertiary institutions in Bayelsa State. The instrument for data collection was a questionnaire. Mean and standard deviation statistics were used to analyse the research variables. Hypotheses were tested using Spearman Rank Correlation Coefficient statistics at 0.05 significance level. The study revealed that there is a positive and significant relationship between recreational facility and academic efficiency. The study also revealed that there is a positive and significant relationship between flexible work schedule and academic efficiency in tertiary Institutions in Bayelsa State. The study finally revealed that organizational culture does positively and significantly moderate the relationship between work-life balance and operational efficiency of tertiary institutions in Bayelsa State. The study concluded that work-life balance has a positive relationship with operational efficiency. The study recommends that tertiary institutions should set up effective employee recreational facility process to recruit and select efficient employees that will be of great benefit to the organization.

Keywords: Work-life, Operational Efficiency, Bayelsa State

INTRODUCTION

Operational efficiency is seen as the few methods and techniques used to achieve the essential goal of conveying quality products and services to clients within the most cost-effective and opportune way (Neil, 2019). Many scholars have discussed the effects of recreation programs on job performance and productivity. For instance, Golaszewski and Yen (2012) and Wattles and Harris (2013) reported that health promotion programs resulted in fewer health claims, high productivity, lower absenteeism, and higher return on investment on amount spent. Another report confirming this assertion was the Aga Khan

Development Framework (2013) that showed how health problems such as diabetes mellitus and hypertension declined when employees engaged in workplace recreation or leisure activities. Similarly, organisations, such as the American Council on Exercise and the Aga Khan Development Network (AKDN) have supported the concept of workplace recreation arguing that setting aside leisure time and wellness programs improves the employees' quality of life thereby enhancing their job performance, mental status, and physical health (Parks & Steelman, 2018). The trend in workplace recreation has continued to gain momentum as the demand for recreation increases. Many entertainment and sports venues have attempted to meet this demand by providing diverse leisure and recreation activities for employed workers (Mokaya & Gitari, 2012; Wattles & Harris, 2013).

Flexible working hours or flexible time has been described by human resources manager today as one of the earliest essential introductions of employees (Avery & Zabel, 2021). The employers in all the organizations offering flexible timing benefits to retain their valuable employees, have been seen as increasing their employees' morale, loyalty and enhancing their productivity, reducing absenteeism, time and hiring cost. Flexible working hours not only contribute to improve the general atmosphere and human relations but it also enhances the pleasure of work.

Nowadays, organizations are trying to incorporate a culture of trust by offering employees flexibility in the workplace. In addition, some researchers argue that flexible working practices facilitate work-life balance, shifting family patterns and beneficial to both women and men (Bond, et al, 2021). Workplace flexibility is no longer just an innovative policy choice for handling employees. An efficiently functioned and carefully enforced thoroughly workplace flexibility program can be a winning situation both for employees' and employers. Among the benefits to employers are enhanced employees' morale and work engagement, better recruitment outcomes and workforce retention. Reduction of stress on the job, better work/family and work/life balance, improved physical and mental health are some other benefits enjoyed by employees (Bond, et al, 2021).

The aim of this study is to investigate the work-life balance and operational efficiency of public tertiary institutions in Bayelsa State. The specific objectives of the study are; to determine the relationship between recreational facility and academic efficiency of public tertiary institutions in Bayelsa State, to determine the relationship between flexible work schedule and academic efficiency of public tertiary institutions in Bayelsa State and to ascertain the relationship between flexible work schedule and resource maximization of public tertiary institutions in Bayelsa State.

METHODOLOGY

Research Design

The study adopted a correlational research design which according to Baridam (2000), is a research design that investigates the relationships between variables without the researcher controlling or manipulating any of them. A correlation reflects the strength and/or direction of the relationship between two (or more) variables. The direction of a correlation can be either positive or negative. It is considered appropriate for the study because it is based on the views, opinions of respondents as well as resources available in the area of study.

Population for the Study

The population of the study comprises 6325 academic and administrative staff of all the seven public tertiary institutions in Bayelsa State (*Bayelsa* State *Ministry of Education*, 2022).

Sample Size and Sampling Techniques

The Bowley formula was used to determine the sample size distribution and the random sampling technique was adopted for the study. Random sampling is a probability sampling technique in which all the variables in the population of interest have equal chances of being selected. The sample size was determined using the Taro Yamane's statistics given as follows;

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

n = sample size

N = Population size

e = Level of significance

Applying the formula, we have:

$$n = \frac{6325}{1 + 6325(0.05)^2}$$

$$\frac{6325}{1 + 6325(0.0025)}$$

$$n = \frac{6325}{1 + 15.8125}$$

$$n = \frac{6325}{16.8125}$$

$$n = 376$$

$$\approx 400$$

Therefore, in this study, a total sample size of 400 staff in the public tertiary institutions in Bayelsa State, Nigerian were studied.

The distribution of sample sizes in the universities was done using Bowley (1998) formula of sample size allocation as shown in Table 3.2. Bowley proportional allocation formula is given by:

$n_b = (n(n_r)/N)$;

Where: n_b = Bowley Proportional Allocation Formula,

n_r = Population allocated to respondent groups,

n = Total sample size,

N = Population of the study.

Table 1: Sample Size Distribution of the Study

S/No	Name of Institution	Population	Sample Size Allocation
1	Federal University, Otuoke	1,000	63
2	Niger Delta University, Wilberforce Island	3,518	222
3	University of Africa Toru Orua	456	29
4	Bayelsa Medical University	394	25
5	Federal Polytechnic Ekowe, Bayelsa State	407	26
6	Bayelsa State College of Arts and Science, Elebele	317	20
7	Isaac Jasper Boro College of education (IJBCOE)	233	15
	Total	6325	400

Instrument for Data Collection

The instrument for data collection in this study was a questionnaire. The instrument was divided into two sections. Section A contained demographic information of the respondents while section B contained statement items from the research variables. The responses are weighted as follows; Strongly Agreed (SA) - 5, Agreed (A)-4, Moderately Agree (MA)-3 Disagreed (D)- 2, Strongly Disagreed (SD)-1. Respondents were asked to fill some structured questions in the questionnaire. The information gathered helped the researcher in the study.

Validity of instrument

To validate the instrument, the content and face validity was adopted. Validity is often defined as the extent to which an instrument measures what it asserts to measure (Blumberg et al, 2005). The content and face validity were determined by the expert judgment of the researcher's supervisor and two other experts in the field of Measurement and Evaluation in Ignatius Ajuru University of Education. The suggestions in regards to the scope, comprehensive, face and logical validity were used to draw the final instrument.

Reliability of instrument

The reliability refers to a measurement that supplies consistent results with equal values (Blumberg *et al*., 2005). It measures consistency, precision, repeatability, and trustworthiness of a research (Chakrabartty, 2013). It indicates the extent to which it is without bias (error free), and hence ensures consistent measurement cross time and across the various items in the instruments (the observed scores).

In order to ensure the reliability of the instrument, the test-retest method was adopted. In this method, 20 copies of the questionnaire were administered to 20 respondents who are not part of the sample for the

study. After two weeks, the same instrument was re-administered to the same people. The two sets of scores were analysed using Pearson Product Moment Correlation to ascertain internal consistency of the instrument and a reliability coefficient of 0.86 was obtained.

Administration of instrument

The researcher with the aid of two research assistants administered the questionnaire to the respondents. The use of a research assistant in the distribution of the instrument is because they are familiar with the environment, management and staff as well as their levels more than the researcher. As such, a combination of the researcher and the assistant facilitated the actualization of the researcher's objectives. The questionnaires were collected immediately they are filled.

METHODS OF DATA ANALYSIS

The data collected from the administration of the instrument on the respondents were analysed with Statistical Package for Social Sciences (SPSS). The range of analysis carried out is in the following sections. The data collected from the administration of the instrument on the respondents were scored and entered on frequency tables. The bar chart was used to depict the demographic data of respondents. The Mean and standard deviations were used to analyse the research variables. The responses rating 5 likert scale was entered in SPSS and analysed with descriptive statistics. Hypotheses were tested using Spearman Rank Correlation Coefficient statistics at 0.05 significance level. The correlation coefficient is a statistical measure of the strength of the relationship between the relative movements of the two variables. The values range between -1.0 and 1.0. A calculated number greater than 1.0 or less than -1.0 means that there was an error in the correlation measurement. A correlation of -1.0 shows a perfect negative correlation, while a correlation of 1.0 shows a perfect positive correlation. A correlation of 0.0 shows no linear relationship between the movement of the two variables.

The partial correlation was used to analyse the controlling variable which is organizational culture. Partial correlation measures the strength of a relationship between two variables, while controlling for the effect of other variable(s). The same assumptions and correlation coefficient interpretation holds for Spearman Rank Correlation Coefficient.

RESULTS

A total number of 400 copies of the questionnaire were distributed to tertiary institutions in Bayelsa state. 376 questionnaires were appropriately filled and returned while 24 questionnaires were not returned. This represents a 94% of the total sample size which is very good for the analysis. (Table 3.1).

Table 2 Distribution and Retrieval of Questionnaires

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Questionnaire Retrieved	376	94	94	94
	Questionnaire not Retrieved	24	6	6	100
	Total	400	100	100	

Source: Research Survey Data, 2022

Table 3: Descriptive Results on Recreational Facility

	N	Minimum	Maximum	Sum	$\bar{x}$	Std. Dev.
The institution has recreational centers for staff members to relax	376	1	5	1563	4.16	1.281
The institution provides us with time to carry out sporting activities	376	1	5	1441	3.83	1.587
The institution environment is conducive for sporting activities	376	1	5	1534	4.08	1.308
Launch and food breaks are always together in our daily routine and assigned task	376	1	5	1525	4.06	1.310
Valid N (listwise)	376					

Source: Research Survey Data, 2022

Table 3.6 shows how many responses were recorded for each item on Recreational Facility. Table 3.6 shows that all of the items have a mean score of more than 3. This means that the respondents agreed that Recreational Facility is used by Tertiary Institution in Bayelsa State to develop their personnel.

Table 3: Descriptive Results on Flexible Work Schedule

	N	Minimum	Maximum	Sum	$\bar{x}$	Std. Dev.
My daily task allows for flexible working	376	1	5	1503	4.00	1.299
My job type is suited to domestic arrangements	376	1	5	1502	3.99	1.366
I can convince the institution management would allow flexible working	376	1	5	1481	3.94	1.397
There are enough staff in the institution that allows my job type to be flexible	376	1	5	1485	3.95	1.331
Valid N (listwise)	376					

Source: Research Survey Data, 2022

The table above shows how many responses were recorded for each item on flexible work Schedule. Table shows that all of the items have a mean score of more than 3. This means that the respondents agreed that flexible work schedule is used by Tertiary Institution in Bayelsa State to develop their personnel.

Bivariate Analysis

The hypotheses were tested with spearman rank order correlation. Ten (3) hypotheses were raised and the spearman rank correlation was used to measure the significance of hypothesized variables. **Decision: if sig =** $p > 0.05$ the hypothesis is rejected If sig = $p \leq 0.05$ the hypothesis is accepted.

Hypothesis 1

H_{01} There is no significant relationship between Recreational Facility and Academic Efficiency of tertiary institutions in Bayelsa State.

H_{A1}: There is a significant relationship between Recreational Facility and Academic Efficiency of tertiary institutions in Bayelsa State.

Table 4 Correlation between Recreational Facility and Academic Efficiency

			Recreational Facility	Academic Efficiency
Spearman's rho	Recreational Facility	Correlation Coefficient	1.000	.453*
		Sig. (2-tailed)	.	.000
		N	376	376
	Academic Efficiency	Correlation Coefficient	.453*	1.000
		Sig. (2-tailed)	.000	.
		N	376	376

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

The hypothesis testing results shows that the probability value is 0.000 which is less than the critical value of 0.05. We therefore reject the null hypothesis and accept the alternate hypotheses which states that, "There is a significant relationship between Recreational Facility and Academic Efficiency of tertiary institutions in Bayelsa State". Again, the correlation coefficient of 0.453 shows the strength of relationship between Recreational Facility and Academic Efficiency is moderate.

Hypothesis

H_{02}: There is no significant relationship between flexible work schedule and academic efficiency of tertiary institutions in Bayelsa State.

H_{A2}: There is a significant relationship between flexible work schedule and academic efficiency of tertiary institutions in Bayelsa State.

Table 5 Correlation between Flexible Work Schedule and Academic Efficiency

			Flexible Work Schedule	Academic Efficiency
Spearman's rho	Flexible Work Schedule	Correlation Coefficient	1.000	.752*
		Sig. (2-tailed)	.	.000
		N	376	376
	Academic Efficiency	Correlation Coefficient	.752*	1.000
		Sig. (2-tailed)	.000	.
		N	376	376

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

The hypothesis testing results shows that the probability value is 0.000 which is less than the critical value of 0.05. we therefore reject the null hypothesis and accept the alternate hypotheses which states that, "There is a significant relationship between flexible work schedule and academic efficiency of tertiary institutions in Bayelsa State". Again, the correlation coefficient of 0.752 shows the strength of relationship between flexible work schedule and academic efficiency is strong.

Hypothesis 3

H_{03}: There is no significant relationship between flexible work schedule and resource maximization of tertiary institutions in Bayelsa State.

H_{A3}: There is a significant relationship between flexible work schedule and resource maximization of tertiary institutions in Bayelsa State.

Table 5: Correlation between Flexible Work Schedule and Resource Maximization

			Flexible Work Schedule	Resource Maximization
Spearman's rho	Flexible Work Schedule	Correlation Coefficient	1.000	.632*
		Sig. (2-tailed)	.	.000
		N	376	376
	Resource Maximization	Correlation Coefficient	.632*	1.000
		Sig. (2-tailed)	.000	.
		N	376	376

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

The hypothesis testing results shows that the probability value is 0.000 which is less than the critical value of 0.05. we therefore reject the null hypothesis and accept the alternate hypotheses which states that, "There is a significant relationship between flexible work schedule and resource maximization of tertiary institutions in Bayelsa State.". Again, the correlation coefficient of 0.632 shows the strength of relationship between flexible work schedule and resource maximization is strong.

DISCUSSION OF FINDINGS

The findings of the study were discussed in relationship to what exist in related literatures.

Relationship between Recreational Facility and Operational Efficiency

The study revealed that there is a positive and significant relationship between Recreational facility and academic efficiency of tertiary institutions in Bayelsa State; There is a positive and significant relationship between recreational facility and resource maximization of tertiary institutions in Bayelsa State.

The findings are in accordance with the study of Alhelou et al. (2017) who found that Recreational Facility has a direct positive relationship with firm efficiency, resource maximization and resource maximization of banks. likewise, Awan and Sarfraz (2013) found that recreational facility has a positive influence on efficiency of manufacturing firms. Beh and oo (2013) and Boohene and Suinura (2010) in their separate studies found that recreational facility has significant impact on operational efficiency.

The study also revealed that there is a positive and significant relationship between Flexible Work Schedule and Academic Efficiency of tertiary institutions in Bayelsa State; there is a positive and significant relationship between Flexible Work Schedule and Resource Maximization of tertiary institutions in Bayelsa State.

CONCLUSION

The study has revealed that work-life balance has a positive relationship with Operational Efficiency. The study revealed that Recreational Facility has a significant impact on Academic Efficiency. Recreational Facility of employees is an essential part for Operational Efficiency. Flexible Work Schedule has positive and significant impact on Operational Efficiency. The study also affirmed that Leave Arrangement has a positive and significant relationship with Academic Efficiency, Resource Maximization and community service. Organizational culture has a significant positive impact on Work-life balance and Operational Efficiency.

RECOMMENDATIONS

Based on the findings and conclusion drawn, the following recommendations were made.

- Tertiary institutions should set up effective employee recreational facility process to recruit and select efficient employees that will be of great benefit to the organization,

- Tertiary institutions should follow a transparent and effective flexible work schedule procedure to get the proper employees with the right abilities to promote the academic efficiency.
- Tertiary institutions should adopt and implement flexible work arrangement practices to maximize resources available.
- Similar studies should be carried out in other type of organizations such as hospitality industry, manufacturing industry, non-profit making organizations etc.

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