

Research Article

Green Work-Life Harmony and Workers' Performance: Survey-Approach

Samuel Ayodele Majekodunmi*, Temi O. Olajide-Arise, Deborah O. Olutade

Department of Business Administration, Mountain Top University, Nigeria

*Corresponding email: 8abulelagos@gmail.com

Abstract

Workers often face inflexible structures and high work demands, making Green Work-Life Harmony (GWLH) a major concern. GWLH, remains a less explored area in emerging work environment. Due to this low exploration, knowledge in this area remains limited. This is a gap that this study came to fill. Having implemented a survey design, and data collected from 230 employees through simple random sampling; analysed via SPSS. Results show that flexible work arrangements significantly boost job satisfaction ($\beta = 0.521, p < 0.05$), while structured welfare policies improve work efficiency ($\beta = 0.473, p < 0.05$). Support for family responsibilities also enhances work quality ($\beta = 0.488, p < 0.05$). Poor WLB initiatives lead to stress, reduced morale, and higher turnover ($R^2 = 0.64$). Employees with access to flexible schedules reported greater job satisfaction and lower burnout. This study concludes that GWLH serves as empirical predictor of enhancement in workers performance. Moreover, here are major recommendations from this study: Nigerian banks should adopt hybrid work models, expand welfare programs, and strengthen family support initiatives.

Keywords: green work-life harmony, workers' performance, flexible work arrangements

INTRODUCTION

In the twenty-first century, workers' desire for a balance between their work and personal lives is still widely acknowledged, both by employers and employees alike, as a means of inspiring people and achieving organizational goals. Green Work-life harmony (GWLH) is becoming a conundrum in today's organizations, driven by changing work dynamics, rapid technological advancements, and evolving societal expectations. Several factors contribute to this challenge, such as increased workload, blurred lines and boundaries between one's work and personal life, globalization and time zones, and lack of organizational support (Mamatha & Thoti, 2023).

The global workforce increasingly demands GWLG initiatives as a strategic necessity rather than a mere benefit. Technological advancements, remote work options, and globalization have reshaped traditional work boundaries, but they have also introduced challenges such as blurred lines between personal and professional lives, affecting employee satisfaction and productivity (Dwivedi & Yadav, 2021). Research even shows that workers with a healthy GWLH tend to perform better and are absent less, along with having more commitment to organizations (Abdirahman et al., 2020; Teh & Sun, 2020). Discussion of GWLH is gaining momentum in Africa, especially when economies are under stress to improve productivity, regarding social and cultural

sensitivities. Research shows that the absence of supportive GWLH policies has resulted in dissatisfaction among employees, accompanied by poor performance in some sectors. For example, flexible work arrangements and enabling work environments that support employees enhance job satisfaction and minimize work-life conflicts in organizations in Africa (Vernia & Senen, 2022).

In Nigeria, scholarly interest is still developing in connection with the effect of GWLH on workers' performance. Studies conducted in several Nigerian industries have also shown the impact that inadequate GWLH policy initiatives have on worker productivity and welfare, particularly in the banking industry. Unity Bank, like many financial institutions in Nigeria, has faced challenges in maintaining operational efficiency while ensuring employee satisfaction. The Nigerian banking industry's demanding nature, characterized by inflexible work arrangements and excessive workloads, has made achieving work-life balance a persistent issue for employees, particularly in deposit money banks within Lagos State (Bagobiri & Dakwoyi, 2024). These pressures often lead to a neglect of personal life, further diminishing employee morale and productivity. By 2030, Nigeria hopes to achieve the Sustainable Development Goals (SDG 2030). The 2030 Agenda for Sustainable Development is the global road map for securing a more sustainable and prosperous future for all people. To defend labor rights, promote safety, and create a healthy workplace for workers' well-being, the eighth target of SDG 2030 calls for achieving full and productive employment and decent work regardless of gender.

A prominent gap that justifies this study is that GWLH has not been significantly explored in emerging economies. More so, limited investigations in GWLH direction have hindered opportunities to have a pool of recommendations that can be deployed to address non-performance issues in banking industry, particularly in selected Unity Bank Plc. Accordingly, this study has an objective of offering empirical illumination as relating to the gap that drives this research.

Unity Bank faces heightened employee turnover, attributed to low salaries, limited growth opportunities, and management practices that fail to address employee concerns adequately. While competitors such as GTB and Zenith Bank have taken proactive steps to adjust compensation packages to retain staff, Unity Bank's financial constraints have limited its ability to do the same, leading to decreased employee satisfaction and higher attrition rates (Balogun, 2023). These human resource challenges are mirrored in Unity Bank's declining financial performance. According to the bank's financial statements of 2021 to 2023, the bank's profit after tax fell drastically from ₦3.17 billion in 2021 to ₦941 million in 2022 and further plummeted to a staggering loss of ₦39.91 billion in 2023. The decline in profitability, coupled with a 30% drop in total loans disbursed from ₦289.4 billion in 2022 to ₦198.6 billion by mid-2023, underscores the severe operational and strategic challenges facing the bank. Given these issues, it is imperative to examine how green work-life harmony impacts workers' performance in Unity Bank's Lagos State branches. This study aims at making possible so that Nigeria could reach the 8th sustainable development goal (SDG) 2030 of a greater, more inclusive and sustainable economic growth, decent work and good jobs and thus presents gaps for this, and provides indicators of how to better respond to the needs of the employees with respect to their satisfaction, retention, and hence organizational success. The research questions (RQ) that guide this study are:

RQ1. What is the effect of flexible working arrangement on job satisfaction in Unity

Bank Plc?

RQ2. To what extent does family responsibility have effect on the quality of work at Unity Bank Plc?

RQ3. How do welfare policies have effect on work efficiency in Unity Bank Plc?

METHOD

The research design used in this study was survey-based. The population was made up of 1301 workers from different Unity Bank Plc branches. To find the right sample size, the Taro Yamane formula (1967) was used, taking into account the size of the population. By using a straightforward random sample methodology, 306 respondents in total were chosen for data collection; 230 of those responses—or 75.1%—were returned. To investigate the impact of green work-life harmony variables on employees' performance, structured questionnaires were used to gather data, and descriptive and inferential statistics, including regression analysis using SPSS, were used to evaluate the results.

Sample Size Determination (Taro Yamane)

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

n = Number of samples; N = Number of study population; e = significance level (5%)

$$n = \frac{1301}{(1 + 1301 \times (0.05)^2)}$$

$$n = \frac{1301}{(1 + 1301 \times 0.0025)}$$

$$n = \frac{1301}{1 + 3.2525}$$

$$n = \frac{1301}{4.2525}$$

$$n = 305.93,$$

$$n = 306$$

Operationalization of Variables

Y = f(X).....Equation 1

Where:

X = WLB

Y = EP

WLB = FWA (x₁), FR (x₂), and WP (x₃).

EP= JS (y₁), QW (y₂), and WE (y₃).

Where:

WLB = Work-Life Balance;

EP = Employee Performance

FWA = Flexible Working Arrangement

FR = Family Responsibility

WP = Welfare Policies

JS = Job Satisfaction

QW = Quality of Work

WE = Work Efficiency

Hence,

$$EP_i = \beta_0 + \beta_1 FWA_i + \beta_2 FR_i + \beta_3 WP_i + \epsilon_i \dots \dots \dots \text{Equation 2}$$

Where:

β_0 = Constant

$\beta_1, \beta_2, \beta_3$ = Coefficients of the independent variables

ϵ_i = Error term accounting for unobserved factors

Validity of Research Instrument

Questionnaire for this research went through face, content, and construct validity. Moreover, each item was valid: FWA (6=items, KMO=0.645, Bartlett's Test=58.797, Sig.=0.000). FR (5=items, KMO=0.667, Bartlett's Test=70.356, Sig.=0.000). WP (6=items, KMO=0.788, Bartlett's Test=81.585, Sig.=0.000). JS (6=items, KMO=0.828, Bartlett's Test=89.482, Sig.=0.000). QW (5=items, KMO=0.863, Bartlett's Test=95.550, Sig.=0.000). WE (5=items, KMO=0.784, Bartlett's Test=100.000, Sig.=0.000). KMO for each exceeded 0.05. Accordingly, questionnaire administered measures what was intended to be measured.

Reliability of Research Instrument

Reliability was established using Cronbach's Alpha. Moreover, each item was reliable. See confirmation: FWA (6=items, Cronbach's Alpha=0.518). FR (5=items, Cronbach's Alpha=0.538). WP (6=items, Cronbach's Alpha=0.671). JS (6=items, Cronbach's Alpha=0.725). QW (5=items, Cronbach's Alpha=0.777). WE (5=items, Cronbach's Alpha=0.672). It has been argued that Cronbach's Alpha of variable should range from 0.5 and 0.97 (Taber, 2018). Same author discussed uses of Cronbach's alpha when developing and reporting research instruments. In line with argument of said author, this instrument was deemed reliable.

Ethical Consideration

This study conformed with ethical principles. All participants understood objectives of this research prior to their involvement; participation was voluntary, exit of participant attracts no consequences. Confidentiality and anonymity were maintained.

RESULT

Model summary result (Table 1) showed that the correlation coefficient (R) of 0.384 showed a favourable link between flexible working schedules and job satisfaction. With a R Square value of 0.147, flexible working schedules help to explain 14.7% of the variance in job satisfaction among workers.

Table 1

Model summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.384 ^a	.147	.144	1.08078	2.144

a. Predictors: (Constant), Flexible Working Arrangement
b. Dependent Variable: Job Satisfaction

Although this is not a particularly high proportion, it nevertheless demonstrates how much job satisfaction flexible work schedules helps to provide, and the adjusted R Square of 0.144 validates the stability of the explanatory capacity of the model. With a p-value of 0.000, which is less than 0.05, it means that among Unity Bank Plc employees, flexible work schedules clearly have an effect on job satisfaction.

Table 2

Model summary

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.433 ^a	.188	.184	1.08078	2.144

a. Predictors: (Constant), Flexible Working Arrangement
 b. Dependent Variable: Job Satisfaction

The R-Value of 0.433 showed a favourable link between family responsibility and quality of work, and the R Square value of 0.188 implied that family obligations explain 18.8% of the difference in employee quality of work (see Table 2). With an adjusted R Square of 0.184, the model's stability is confirmed even regarding the number of predictors. A p-value of 0.000 in the ANOVA table indicates that the model is statistically significant since the p-value (0.000) is less than 0.05, so family responsibilities affect workers' quality of work at Unity Bank Plc (see Table 3).

Table 3

Model summary

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.494 ^a	.244	.144	1.08078	2.144

a. Predictors: (Constant), Flexible Working Arrangement
 b. Dependent Variable: Job Satisfaction

As seen in Table 4, correlation coefficient (R) of 0.494 showed a favourable link between welfare policies and work efficiency; with an R Square score of 0.244, welfare policies explain 24.4% of the variance in work efficiency. A p-value of 0.000, according to the ANOVA table, is less than the threshold of 0.05, so welfare policies affect workers' job efficiency at Unity Bank Plc.

Table 4

Hypothesis testing

	Effect	B	P-values	Decision
H ₁	Flexible Working Arrangement → Job Satisfaction	0.399	0.000	Confirmed
H ₂	Family Responsibility → Quality of Work	0.637	0.000	Confirmed
H ₃	Welfare policies → Work Efficiency	0.485	0.000	Confirmed

H₁: Flexible working arrangement has statistically significant effect on job satisfaction in Unity Bank Plc.

H₂: Family responsibility has statistically significant effect on quality of work at Unity Bank Plc.

H₃: Welfare policies have statistically significant effect on work efficiency in Unity Bank Plc.

Test of Hypothesis I

The regression analysis was utilized to assess the hypotheses, yielding a model summary outcome, an analysis of variance (ANOVA), and a correlation coefficient table. A p-value threshold of 0.05 was set; hence, if no statistically significant effect is observed, the null hypothesis is accepted, whereas the alternative hypothesis is accepted if an effect is present. The R-squared value quantifies the degree to which the independent variable affects the dependent variable.

In Table 4, result of regression indicated that flexible working arrangement had a weak effect on job satisfaction given the coefficient value (0.399). However, the result is statistically significant ($p = 0.000 < 0.05$). Considering a p-value lower than significance level of 0.05, the null hypothesis is not supported, we therefore uphold the alternative hypothesis, which states that flexible working arrangements has statistically significant effect on job satisfaction in Unity Bank Plc.

Test of Hypothesis II

As seen in Table 4, model is statistically significant since the p-value (0.000) is less than 0.05, so family responsibilities affect workers' quality of work at Unity Bank Plc. The coefficient for family responsibility is 0.637, so a one-unit increase in family responsibility produces a 0.637 increase in employee quality of work. Therefore, the analysis shows that family obligations affect job quality; thus, the null hypothesis is supported and alternative is accepted, proving that family responsibility significantly and favourably affects the quality of work produced among Unity Bank Plc's staff.

Test of Hypothesis III

Also in Table 4, p-value (0.000), is less than the threshold of 0.05, so welfare policies affect workers' job efficiency at Unity Bank Plc. Coefficient for welfare policies is 0.485, implying that a one-unit increase in welfare policies results in a 0.485 improvement in work efficiency. Hence, the null hypothesis is refuted since the p-value is less than 0.05, proving that welfare programs significantly and favourably increase job efficiency among Unity Bank Plc's staff.

DISCUSSION

Findings from test of hypothesis one showed that flexible working schedules significantly and positively affect job satisfaction among Unity Bank Plc employees. This is inconsistent with the findings of Wahda et al. (2021). However, findings in this research have some semblance with prior findings from various scholars (Abdirahman et al, 2020; Dziuba et al., 2020; Teh & Sun, 2020; Charoensukmongkol & Puyod, 2021; Sesen & Ertan, 2021; Wahda & Nurqomar, 2021; Dinata et al., 2024; Obiakor et al., 2024; Bagobiri & Dakwoyi, 2024; Ihwughwawwe & Shewakramani, 2024).

Apparently, analysis in this research revealed a moderate correlation, with an R-value of 0.384 and an R² value of 0.147, indicating that flexible work schedules account for 14.7% of the variance in job satisfaction. The model's significance is confirmed by a

p-value of 0.000 ($p < 0.05$), which shows that the relationship is statistically valid. This suggests that flexible work schedules help improve job satisfaction by providing employees with more control over their work-life balance, which aligns with previous studies on the importance of flexibility in enhancing employee well-being. The positive unstandardized coefficient (0.399) further supports this, indicating that each unit increase in flexible working schedules leads to a 0.399 increase in job satisfaction. Therefore, the null hypothesis is rejected, confirming that flexible working schedules significantly and positively influence job satisfaction among Unity Bank Plc employees.

In addition, findings from test of hypothesis two, revealed that family responsibility significantly affects the quality of work in Unity Bank Plc. This is consistent with the findings of Siregar et al. (2022), who looked at how WLB affected employee engagement, how flexible work arrangements helped increase engagement, and how organizational rules affected WLB's efficacy. Data was gathered from 71 PT. XYZ employees using a standardized questionnaire as part of a quantitative study strategy. To investigate the relationship between work-life balance and employee engagement, responses were statistically analysed. According to the study's findings, work-life balance (WLB) positively affects employee engagement and accounts for 49.5% of the variance in engagement. Workers who had a reasonably excellent work-life balance expressed greater motivation, dedication to their jobs, and job satisfaction. Other authors with related findings include (Allen et al., 2020; Agus & Selvaraj, 2020; Allam & Shaik, 2020; Abdirahman et al, 2020; Teh & Sun, 2020; Charoensukmongkol & Puyod, 2021; Eshak et al., 2021; Abebe & Assemie, 2023; Bagobiri & Dakwoyi, 2024; Ihwughwavwe & Shewakramani, 2024).

Obviously, this study revealed a positive and significant relationship, indicating that employees' family responsibilities influence how well they perform their tasks. An R-value of 0.433 and an R^2 of 0.188 indicate that family obligations account for approximately 18.8% of the variance in work quality. This supports the idea that employees who manage family duties effectively may exhibit better time management, increased emotional intelligence, and a stronger sense of responsibility, which enhances job performance. This finding is consistent with prior research suggesting that work-family enrichment, where positive experiences in the family domain improve work outcomes, is a vital contributor to employee productivity (Greenhaus & Powell, 2006). The statistical significance ($p < 0.05$) and a high F-value further validate the reliability of the model, affirming that family responsibility is a meaningful predictor of job quality in Unity Bank Plc.

Findings from test of Hypothesis Three indicated that welfare policies significantly and positively affect work efficiency in Unity Bank Plc. This is consistent with the findings of other authors (Bako & Banmeke, 2019; Dreyfus et al., 2020; Kaya & Karatepe, 2020; Paais & Pattiruhu, 2020; Dwivedi & Yadav, 2021; Aini et al., 2022; Mamatha & Thoti, 2023; Zhenjing et al., 2022; Alkaf et al., 2021; Rahim et al., 2022; Siregar et al., 2022; Sabil et al., 2023; Tolofari et al 2024).

Noticeably, analysis indicated a strong and favourable correlation, with an R-value of 0.494 and an R^2 value of 0.244, meaning welfare policies account for 24.4% of the variance in employee work efficiency. The significance of the model is confirmed by a p-value of 0.000 ($p < 0.05$), indicating that the relationship is statistically valid. These findings suggest that welfare initiatives such as health insurance, housing allowances, leave policies, and other employee support mechanisms enhance staff morale and reduce work-related stress, leading to increased efficiency. This aligns with Armstrong (2021),

who emphasized that effective welfare policies contribute to a motivated, loyal, and high-performing workforce. Furthermore, the positive unstandardized coefficient (0.485) reinforces the claim that improvements in welfare measures are directly proportional to improvements in work output. Therefore, the null hypothesis is rejected, confirming that welfare programs significantly and positively enhance job efficiency among staff at Unity Bank Plc.

This research offers insight to relevance of flexible work schedule on job satisfaction of workforce of the examined bank. Also, it offers insight on effect of family responsibility on the quality of work by employees in the investigated bank. More so, offers insight on welfare policies and work efficiency in the selected enterprise. By implication, it is advisable to encourage those develop policies in Unity Bank PLC to revitalize their institutional policies. Such action is required for improvements in job satisfaction, quality of work, and work efficacy. Institutions that are in buoyant outcome in these examined variables can as well adopt or implement the advice offered,

CONCLUSION

This study explored the impact of green work-life harmony (GWLH) on employee performance using Unity Bank Plc as a case study. Findings revealed that GWLH practices such as wellness programs, flexible schedules, and supportive leave policies significantly boost employee productivity, satisfaction, and retention. Organizations that prioritize GWLH benefit from higher engagement, reduced stress, and lower turnover rates, leading to improved performance and overall organizational stability. The rejection of the null hypothesis confirms the vital role of GWLH in today's competitive business environment. Unity Bank's example shows that strategic GWLH initiatives can foster a balanced, high-performing workforce and sustainable success.

Based on the study, Unity Bank Plc and similar organizations should adopt flexible work options, such as remote work and adjustable hours, to improve job satisfaction. They should also introduce family-friendly policies like childcare support, flexible leave, and emergency assistance to help employees manage personal responsibilities. Expanding welfare initiatives such as health insurance, mental health support, and financial incentives can boost morale and productivity. Additionally, fostering a workplace culture that prioritizes employee well-being, values green work-life harmony, and recognizes contributions beyond working hours is essential. Finally, organizations should continuously evaluate and update their GWLH policies to align with employee needs and evolving industry standards.

Despite its contributions, this study has limitations regarding scope and geographical constraints. This study focused on Unity Bank Plc. within a region, so generalization of the results can only be enhanced by more related studies by other researchers. This study addressed an observed gap in a developing environment. Thus, to enhance generalization of those findings in this work, other researchers should attempt to fill similar gaps in other industries, regions, and countries. More so, this study relied on employees' self-reported responses, which may be subject to bias, exaggeration, or misinterpretation, affecting the accuracy of the findings. Moreover, this study does not account for external economic conditions, regulatory changes, or industry disruptions that influence employee performance beyond work-life balance factors. Furthermore, this study primarily employed a quantitative approach. A mixed-method approach incorporating qualitative interviews or case studies could provide deeper insights into

employee experiences. Future researchers should explore various insights provided in this section.

Acknowledgements

Not applicable

Competing interests

The author has declared that there are no conflicts of interest

Data availability

The data were provided upon request to corresponding author

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