

## Relationship Between Project System and Employee Time Balance in Commercial Banks in South-South, Nigeria

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**Abstract:** *this study investigated the relationship between project system and time balance in Commercial banks in South-South, Nigeria. The accessible population for this research was 232 employees of the main branches of eight internationally licensed Commercial banks in the South-South of Nigeria. The sample size for this research was 147 employees from the population of 232 employees in these banks, with the application of using the Taro Yamane formular. A total of 139 questionnaires were retrieved, which were used for data analysis. Hypotheses were tested using Spearman Rank Order Correlation Coefficient at 0.05 significance level. From the finding so far, the results revealed that, a significant relationship exist between project system with respect to time balance in Commercial banks in the South-South of Nigeria. It was recommended among others that; the service system of workers by the management of the Commercial banks in South-south Nigeria, should be such that centres and emphasizes on consistency, and equity, matching wages and salaries with workers actual contributions and efforts channelled toward the achievement of organizational goals and objectives.*

**Keywords:** *Project System, Time Balance, Satisfaction Balance*

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### INTRODUCTION

Importantly, the project system is characterized by temporary endeavours undertaken to create a unique product, service, or result. In project-based work, employees often experience intense periods of activity followed by lulls between projects. Researchers like Hodgson and Briand (2017) highlighted the cyclical nature of project work, where high-intensity periods may be followed by comparatively low-intensity phases. During the implementation phase of projects, customers may experience disruptions or changes in the way they conduct transactions. For instance, the introduction of a new online banking platform may require customers to adapt to a different interface, potentially impacting their work life balance if the transition is not seamless (Schwalbe, 2018). This cyclicity in the work system can potentially impact employees work life balance with employees experiencing both periods of high stress and potential downtime (Schwalbe, 2018).

Project-based work in commercial banks can lead to variations in workload and time demands. During project-intensive periods, employees may experience challenges in maintaining a healthy time balance. Strategies to mitigate this include clear project planning, realistic timelines, and periodic workload assessments (Turner, 2014). Routine tasks in the production system can contribute to time predictability. However, the challenge may lie in potential monotony and the need to manage time efficiently to avoid burnout. Efficient workflow systems and time management tools can contribute to a more balanced use of time (Parker, 2014). Roles that involve direct customer interactions may require flexibility in working hours. Employers can support time balance by providing flexible scheduling options, allowing telecommuting, and implementing efficient shift management strategies (Kelly & Moen, 2017). Many scholars have offered various explanations relating to work life balance on

how it affects job productivity and organizational goal attainment. Scholar like Okeke, Chinedu and Umeakuana (2022) discovered that leave policy, flexible scheduling has significant positive effect on female employee performance in Commercial banks. Akinbola and Ighomereho (2022) researched on the impact of work-life balance on employee performance using Industrial Training Fund (ITF) and Vincent, Benjamin, Eveth, Sylvester and Christian (2019) examined a critical appraisal of employee work life balance among Commercial banks stressing on how work appraisal affects employee's performance. Other works has been done on employees' motivation, training and how human resource management impact on work life balance. However, a very determinant of work life balance is the work systems, work systems either in the form of operational system, project system, service

### Hypothesis

**HO<sub>1</sub>:** There is no significant relationship between project system and employee

examined the effect of work-life balance and female employee performance and their study

system and so on. The factor that affects work life balance are inherent in the work system, meaning that the way the work is planned, designed and the schedule of doing the work are critical factors that affect work life balance.

Nevertheless, not much have been done in this area of how work system affects employee work life balance. The factors inherent in the work system that causes work life balance as mentioned have not been extensively looked at and even when some scholar considered it, it has not been extensively done and has not directly addressed the banking industry. This study therefore, examine the effect of work system on work life balance.

time balance in Commercial banks in South-South, Nigeria.

### Project System and Employee Time Balance

In project-based work, employees may experience periods of high involvement and intensity. Therefore, employers can enhance involvement balance by recognizing the need for rest periods between projects, encouraging team collaboration, and fostering a supportive work environment (Hodgson & Briand, 2017). The repetitive nature of tasks in the production system may affect employee involvement and engagement. Job enrichment strategies, involving employees in decision-making processes, and offering skill development opportunities can contribute to a sense of involvement and purpose. **This is to say that**, customer-facing roles require high involvement, but employers can support balance by providing training and resources for effective customer interactions, ensuring manageable workloads, and recognizing and rewarding employees for their efforts (Wirtz & Lovelock, 2016).

In addition to this, employee satisfaction in project-based work is closely tied to project success. Ensuring that employees have the

necessary resources, recognizing their contributions, and fostering a positive project culture contribute to satisfaction balance (Petersen et al., 2018). Satisfaction in routine tasks can be achieved through job enrichment and acknowledging employees' efforts. Implementing performance feedback mechanisms and recognizing achievements contribute to satisfaction balance in the production system (Deming, 2000). **In the service system**, employee satisfaction in customer service roles is linked to effective training, a supportive work environment, and recognition for excellent service. With this employer can implement regular feedback mechanisms to understand and address employee needs (Cheng & McCarthy, 2018). **More so**, allowing flexible work arrangements, such as remote work or flexible schedules, contributes to better time balance (Biron & van Veldhoven, 2016).

Considering employees investing in training and development programmes enhances involvement and satisfaction by equipping

employees with the skills needed for their roles (Wirtz & Lovelock, 2016). Acknowledging employees' efforts and providing recognition commercial banks involves recognizing the unique challenges posed by project, production, and service systems. Employers can implement strategies that address these dimensions to create a work environment conducive to a healthy work-life balance for their employees.

The project system within a bank can have a profound impact on the time allocation, involvement levels, and overall satisfaction of employees. Understanding how projects are managed and integrated into the banking environment is essential for optimizing work experiences and achieving a healthy balance between professional and personal life. The nature of projects often requires efficient time management. Tight deadlines and project timelines may influence how bank employees allocate their time, potentially impacting their work-life balance (Turner, 2014). The complexity of banking projects may influence the time commitment required from employees. Highly complex projects may demand more extended working hours, affecting the balance between work and personal life (Crawford, Pollack & England, 2006). The level of employee involvement in project decision-making processes can impact their sense of control and engagement. Projects that allow for employee input may contribute to a more positive work experience (Deci, Olafsen, & Ryan, 2017).

Granting employees autonomy within projects can positively influence their satisfaction levels. Autonomy provides a sense of ownership and control, contributing to overall job satisfaction. Recognition for project contributions is vital for employee satisfaction. Projects that acknowledge and reward individual and team efforts foster a positive

### Spill over Theory

The first theory for this study is the Spillover Theory propounded by Staines in 1980. The theory mainly focused on the explanations on the consequences of judging multiple roles, emotion, conduct, attitude and feelings in both work and family domains frequently

and rewards contribute to satisfaction balance so in achieving balance in time, involvement, and satisfaction for employees in work environment. Providing training and skill development opportunities specific to project roles enhances employee competence and confidence. Well-equipped employees are more likely to manage their time effectively and derive satisfaction from their contributions (Wirtz et al., 2017).

**Meanwhile,** challenging projects can positively influence job satisfaction. Overcoming project-related obstacles through the help of organizational reformation of work system would contribute to achieving a sense of accomplishment and satisfaction (Demerouti, Bakker, Nachreiner & Schaufeli, 2001).

The consequences of effective project system on time, involvement, and satisfaction balance **are that,** positive outcomes would emanate which include, enhanced time management skills, increased employee involvement and engagement, heightened job satisfaction, and improved overall work-life balance. An effective project system contributes to a positive and rewarding work experience. The project system within a bank significantly influences the time allocation, involvement levels, and satisfaction of employees. By considering factors such as time management, autonomy, recognition, and skill development, banks can optimize their project systems to enhance the overall work-life balance of their employees (Sonntag, 2018). The production system within a bank plays a pivotal role in shaping the time management. The production system in banking is closely tied to operational efficiency. Streamlined processes and well-designed workflows contribute to time efficiency, influencing how employees manage their time.

exceed the borders of those areas. The theory assumes that, a person's attitude, emotion, skills and behaviours in one domain flow into the other and vice versa and it can occur in both positive and negative ways. Spillover theory defines the conditions which results in

positive or negative spillover work micro system and the family micro system (Hill, time and space, then spill over in terms of energy, time and behaviour is generally negative. Work flexibility, helps to integrate various factors of time and space between work and family resulting in positive spill over and is instrumental in achieving healthy work and family balance.

The Spill over Crossover explains the impact of the work domain on the home domain, and consequently the effect of work-related emotions from the individual (employee) to others at home (particularly the partner). The ways in which well-being can be transferred have been categorized into two different mechanisms spill over and crossover. Spill over concerns the transmission of life states of well-being from one domain to another. The experiences that are transferred from one domain to the other can be either negative or positive (Westman, 2002). An employee may experience a time-based conflict between work and private life when work overload results in overwork at the expense of leisure time. An employee who experiences strain or an unpleasant moment at work would continue worrying about the same in the evening at home.

Crossover involves transmission across individuals, whereby demands and their consequent strain cross over between closely

### **Empirical Review**

Abeba and Meskerem (2020) examined effect of work-life balance on organizational commitment in commercial Bank of Ethiopia. A total of 378 respondents completed the survey. Descriptive statistics results revealed that employees exhibited a low level of Work-Life Balance and Organizational Commitment with a low level of variability. Quantitative research approach was utilized. The result of the regression analysis indicated that work-life balance is a positive predictor of organizational commitment. Among the three dimensions of work-life balance, work-personal life enhancement was found out to be the highest predictor of organizational commitment. Although the

2003). If work-family interactions are rigidly structured in related persons (Westman, 2002). However, work flexibility, helps to incorporate several factors of time and space between work and family ensuing in positive spillover. This is helpful in achieving healthy work and family balance. This theory recognizes the impact of the two domains on each other; the experience in one role affects experiences in the second role. The theory also asserts that increase in satisfaction (or dissatisfaction) at work could lead to increased satisfaction (or dissatisfaction) at home. This could mean that the behaviour, skills, mood and values from one role can spill over to the second role (Edwards and Rothbard, 2000).

The implication of this theory to this present study is that, if workers are not considered to be cared for and see how they can balance their work and family life, showing emotional or apathetic concern, gradually their effort to do their job efficiently and effectively might start diminishing in some specific role that might lead to organizational unproductiveness. Secondly, spillover theory is essential for this research because it explain the joint relationship between work and personal lives of employees and how both roles affect performance of employees either positively or negatively.

model could not capture many of the variables that predict organizational commitment, the contribution of work-life balance in enhancing organizational commitment should not be undermined. It is also recommendable for the Bank to maintain the existing work-life balance initiatives and add some more as their effect on organizational commitment is significant. This study and the current study are significantly related in the sense that, the both studies are of a significant view that the work system which is the organizational operation determine employees productivity and work life balance. That is, the extent to which the organization structure work activities in a way that is beneficial to

workers in addressing their personal life with work would help in projecting organizational productivity.

Akanji, Mordi and Ojo (2015) undertook a study titled reviewing gaps in work-life reviewing extant literature. As part of this study, the authors conducted a fieldwork between January to May, 2015 in which they highlighted the perspectives of work life conflict realities in Nigeria by interviewing 50 Nigerian middle-line management employees working in service management organisations. This qualitative study revealed that the provision of types of work life balance policies at the managerial level were weak and this was largely the cause of work life conflict in the Nigerian context. The study further revealed some reasons for the lack of WLB policies to be "high level of unemployment, fear of job loss, lack of WLB awareness, government insensitivity and organisational focus on performance and profits at the expense of employee wellbeing" (2015).

The work proposed the following conditions that can enhance the adoption of WLB practices in the Nigerian context; flexible work arrangements to be enforced by government legislations that will statutorily empower employees to request for atypical work patterns, raising the awareness of organisations to the advantages of protecting workers' rights to various leave initiatives that will improve employee wellbeing, provision of dependent care facilities by organisations especially, for working mothers and managerial training to ensure managerial support for the demands of these policies.

Mwangi, Boinett, Tumwet and Bowen Dave (2017) conducted a study on effects of work life balance on employees' performance in Institutions of Higher Learning, a case study

### **Method of Data Analysis**

The analysis of the data generated in this research was carried out using the Statistical Software for the Social Sciences (SPSS). Data analysis involved both descriptive and inferential statistical techniques, applied in various stages of the analysis. Descriptive tools such as frequencies, percentages and

research and prospecting conceptual advancement in which they examined the concept of work life balance by

of Kabarak University. The specific objectives were to establish the effects of work-family priorities conflict on employees' performance, establish the effects of employee assistance programmes affect employees' performance. The target population of the study was 244 from which a sample size of 70 was determined. The research used descriptive technique, specifically case study. The method used to collect data was primary method. Primary data was gathered through structured questionnaires. Data was analysed using statistical package for social science (SPSS). The data was presented in table format where percentages were presented. To determine if the independent variables influence the dependent variable Chi-square tests was done. The study revealed that work family priorities conflict affected the performance of employees.

The study concluded that work life balance is an important aspect of work and family which should be embraced to improve employees' performance. The study recommended that, organization should come up with ways of balancing what employees do in their jobs and how they cater for their family needs to reduce the imbalance and thus improve their performance. The relationship here is that, this work addresses the importance of effects of work life balance on employees' performance which is what the current work based its focus on how organizational structure and operational system determine employees work life balance.

mode were applied in the assessment of the demographic characteristics of the sample; same including the mean and standard deviation was applied in the assessment of the univariate distributions for the variables. Inferential tools such as the Spearman's Rank

Order Correlation (Rho) was adopted in the test for the bivariate variable. The choice of the Spearman's Rho and the partial correlation bordered on the scaling

(ordinal) of the variables and the flexibility of the tools.

**Table 1 Mean and Standard Deviation of Responses on Project system**

Dimensions	Indicators	N	Mean	Standard Deviation
<b>Project system</b> (x = 4.1246, SD = 0.88255)	High work intensity during project crunch times can lead to longer working hours	139	4.1654	.88114
	In the bank, employees may experience intense periods of work during project which potentially affect work-life balance negatively	139	4.0863	.83307
	Employees experience intense periods of work during project execution that leads to self-development	139	4.1223	.93344

**Table 2 Mean and Standard Deviation of Responses on Time Balance**

Measures	Indicators	N	Mean	Standard Deviation
<b>Time Balance</b> (x = 3.9448, SD = 1.06854)	Workers are able to plan their time at work and home effectively	139	4.2158	.86583
	Roles are scheduled to allow for other personal issues	139	3.9784	1.15263
	Workers are able to effectively manage their time at work and with family	139	3.6402	1.18716

**Table 3: Spearman Order Correlation between Project System and Work-Life Balance**

			Design	Time	Involvement	Satisfaction
Spearman's rho	Project System	Correlation Coefficient	1.000	.473**	.529**	.606**
		Sig. (2-tailed)	.	.000	.000	.000
		N	139	139	139	139
	Time Balance	Correlation Coefficient	.473**	1.000	.412**	.427**
		Sig. (2-tailed)	.000	.	.000	.000

Presented in table 3 above is the result for the tests on the null hypotheses for the association between project system and the measures of work-life balance. The results of the analysis reveal as follows:

- i. Project system significantly and positively contributes to time balance in Commercial banks in South-south Nigeria (rho = 0.473 and P < 0.05)

## CONCLUSIONS

In conclusion, this study affirms that the levels of time balance and the tendency for workers to experience relative levels of control and stability over their personal and professional lives can be attributed to the levels or extent to which the organization reflects work system. This is as the

evidence of the study offers substantial and significant support for the association between both variable.

Furthermore, the study asserts in its general observations and conclusions that:

- i. The structuring of project systems such that allow for flexibility and autonomy is such that contributes to enhanced outcomes of time balance, involvement balance and satisfaction balance; and thus, improved outcomes of work-life balance in Commercial banks in South-south, Nigeria.

### RECOMMENDATIONS

In accordance with the findings and conclusions of this study on the relationship between project system and Time balance, the following recommendations are hereby put forward:

- i. It is recommended that the development and structuring of project systems by the management of Commercial banks in South-south, Nigeria, should build on ensuring flexibility and ensuring roles offer substantial levels of autonomy; that way impacting positively on the work-life balance of employees in the workplace.
- ii. It is recommended that the leadership of the Commercial banks in South-south Nigeria, express commitment toward building mutually respectful and trusting relationship with their employees or subordinates, by being more empathetic and understanding toward the workers; thus, effecting the necessary conditions for improved working conditions for increased levels of stability and work-life balance.

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