

## **The Influence of Production System in Workers Involvement Balance in Commercial Banks in South-South, Nigeria**

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**Abstract:** *This study investigated the relationship between production system and involvement 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, production system and service system with respect to involvement 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 match wages and salaries with workers actual contributions.*

**Keywords:** *Production System, Involvement Balance, Commercial Banks*

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### **INTRODUCTION**

The production system in banking involves routine processes such as transaction processing, customer service, and compliance activities. While these processes provide stability, the repetitive nature of the work may contribute to monotony and potential burnout. Nevertheless, employers can promote work life balance in production systems by implementing job rotation or enrichment programmes, providing variety and skill development opportunities (Parker, 2014; Akinbola & Ighomereho, 2022). Implementing efficient workflow systems and workload management tools can also contribute to a more balanced and predictable work environment (Parker, 2014). Service systems involve the delivery of intangible products such as customer service, healthcare, or education. These systems often require interpersonal skills and may involve irregular hours.

The work system in commercial banks, with its project, production, and service dimensions,

significantly influences the work-life balance of employees. Employers can enhance this balance by implementing strategies that address the unique challenges associated with each dimension, fostering a workplace culture that prioritizes employee well-being and work-life balance. On the other hand, work-life balance refers to employees' ability to meet their work and family commitments, as well as other nonwork tasks and activities in a manner that brings congruence and balance to their lives. It pertains to the equilibrium employees seek between their professional responsibilities and personal lives (Bogofanyo & Emmanuel, 2019). Therefore, work systems in commercial banks have a substantial impact on the work-life balance of employees. The work system will affect how much pressure is put on the worker, it will affect the sense of commitment the employee will have and fulfilment, thus the dimensions of work life balance are time balance, involvement balance, and satisfaction balance.

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These dimensions are critical in understanding how employees manage their professional responsibilities and personal lives within the banking industry. Understanding these dimensions is essential for employers, employees, and policymakers seeking to create a conducive work environment that promotes work life balance and organizational productivity. In this case, employees with a balanced work-life experience greater job satisfaction, leading to increased morale, commitment, and overall job performance. Work-life balance is associated with higher levels of overall well-being, including reduced stress, improved mental health, and better physical health.

In the work system, the knowledge, skills, interests, and motivation of the participants also need to fit with the processes and activities in the system. The processes and activities of the work should be appropriate to match for with the attributes of the participants. Changes in the processes and activities may require related changes in the participants ranging from additional training or new incentives, all the way through changing participant roles, replacing some participants with others, or automating parts of the work, which thereby renders some roles unnecessary (Steven, 2013). The concept of a work system encompasses various elements

that significantly impact employees' work-life balance. Organizations that recognize the importance of these factors and actively cultivate a supportive work environment are more likely to foster a culture where employees can thrive both professionally and personally. This, in turn, leads to increased job satisfaction, productivity, and overall well-being (Sonnentag, 2018).

In the work system according to Derks, Van Duin, Tims and Bakker (2015), Wirtz, Rigotti, Otto, and Loeb (2017) and Bakker and Demerouti (2017) is the job design and the work characteristics, organizational culture and leadership, work load and time demand, technology integration, flexible work arrangement, supportive policies and benefits, job resources and social support, training and skills development are key aspects of the work system that has notable implications for work-life balance. In their various explanations, the design of jobs, including task variety, autonomy, and complexity, profoundly impacts work-life balance. That is, a well-designed job that provide autonomy and meaningful tasks contribute to employee satisfaction and a healthier work-life balance. On the one hand, the organizational culture, driven by leadership styles and values, plays a crucial role in determining the importance placed on work-life balance.

### **Hypothesis**

**HO<sub>1</sub>:** There is no significant relationship between production system and employee involvement balance in

Commercial banks in South-South, Nigeria.

### **Production System and Employee Involvement Balance**

The workload within the production system can influence the time commitment required from employees. That is, effective workload management is essential for preventing burnout and maintaining a healthy work-life balance (Sonnentag, 2018). Involving employees in the improvement of production processes enhances their sense of ownership and engagement. Employee participation in decision-making positively correlates with job satisfaction (Deci et al., 2017). Offering training and skill development programmes specific to production roles ensures that employees are well-equipped for their tasks.

Competent employees are more likely to find satisfaction in their work (Wirtz et al., 2017). Efficient time management, increased employee involvement, heightened job satisfaction, and improved overall work-life balance. An effective production system contributes to a positive and rewarding work experience.

Service system and employee time, involvement and satisfaction balance within a bank is a critical element that shapes the time dynamics, employee involvement, and overall satisfaction of its

workforce. Understanding how service-oriented tasks impact these aspects is crucial for creating a work environment that supports a healthy balance between professional and personal life. Service-oriented tasks, such as customer interactions and problem resolution, can significantly impact the time allocated by bank employees. The nature of service provision may require flexible time management strategies (Kelly & Moen, 2017). The workload associated with service-oriented roles can influence the time commitment required from bank employees. High service demands may necessitate effective workload management strategies and interactions with customers often involve emotional labour, impacting employee involvement. **The pursuit of service quality and customer satisfaction can influence how** employees allocate their time and involve themselves in service-oriented tasks that may require a high level of emotional intelligence and engagement.

**Affective Events Theory.** The second theory for this study anchored on Affective Events Theory (AET) which is a model developed by Weiss and Cropanzano (1996) to discover how emotions and moods influence job performance and job satisfaction. AET assumes that organizational events are proximal causes of effective reactions. By implication, "things happen to people in work setting and people often react emotionally to

### **Empirical Review**

Bogofanyo and Emmanuel (2019) carried out a study on effect of work-life balance on performance of money deposit banks in south-south Nigeria. The study explores alternative work arrangement and managerial support as dimensions of work like balance (the predicting variable), and performance as a criterion variable used for goal attainment as measure. 2562 staff of 12 banks spanning through six states was used as population size. Cochran sample size determination statistical technique was used to determine 485 sample size for the study. Questionnaire was used to collate data and was analysed with Simple Linear Regression and Pearson product moment correlation with the aid of Statistical Package for Social Science (SPSS 17.0 windows). The result shows that work life

these events (Weiss & Cropanzano, 1996). It suggested a hypothesized relationship between moment-to-moment emotions and outcomes such as effectiveness of work system, effect of work-related hazards and employee's reaction to organizational behaviour (Alter, 2016). The model increases the understanding of links between employees and their emotional reactions to things that happen to them at work. It believes that work modelled includes hassles, autonomy, job demands, and emotional labour and uplifting actions of their reactions.

This emotional response intensity therefore affects job performance and satisfaction. Furthermore, affective events theory also proposes that stable work features such as job scope predisposes the occurrence of certain types of affects producing events. For instance, an enriched job leads to events involving feedback, task accomplishment, and optimal challenge that may result in happiness and enthusiasm. The relevant or implication of this theory to the present study is that, the theory essentially explains how the inherent activities dominated in the work system directly or indirectly affect employee's reaction and productivity in the organization. That is, if organizational practice give room for employees to care for their professional work and personal life, it will aid them in practicing a happy work style which will enhance their productivity and quality life.

balance demonstrated a great significant effect on the performance of money deposit banks as the dimensions alternative work arrangement such as compress work weeks, telecommuting, flexi time, job sharing and managerial supports predict employee goal attainment.

Based on the findings, the study recommends that management should judiciously adopt and implement alternative work arrangement in order to offer a family-friendly atmosphere to attract and retain qualified employees to increase productivity. The significance of this study to the present work is that, the common focus of every performance of employees is hinged directly on the way they are treated in their work place and how their work is rationally organized to meet other personal

expectation that could balance their psychology in delivering their jobs efficiently and effectively.

Akanji (2012) researched on realities of work life balance in Nigeria: Perceptions of role conflict and coping beliefs. The work adopted a qualitative approach in which 61 in-depth interviews of Nigerian employees comprising 41 female and 20 male employees from service-based organisations (banking, telecommunications and motor insurance companies) in Lagos State were conducted. The study adopted the grounded theory approach for data analysis processes which aims to discover theory from the data systematically obtained from this research. Participants in this study attributed the primary sources of their work-life conflict situations to the political, economic and social challenges facing Nigeria, suggesting that "conditions outside an organisation and an individual's sphere of life have a sizeable impact at influencing the fundamental realities derived from an individual's capacity of co-ordinating obligations at work and family levels with minimal conflict.

It revealed that, Nigeria's culture of corruption, high unemployment ratios, poverty, inflation, and patriarchy are sources of work-life conflict for her workers. Results also showed that role overload was another major source of work-life conflict for Nigerian women given that Nigeria's status as a patriarchal society thrusts women into a position where family commitments come into serious conflict with other roles. The work identified personal hardiness, assistance seeking solutions, and avoidance/resignation as coping strategies adopted by Nigerian workers. It was also revealed that, employers of labour easily circumvent the ideals of WLB practices and policies because of a lack of

### **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

institutionalised social support systems, disregard for a culture that encourages WLB solutions and effectual enforcement of employment standards by the national government.

*Clutterbuck (2015)* conducted a study on work Life balance of employees and its effect on work related factors in nationalized banks in India. The study revealed that, in general, the perceived level of work-life balance among the employees of Nationalized Banks in India is low and that work life balance has a positive relationship with the work-related factors such as Job satisfaction, Service delivery, Job commitment, competency, target achievement and career development. The population for the study consisted of all the employees of nationalized banks. The study also revealed that it has a negative relationship with factors like work stress and rate of absenteeism. The study was carried out among the employees of five nationalized banks in Madurai namely, State Bank of India, Indian Bank, IndianOverseas Bank, Canara Bank and Bank of Baroda. It was concluded that the issue of work life balance is so significant that the employer should develop and deploy strategies to reduce the imbalance between employees work and personal lives.

Thus, by realizing the importance of work life balance, banks should take suitable measures like flexi working hours, flexible working arrangement (home working, compressed hours); leave arrangement (annual leave, Parental leave); dependent care assistance (Childcare arrangements and Creche) and general services (Employment assistant) to improve the level of work life balance of their employees and to improve their work-related performance.

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 Production System**

<b>Production System</b> (x = 4.2038, SD = 0.88192)	Services in the bank involve repetitive and standardized tasks to achieve efficiency instigates stress	139	4.3022	.90758
	Predictable work patterns may contribute to a more stable work-life balance	139	4.2589	.87124
	Repetitive tasks may lead to monotony, impacting job satisfaction and work-life balance negatively	139	4.0503	.86693

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

<b>Involvement Balance</b> (x = 3.9232, SD = 0.97598)	Workers are able to manage their stress levels at the workplace	139	3.8057	1.09429
	Workers express control over their roles and self in this organization	139	3.6834	1.00463
	Worker's focus is consistent in line with addressing their responsibilities and roles	139	4.2805	.82902

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

			Training	Time	Involvement	Satisfaction
Spearman's rho	Production System	Correlation Coefficient	1.000	.446**	.371**	.628**
		Sig. (2-tailed)	.	.000	.000	.000
		N	139	139	139	139
	Involvement	Correlation Coefficient	.371**	.412**	1.000	.527**
		Sig. (2-tailed)	.000	.000	.	.000

Table 3 above illustrates the result for the tests on the null hypotheses for the association between production system and the measures of work-life balance. The results of the analysis reveal as follows:

- i. Production system significantly and positively contributes to involvement balance in Commercial banks in South-south Nigeria (rho = 0.371 and P < 0.05)

**CONCLUSIONS**

In conclusion, this study has unveiled how production system generally and significantly affect involvement balance. This work has

truly figured out how some inherent conditions and situations

surrounding work system with respect to product system, production system and service system keenly relate and affect work life balance.

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

- i. The development of production system programmes and activities is such that

### RECOMMENDATIONS

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

- i. It is recommended that the management of Commercial banks in South-south, Nigeria should focus on developing production system programmes and activities based on context-specific concerns, gaps and challenges. This is necessary for creating useful skills and that are

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.

suited to the particular needs and operational goals of the Commercial banks.

- ii. It is recommended that the service system of workers by the management of the Commercial banks in South-south Nigeria, should be such that centers and emphasizes on consistency, and equity, matching wages and salaries with workers actual contributions and efforts channeled toward the achievement of organizational goals and objectives.

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