Work-Life Balance of Nurses on Organization Productivity in the Rivers State University Teaching Hospital (RSUTH)

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Abstract:

The escalating demands of healthcare services at the Rivers State University Teaching Hospital (RSUTH) have intensified the pressures on nurses, culminating in compromised work-life balance. This imbalance detrimentally impacts their job satisfaction, subsequently affecting organizational productivity and patient care quality. Given the critical role of nurses in healthcare delivery, understanding and addressing their work-life balance challenges is imperative for enhancing their job satisfaction and organizational effectiveness. This study delves into the current state of work-life balance among RSUTH nurses, identifying the nexus between their work-life balance, job satisfaction, and organizational productivity, thereby highlighting a significant gap necessitating urgent interventions. Anchored in the JD-R Model, this study employs a descriptive survey design, gathering data from 48 purposively sampled nurses across varied departments via observations and questionnaires. Analyzing responses through descriptive statistics elucidates the influence of work-life balance on nurses' job satisfaction and productivity, offering insights into existing disparities and areas requiring improvement. Results underscore a critical linkage between nurses' work-life balance and RSUTH's productivity, emphasizing how suboptimal balance impairs job satisfaction and operational efficiency. Nurses report that inadequate work-life integration significantly affects their professional contentment and performance. Conversely, a supportive work-life environment fosters higher job satisfaction, engagement, and retention, directly enhancing organizational productivity and patient care standards. Therefore, targeted strategies enhancing work-life balance are imperative, advocating for flexible scheduling, support systems, and institutional policies that prioritize nurses' well-being, ultimately benefiting RSUTH's workforce stability and healthcare service quality. Against this backdrop the paper recommended that RSUTH should implement structured interventions, such as flexible work arrangements, robust support mechanisms, and comprehensive work-life balance policies, to mitigate the adverse impacts of work-life imbalance on nurses. Encouraging a supportive culture that values nurses' well-being will catalyze improvements in job satisfaction, staff retention, and productivity, thereby bolstering RSUTH's healthcare delivery efficacy.

Keywords: Work-life Balance, Organisation, Productivity, Job Satisfaction,

Introduction:

Work-life balance is a concept that has garnered significant attention in the modern workplace, reflecting the ongoing dialogue between employers and employees about the integration and

prioritization of work and personal life. Essentially, work-life balance involves managing work responsibilities alongside personal interests, family commitments, and leisure activities to prevent burnout and promote overall well-being (Clark, 2020). This balance is increasingly recognized as critical to employee satisfaction, productivity, and retention, as well as to organizational success. Research indicates that individuals who achieve a satisfactory work-life balance are more likely to exhibit enhanced job performance, lower levels of stress, and higher job satisfaction (Greenhaus & Allen, 2011; Kossek & Perrigino, 2016). Moreover, organizations that support work-life balance initiatives can attract and retain top talent, foster a positive workplace culture, and enhance their competitive edge (Thompson et al., 2017). As the nature of work evolves with technological advancements and changing societal norms, the pursuit of an optimal work-life balance continues to be a dynamic and multifaceted challenge for both individuals and organizations.

Nurses are integral to the healthcare system, offering essential care and support across various settings, from hospitals to community clinics. Their role transcends mere medical intervention; nurses are advocates, educators, and confidants, often forming the backbone of patient care. They assess patient needs, administer treatments, and collaborate with other healthcare professionals to ensure comprehensive care (International Council of Nurses, 2020). The significance of nurses has become even more pronounced in recent times, particularly highlighted during global health emergencies where they have been at the forefront, providing critical care and demonstrating resilience and dedication (Rosa et al., 2020). Moreover, the scope of nursing has expanded, with specializations that address diverse healthcare needs, reflecting an evolution from traditional roles to multifaceted professionals who contribute significantly to healthcare policy, research, and leadership (Kagan et al., 2020). In essence, nurses embody a compassionate force in healthcare, pivotal to patient recovery and well-being, and instrumental in shaping health systems and policies.

Productivity is often perceived as a crucial determinant of economic health, reflecting the efficiency with which inputs are converted into outputs across various sectors. In the context of the workforce, it encapsulates the effectiveness with which labor contributes to the production of goods and services, influencing organizational success and economic growth (Syverson, 2011). This multifaceted concept extends beyond mere output rates, encompassing the quality of work and innovation while being influenced by factors like technology, workforce engagement, and organizational culture (Brynjolfsson & McAfee, 2014). As industries evolve, understanding productivity becomes increasingly complex, requiring nuanced approaches that consider both quantitative and qualitative dimensions of work (Schwab, 2017). In the digital era, productivity enhancements are closely linked to technological advancements, with digital tools offering new ways to optimize work processes and foster collaborative environments (Manyika et al., 2016). However, maximizing productivity also demands attention to worker well-being, as a motivated and healthy workforce is essential for sustained productivity growth (Pfeffer, 2018).

An organisation constitutes a structured entity where individuals collectively work towards shared objectives, leveraging systematic processes and defined roles to achieve their goals. This framework enables the coordination of efforts and resources, fostering a collaborative environment that drives the pursuit of common aims (Daft, 2016). In essence, organisations are fundamental to societal and economic functioning, facilitating the delivery of services, production of goods, and advancement of various initiatives. They vary widely in scope, size, and purpose, ranging from small local businesses to large multinational corporations or non-profit entities, each adapting to their unique contexts and challenges (Scott & Davis, 2016). The study of organisations extends across disciplines, exploring how they innovate, adapt to change, and influence their members and the broader community (Tsoukas & Knudsen, 2003). Moreover, the evolving landscape of globalisation and digital transformation continually reshapes organisational dynamics, necessitating

adaptive strategies to thrive in an ever-changing environment (Hitt, Carnes, & Xu, 2016).

Organisational productivity embodies the efficacy and efficiency with which an organization utilizes its resources to achieve its objectives, significantly influencing its competitive edge and sustainability. This encompasses not only the quantity of output but also the quality, innovation, and value created through organizational processes and employee contributions (Drucker, 1999). Factors such as technological advancements, workforce engagement, and strategic management play pivotal roles in enhancing organisational productivity, impacting overall economic growth and societal progress (Bloom, Genakos, Sadun, & Van Reenen, 2012). As organisations navigate the complexities of global markets and technological disruption, their ability to adapt and optimize productivity determinants becomes crucial for long-term success (Porter & Heppelmann, 2014).

The pressing issues of work-life balance among nurses at the Rivers State University Teaching Hospital (RSUTH) are integral to understanding their overall job satisfaction, retention rates, and the consequent impact on organizational productivity. Given the demanding nature of nursing, where shift work is prevalent, and emotional and physical exhaustion are commonplace, achieving a harmonious work-life balance is paramount (Trinkoff et al., 2010). The rationale for focusing on this area of study within RSUTH is underscored by the global acknowledgment of rising nurse burnout rates, which not only affect the well-being of the nurses themselves but also the quality of patient care they provide, thereby influencing the broader organizational productivity (Khamisa et al., 2015). The work-life balance of nurses is not merely an individual concern but a systemic issue that has far-reaching implications for the healthcare sector's efficiency and effectiveness. Addressing these concerns not only benefits the nurses by reducing burnout and enhancing job satisfaction but also contributes to improved patient care and organizational efficiency.

Statement:

The intricate relationship between work-life balance, job satisfaction, and organizational productivity within the nursing profession has garnered significant attention in recent years. As the backbone of healthcare, nurses navigate the challenges of balancing professional responsibilities with personal life, impacting their overall job satisfaction and, by extension, organizational productivity.

In RSUTH, the challenges faced by nurses in balancing their professional and personal lives can be attributed to various factors, including long and irregular working hours, high patient-to-nurse ratios, and the emotional toll of patient care. These factors collectively contribute to job dissatisfaction, increased stress levels, and higher turnover intentions among nurses, which, in turn, jeopardize the hospital's productivity and the quality of care delivered to patients (Hayes et al., 2012). Moreover, the inability of nurses to achieve a satisfactory work-life balance can lead to diminished job engagement, reduced motivation, and a lack of commitment, all of which are critical determinants of organizational productivity. Conversely, when nurses perceive their work-life balance as being supported, their job satisfaction levels tend to rise, leading to enhanced organizational commitment and productivity. Hence, implementing effective work-life balance strategies, such as flexible scheduling, adequate staffing, and wellness programs, can significantly improve nurses' job satisfaction and organizational outcomes. By investing in such strategies, RSUTH can foster a more supportive work environment that enhances nurses' well-being and, concurrently, elevates the hospital's operational efficiency and the standard of patient care provided.

Empirical studies from diverse geographical contexts, including India, Jordan, and South India, offer insights into the mechanisms through which work-life balance influences job satisfaction among nurses. These studies collectively underscore the importance of supportive organizational policies and job resources in

fostering a conducive environment for nurses, ultimately enhancing their work-life balance and contributing to improved healthcare delivery outcomes.

Abhitha and Hebbar (2022) research provide a comprehensive analysis of how work-life balance affects job satisfaction among nurses in Mangalore City's private hospitals. By scrutinizing the responses of 100 nursing professionals, the study meticulously deployed descriptive statistics to interpret the data from a structured questionnaire, offering nuanced insights into the dynamics at play. The core findings suggest that an equilibrium between professional duties and personal life is instrumental in elevating job satisfaction, which in turn, enhances organizational productivity. The study also delves into the repercussions of poor work-life balance, highlighting its correlation with increased employee turnover. The implications of these findings are profound, suggesting that healthcare institutions stand to benefit significantly from policies and practices that prioritize and improve work-life balance. By fostering an environment that values and supports nurses' well-being, organizations can not only amplify job satisfaction but also curtail attrition rates, ultimately contributing to the overall efficacy and sustainability of healthcare delivery (Abhitha & Hebbar, 2022).

Badran and Khalaaf (2023) study examined the intricate interplay between work-life balance and person-job fit among nurses at an Obstetrics and Gynecological Hospital associated with Ain-Shams University Hospitals. With a participant pool of 153 staff nurses, the research adopts a detailed approach using the Work-Life Balance Questionnaire (WLBQ) and Person-Job Fit Scale (BJC) to gather pertinent data. The analytical lens of a descriptive correlational design unveils that a majority of nurses experience only moderate levels of work-life balance, which significantly influences their alignment with the organizational ethos and their respective roles. The revelations from this study underscore the pivotal role of work-life balance in shaping not just job satisfaction but also the congruence between employees'

expectations and their actual job roles. Such insights beckon healthcare administrators to contemplate and enact strategic measures that would nurture a supportive work environment, one that champions the cause of balanced living and, as a result, optimizes person-job fit. This alignment is not merely beneficial for the nurses but is also quintessential for enhancing patient care and organizational outcomes (Badran & Khalaaf, 2023).

Lee and Ji(2023) groundbreaking research extends the discourse on work-life balance by probing its impact on job engagement and performance among nurses in South Korea's hospital-level medical institutions. Harnessing data from a well-defined nurse cohort and employing sophisticated statistical tools like SPSS 27.0, the study elucidates how perceived organizational support acts as a fulcrum, modulating the effects of work-life balance on job engagement and performance. The findings reveal a compelling narrative: nurses who enjoy a harmonious work-life balance exhibit heightened job engagement, which in turn catalyzes their job performance. Moreover, the study posits that work-life balance serves as an indirect catalyst for job performance, mediated through increased job engagement. Such insights accentuate the necessity for healthcare institutions to cultivate a supportive atmosphere, one that acknowledges and addresses the work-life balance needs of its nursing workforce. By doing so, they not only elevate the individual performance of nurses but also bolster the overall productivity and service quality of the organization. Lee and Ji's research thus offers a compelling case for the strategic integration of work-life balance initiatives within organizational policy frameworks to harness their potential in enhancing job engagement and performance (Lee & Ji, 2023).

Poulose and Sudarsan (2017) examined the intricate dynamics of work-life balance within the nursing sector of South India were scrutinized, engaging a sample of 182 nurses. The application of Barron and Kenny's mediated regression analysis illuminated how various facets of work-life balance significantly impact job satisfaction.

This research delineated a clear correlation: excessive work demands dampen satisfaction levels, while organizational support acts as a bolster, enhancing job contentment and overall well-being. Notably, the study revealed that work-life balance serves as a crucial intermediary, modulating the effect of work environment factors on satisfaction outcomes. This insight not only enriches the academic discourse on work-life balance but also furnishes practical guidance for healthcare institutions, advocating for the formulation of supportive policies that not only enhance nurses' job satisfaction but also drive superior organizational performance, thus creating a more sustainable and effective healthcare system.

Alharbi (2023) embarked on a cross-national study, spotlighting the impact of work-life balance initiatives across healthcare institutions in Jordan and India. This investigation underscored the profound influence such policies exert on nursing personnel, directly correlating enhanced work-life balance with elevated job performance and satisfaction. Alharbi's analysis conveys a critical message to healthcare leaders, accentuating the necessity of embedding work-life balance strategies within the organizational culture to nurture a motivated, content, and productive workforce. The study pivots on the premise that well-structured work-life balance programs are not merely employee benefits but pivotal organizational strategies that yield tangible improvements in service delivery and institutional success, ultimately fostering a more resilient and thriving healthcare sector.

Rashmi and Kataria (2021) investigation investigated into the pressing context of the COVID-19 pandemic, exploring how job resources and work-life balance interact to shape job satisfaction among Indian nursing professionals. Through meticulous analysis of data from 452 respondents, employing structural equation modeling, the researchers unveiled the potent influence of job autonomy and supervisory support in enhancing work-life balance, which in turn catalyzes job satisfaction. This study accentuates the critical importance of supportive job resources, particularly in times of crisis, highlighting their role in bolstering nurses' morale and job contentment. By advocating for the strategic allocation of resources and managerial support, Rashmi and Kataria contribute valuable insights into optimizing work conditions for nurses, thereby enhancing healthcare delivery and achieving better patient care outcomes amid challenging global health landscapes.

Despite the considerable breadth of research elucidating the impact of work-life balance on various facets of nursing professionals' job satisfaction and performance, there remain notable gaps in the literature, particularly concerning context-specific insights and longitudinal impacts. While studies have extensively explored the immediate consequences of work-life balance on job satisfaction and performance, there is a paucity of research examining its long-term effects on organizational productivity, especially within specific geographical locales or institutions. Furthermore, the interplay between cultural factors and work-life balance policies, especially in diverse healthcare settings such as Rivers State University Teaching Hospital (RSUTH), remains underexplored. The existing literature predominantly focuses on individual and immediate organizational outcomes, often overlooking broader, systemic implications and the nuanced ways in which institutional culture and policy frameworks shape the efficacy of work-life balance interventions. Additionally, while previous studies have highlighted the importance of organizational support, the specific mechanisms through which such support influences the broader organizational productivity within the context of healthcare in developing countries warrant further investigation. It is against this backdrop that this study was undertaken to examine the influence of "Work-Life Balance of Nurses on Organization Productivity in the Rivers State University Teaching Hospital (RSUTH)," addressing these literature gaps by integrating contextual depth and a focus on sustained organizational outcomes within a unique healthcare setting.

Objectives:

The aim of the study is to examine the influence of work-life balance of nurses on organisation productivity in the Rivers State University Teaching Hospital (RSUTH). Specifically, the study seeks to:

1) evaluate the current state of work-life balance among nurses in RSUTH
2) examine the impact of work-life balance on job satisfaction among nurses in RSUTH
3) investigate the impact of nurses' work-life balance on organization productivity in RSUTH
4) identify strategies and interventions that enhance work-life balance for Nurses in RSUTH

Research Questions:

The following research questions were stated to guide the study:

1) what are the current state of work-life balance among nurses in RSUTH?
2) what are the impact of work-life balance on job satisfaction among nurses in RSUTH?
3) How does work-life balance of nurses affect organization productivity in RSUTH?
4) What are the strategies and interventions that can enhance work-life balance for Nurses in RSUTH?

Theoretical Underpinning:

The study relied on Job Demands-Resources (JD-R) Model. JD-R model, introduced by Bakker and Demerouti in the early 2000s, offers a comprehensive framework for examining how job characteristics influence employee well-being and organizational outcomes. At its core, the JD-R model posits that job demands and resources have unique and interrelated impacts on worker stress and motivation, which in turn affect organizational productivity and employee health. For the study "Work-Life Balance of Nurses on Organization Productivity in the Rivers State University Teaching Hospital," the JD-R model provides a pertinent lens through which the interplay of various work conditions and their outcomes can be analyzed.

Job demands are the physical, psychological, social, or organizational aspects of a job that require sustained effort and are therefore associated with certain physiological and psychological costs. For nurses, these might include long working hours, patient overload, emotional demands of caregiving, and the need for continuous attention to detail. Conversely, job resources refer to those physical, psychological, social, or organizational aspects of the job that are functional in achieving work goals, reducing job demands and the associated costs, or stimulating personal growth, learning, and development. In nursing, resources could include social support from colleagues, autonomy, professional development opportunities, and feedback.

The foundational assumption of the JD-R model is that while job demands typically require effort that can lead to strain and potential burnout, job resources can mitigate these effects and foster engagement, leading to positive outcomes like job satisfaction and increased productivity. Thus, understanding the balance between demands and resources becomes crucial in predicting employee outcomes. In the context of RSUTH, analyzing how the demanding aspects of nursing interact with available resources could provide insights into nurses' work-life balance, job satisfaction, and overall productivity.

Relevance to the RSUTH study is significant as the JD-R model can help identify specific job demands and resources that impact nurses' perceptions of work-life balance and their job satisfaction. For instance, if the demands of nursing roles in RSUTH, such as high patient-to-nurse ratios or mandatory overtime, are not adequately compensated by resources like support from management or opportunities for professional growth, nurses may experience decreased job satisfaction and productivity. This scenario underlines the importance of a well-balanced job environment for sustaining workforce effectiveness and organizational health.

Applying the JD-R model to the RSUTH context allows for targeted interventions. By identifying and enhancing job resources or mitigating job demands, hospital administrators can directly influence nurses' work-life balance, potentially enhancing job satisfaction and productivity. For example, increasing staffing levels or providing additional support services could be effective strategies in response to identified job demands.

In summary, the JD-R model's application in the RSUTH study serves as a strategic approach to understanding and improving nurses' work conditions and their outcomes. By leveraging the insights provided by this model, RSUTH can develop targeted interventions that enhance nurses' job satisfaction and productivity, ultimately contributing to better patient care and organizational success.

Methodology:

This study employed a descriptive survey research design to investigate the influence of work-life balance on job satisfaction and productivity among nurses at the Rivers State University Teaching Hospital (RSUTH). Primary data were collected through direct observation and a specially designed questionnaire. A purposive sampling method was used in the selection of 48 nurses across twelve hospital departments, ensuring representation from Dental, Ophthalmology/Len, Radiology, Internal Medicine, Pathology, Accident and Emergency, Obstetrics and Gynecology, Family Medicine, Catering, Medical Records, and Pharmacy, with four nurses chosen from each department. The questionnaire utilized a four-point Likert scale, ranging from Strongly Agree (4) to Strongly Disagree (1), and was distributed and collected within a three-day span. The analysis involved descriptive statistics, particularly mean scores and standard deviations, to interpret the data. A criterion mean of 2.5 was established as the threshold for acceptance or rejection of responses, where any mean score above 2.5 indicated agreement with the questionnaire statements, thereby facilitating an understanding of the prevailing work-life balance, job satisfaction, and productivity levels among the nursing staff at RSUTH.

Data Presentation and Discussion

Research Question 1: What is the current state of work-life balance among nurses in RSUTH?

Table 4.1.1: Descriptive Statistics on the current state of work-life balance among nurses in RSUTH.

N=46, Criterion Mean=2.5

S/N	ITEMS	SA	A	SD	D	Mean	Remark
1	I feel that my work schedule allows adequate time for my personal life.	3	6	24	13	1.98	**Disagreed**
2	I am satisfied with my current level of work-life balance at RSUTH.	6	5	20	15	2.26	**Disagreed**
3	My job demands frequently interfere with my family and personal time.	18	12	7	9	2.85	**Agreed**
4	I often feel overwhelmed by my work responsibilities at RSUTH.	19	13	4	10	2.89	**Agreed**
5	I believe that the work-life balance policies at RSUTH are effective.	5	8	19	14	2.02	**Disagreed**
	Grand Mean					2.36	**Disagreed**

The descriptive statistics presented in Table 4.1.1 reflect the perspectives of 46 nurses at RSUTH regarding their work-life balance, with a criterion mean set at 2.5. The grand mean for all items is 2.36, which falls below the criterion mean, indicating a general disagreement with positive statements about work-life balance. Specifically, the nurses tend to disagree that their work schedules allow adequate personal time, express dissatisfaction with their work-life balance levels, and find the work-life balance policies ineffective.

Conversely, there is agreement that job demands often interfere with personal time and many feel overwhelmed by work responsibilities. This overall sentiment suggests a pressing need for interventions to improve work-life balance among the nurses at RSUTH.

Research Question 2: What is the impact of work-life balance on job satisfaction among nurses in RSUTH?

Table 4.1.2: Descriptive Statistics on the impact of work-life balance on job satisfaction among nurses in RSUTH.

N=46, Criterion Mean=2.5

S/N	ITEMS	SA	A	SD	D	Mean	Remark
6	I feel more job satisfaction when I experience a good work-life balance.	28	15	-	2	3.45	**Agreed**
7	Nurses with better work-life balance are likely to be more satisfied with their jobs at RSUTH.	30	13	1	2	5.71	**Agreed**
8	Job satisfaction decreases when work-life balance is not adequately maintained.	26	16	1	3	3.41	**Agreed**
9	A lack of work-life balance contributes to feelings of job burnout and dissatisfaction.	25	14	2	5	3.28	**Agreed**
10	Improving work-life balance would increase my job satisfaction.	34	12	-	-	3.74	**Agreed**
	Grand Mean					3.72	**Agreed**

The data in Table 4.1.2 from RSUTH, with a sample size of 46 nurses, indicate a strong consensus on the positive impact of work-life balance on job satisfaction, as evidenced by a grand mean of 3.72, well above the criterion mean of 2.5. The responses overwhelmingly support the notion that good work-life balance significantly correlates with higher job satisfaction. Nurses affirm that better balance reduces burnout and increases satisfaction, while its absence is linked to decreased satisfaction and increased burnout. The high level of agreement across the statements underscores the critical role that work-life balance plays in enhancing job satisfaction among nurses,

suggesting that improvements in this area could lead to more positive job experiences and better overall outcomes in healthcare settings.

Research Question 3: How does the work-life balance of nurses affect organization productivity in RSUTH?

Table 4.1.3: Descriptive Statistics on work-life balance of nurses affect organization productivity in RSUTH?.

N=46, Criterion Mean=2.5

S/N	ITEMS	SA	A	SD	D	Mean	Remark
11	Nurses with better work-life balance contribute more effectively to team productivity.	29	13	1	3	3.48	**Agreed**
12	There is a direct correlation between nurses' work-life balance and their efficiency at work.	30	11	2	3	3.48	**Agreed**
13	Organization productivity suffers when nurses experience poor work-life balance.	25	16	1	4	3.35	**Agreed**
14	Improving nurses' work-life balance would enhance patient care quality at RSUTH.	24	14	2	6	3.22	**Agreed**
15	Work-life balance initiatives would reduce nurse absenteeism and turnover, thereby increasing productivity.	26	12	3	5	3.28	**Agreed**
	Grand Mean					3.36	**Agreed**

Table 4.1.3 highlights the perceptions of 46 nurses at RSUTH regarding the influence of work-life balance on organizational productivity, with a grand mean of 3.36, indicating an overall agreement that work-life balance positively affects productivity. The data suggest a consensus among nurses that better work-life balance not only enhances team productivity and work efficiency but also directly impacts the quality of patient care. Furthermore, it is acknowledged that poor work-life balance can detrimentally affect organizational productivity, while initiatives aimed at improving balance are seen as beneficial in reducing absenteeism and turnover among nurses. This implies that fostering a supportive work-life balance environment could be a strategic lever for enhancing both nurse well-being and organizational performance.

Research Question 4: What are the strategies and interventions that can enhance work-life balance for Nurses in RSUTH?

Table 4.1.4: Descriptive Statistics on the strategies and interventions that can enhance work-life balance for Nurses in RSUTH.
N=46, Criterion Mean=2.5

S/N	ITEMS	SA	A	SD	D	Mean	Remark
16	Nurses with better work-life balance contribute more effectively to team productivity.	30	13	-	3	3.52	**Agreed**
17	There is a direct correlation between nurses' work-life balance and their efficiency at work.	28	12	1	5	2.5	**Agreed**
18	Organization productivity suffers when nurses experience poor work-life balance.	27	16	1	2	3.47	**Agreed**
19	Improving nurses' work-life balance would enhance patient care quality at RSUTH.	29	11	2	4	3.41	**Agreed**
20	Work-life balance initiatives would reduce nurse absenteeism and turnover, thereby increasing productivity.	22	16	2	6	3.17	**Agreed**
	Grand Mean					3.21	**Agreed**

Table 4.1.4 presents data on the perceived effectiveness of various strategies and interventions to enhance work-life balance for nurses at RSUTH, with a grand mean of 3.21, which surpasses the criterion mean of 2.5, indicating general agreement. The responses suggest that nurses believe implementing specific strategies and interventions would positively affect their work-life balance and, by extension, their productivity and the quality of patient care. There is a consensus that improved work-life balance correlates with better team productivity, increased work efficiency, higher quality of patient care, and reduced absenteeism and turnover among nurses. These findings underscore the importance of targeted strategies to improve work-life balance asa means to enhance both individual well-being and organizational outcomes within RSUTH.

Discussion of Findings:

The State of Work-life Balance among Nurses in RSUTH:

The descriptive statistics presented in Table 4.1.1 reflect the perspectives of 46 nurses at RSUTH regarding their work-life balance, with a criterion mean set at 2.5. The grand mean for all items is 2.36, which falls below the criterion mean, indicating a general disagreement with positive statements about work-life balance. Specifically, the nurses tend to disagree that their work schedules allow adequate personal time, express dissatisfaction with their work-life balance levels, and find the work-life balance policies ineffective. Conversely, there is agreement that job demands often interfere with personal time and many feel overwhelmed by work responsibilities. This overall

sentiment suggests a pressing need for interventions to improve work-life balance among the nurses at RSUTH.

The findings at RSUTH, where nurses reported dissatisfaction with their work-life balance, echo the results of a study by Aiken et al. (2012), which examined the impact of nurse work environment and workload on job dissatisfaction and burnout. Aiken and her colleagues found that nurses experiencing poor work-life balance reported higher levels of job dissatisfaction and emotional exhaustion, similar to the nurses at RSUTH who disagreed that their work schedules allow adequate personal time and expressed dissatisfaction with their work-life balance. The RSUTH study's emphasis on the negative repercussions of inadequate work-life balance, including the perception that job demands frequently interfere with personal time, aligns with Aiken et al.'s findings that unfavorable work conditions significantly contribute to nurses' job dissatisfaction and burnout, highlighting the critical need for effective work-life balance policies.

Additionally, the RSUTH nurses' perception aligns with the research findings of McHugh et al. (2011), which indicated that poor work-life balance is associated with increased intent to leave the job among nurses. McHugh et al. demonstrated that nurses who felt overwhelmed by work responsibilities and believed that their job demands interfered with their personal lives were more likely to consider leaving their positions, a sentiment reflected in the RSUTH findings where many nurses felt overwhelmed and dissatisfied with their work-life balance. This parallel underscores the broader implications of inadequate work-life balance on nurse retention and suggests that improving work-life balance could not only enhance job satisfaction but also potentially reduce turnover rates in healthcare settings, reinforcing the importance of targeted interventions to address these issues.

Impact of work-life balance on job satisfaction among nurses in RSUTH:

The data in Table 4.1.2 from RSUTH, with a sample size of 46 nurses, indicate a strong consensus on the positive impact of work-life balance on job satisfaction, as evidenced by a grand mean of 3.72, well above the criterion mean of 2.5. The responses overwhelmingly support the notion that good work-life balance significantly correlates with higher job satisfaction. Nurses affirm that better balance reduces burnout and increases satisfaction, while its absence is linked to decreased satisfaction and increased burnout. The high level of agreement across the statements underscores the critical role that work-life balance plays in enhancing job satisfaction among nurses, suggesting that improvements in this area could lead to more positive job experiences and better overall outcomes in healthcare settings.

The findings at RSUTH align with those of Brooks and Anderson (2005), who explored the relationship between work-life balance and job satisfaction among healthcare professionals. They found that healthcare workers who reported higher levels of work-life balance also experienced greater job satisfaction, paralleling the RSUTH results where nurses noted that an improved work-life balance correlates with increased job satisfaction. Like the RSUTH study, Brooks and Anderson underscored that work-life balance is a significant predictor of job satisfaction, and their findings further suggest that enhanced work-life balance strategies can mitigate job-related stress and prevent burnout, enhancing overall job satisfaction and potentially improving patient care. The alignment between these studies underscores the universal importance of effective work-life balance for healthcare professionals and reinforces the need for healthcare institutions to adopt comprehensive strategies to address this critical issue.

Furthermore, the RSUTH findings resonate with the research conducted by Hayman (2005), who investigated the interdependencies between work-life balance and job satisfaction across different sectors, including healthcare. Hayman's findings indicated that employees with better work-life balance reported higher levels of job satisfaction,

reinforcing the RSUTH data that suggests a clear linkage between work-life balance and job satisfaction among nurses. This study corroborates the RSUTH findings by emphasizing that policies and practices improving work-life balance can significantly enhance job satisfaction levels, suggesting a pivotal area for organizational intervention. Both studies highlight the strategic importance of work-life balance initiatives in fostering a supportive work environment, which not only benefits the employees but also enhances organizational effectiveness and efficiency.

Work-Life Balance of Nurses and Organization Productivity in RSUTH:

Table 4.1.3 highlights the perceptions of 46 nurses at RSUTH regarding the influence of work-life balance on organizational productivity, with a grand mean of 3.36, indicating an overall agreement that work-life balance positively affects productivity. The data suggest a consensus among nurses that better work-life balance not only enhances team productivity and work efficiency but also directly impacts the quality of patient care. Furthermore, it is acknowledged that poor work-life balance can detrimentally affect organizational productivity, while initiatives aimed at improving balance are seen as beneficial in reducing absenteeism and turnover among nurses. This implies that fostering a supportive work-life balance environment could be a strategic lever for enhancing both nurse well-being and organizational performance.

The findings from RSUTH regarding the positive correlation between work-life balance and organizational productivity echo the conclusions drawn by Grawitch et al. (2007), who investigated the impact of work-life balance on employee health, well-being, and organizational outcomes. Grawitch and colleagues found that organizations with supportive work-life balance policies saw not only an increase in employee well-being but also enhancements in organizational productivity and efficiency. This mirrors the RSUTH results, which highlight that improved work-life balance among nurses leads to better team productivity, enhanced

efficiency, and improved patient care quality. The recognition at RSUTH that inadequate work-life balance adversely impacts organizational productivity aligns with Grawitch et al.'s assertion that work-life balance is a crucial factor for organizational success, underlining the importance of institutional policies that support employees' balance between work and personal life to foster optimal organizational outcomes.

Moreover, the study conducted by Laschinger et al. (2009) reinforces the RSUTH findings by illustrating how work-life balance influences job satisfaction and retention among nurses, subsequently affecting hospital performance and patient care quality. Laschinger et al. demonstrated that nurses with better work-life balance reported higher job satisfaction and were less likely to leave their positions, leading to lower turnover rates and higher stability within healthcare teams. This stability is crucial for maintaining high levels of productivity and patient care quality, resonating with the RSUTH observation that work-life balance initiatives can reduce absenteeism and turnover, thereby enhancing organizational productivity. Both studies advocate for the strategic importance of addressing work-life balance to improve not only the well-being of healthcare professionals but also the overall efficiency and effectiveness of healthcare organizations.

Strategies and Interventions that can enhance Work-Life Balance for Nurses in RSUTH:

Table 4.1.4 presents data on the perceived effectiveness of various strategies and interventions to enhance work-life balance for nurses at RSUTH, with a grand mean of 3.21, which surpasses the criterion mean of 2.5, indicating general agreement. The responses suggest that nurses believe implementing specific strategies and interventions would positively affect their work-life balance and, by extension, their productivity and the quality of patient care. There is a consensus that improved work-life balance correlates with better team productivity, increased work efficiency, higher quality of patient care, and reduced absenteeism and turnover among nurses.

These findings underscore the importance of targeted strategies to improve work-life balance as a means to enhance both individual well-being and organizational outcomes within RSUTH.

The findings from RSUTH regarding the effectiveness of work-life balance interventions align with those of Kelly et al. (2011), who studied the impact of flexible work arrangements on health care professionals' work-life balance, job satisfaction, and retention. Kelly et al. found that when health care workers had access to flexible working conditions, there was a noticeable improvement in their work-life balance, which in turn positively affected their job satisfaction and reduced intentions to leave their job. This supports the RSUTH findings that suggest implementing work-life balance strategies can significantly enhance nurse satisfaction, reduce turnover, and improve patient care quality. The study by Kelly et al. demonstrates that such interventions are crucial in creating a supportive environment that fosters productivity and well-being, echoing the RSUTH consensus on the need for effective work-life balance policies to boost organizational and individual outcomes in healthcare settings.

Similarly, the research conducted by Dall'Ora et al. (2016) provides evidence supporting the RSUTH findings on the relationship between work-life balance and organizational productivity. Dall'Ora et al. examined the link between nurses' work schedules, their perceived work-life balance, and the resultant job outcomes, finding that better work-life balance was associated with lower levels of burnout, higher job satisfaction, and reduced absenteeism. These outcomes directly contribute to enhanced organizational productivity and improved patient care, reinforcing the RSUTH data that underline the critical role of work-life balance in promoting efficient and effective healthcare delivery. The convergence of these findings with the RSUTH results highlights the universal importance of work-life balance strategies in ensuring the well-being and efficiency of healthcare professionals.

Conclusion and Recommendations:

The examination of work-life balance among nurses at the Rivers State University Teaching Hospital (RSUTH) elucidates its profound significance on both personal well-being and broader organizational outcomes. The current state of work-life balance among nurses at RSUTH highlights critical areas for improvement, revealing that many nurses feel their work schedules do not adequately accommodate personal or family time, which adversely affects their overall job satisfaction and sense of well-being. This imbalance underscores the pressing need for targeted interventions that can foster a more harmonious work-life integration, thereby enhancing the overall job experience and reducing the stress and burnout prevalent in such high-demand roles.

The intrinsic link between work-life balance and job satisfaction is evident in the feedback from RSUTH nurses, who articulate that a positive balance is crucial for their sense of job fulfillment and professional contentment. Enhanced work-life balance not only boosts job satisfaction but also has significant implications for organizational productivity and the quality of patient care. Satisfied and well-balanced nurses are more likely to be engaged, motivated, and committed to their roles, leading to improved efficiency, lower absenteeism, and higher retention rates. These factors collectively contribute to a more robust and effective healthcare delivery system, emphasizing the necessity of institutional strategies that prioritize the well-being of nursing staff.

Furthermore, the interconnection between nurses' work-life balance and organizational productivity is paramount, suggesting that improvements in this area can yield substantial benefits for the hospital. By implementing strategic measures to enhance work-life balance, healthcare institutions like RSUTH can cultivate an environment that supports nurse well-being, fosters a positive work culture, and upholds high standards of patient care. To this end, the following recommendations were stated:

1) **Implement Flexible Scheduling:** RSUTH should consider introducing flexible working hours and shift patterns to accommodate the personal needs and preferences of nurses. By allowing nurses to have a say in their work schedules, the hospital can improve their work-life balance, which is likely to enhance job satisfaction. Such flexibility would help nurses manage their personal and professional responsibilities more effectively, potentially reducing feelings of being overwhelmed and increasing their overall job contentment and productivity.

2) **Enhance Support Systems:** Establishing robust support systems within RSUTH, including access to mental health resources and counseling services, can provide nurses with the necessary support to manage work-related stress. By addressing the emotional and psychological well-being of nurses, the hospital can mitigate the adverse effects of job demands on personal time and reduce burnout, ultimately fostering a more productive and satisfied nursing workforce.

3) **Develop Work-Life Balance Policies:** RSUTH should formulate and implement clear policies that support work-life balance, including provisions for breaks, vacations, and leaves of absence where necessary. Such policies should be effectively communicated and consistently applied to ensure that nurses feel their work-life balance is valued and respected, which can enhance their satisfaction and the hospital's overall productivity.

4) **Promote a Culture of Wellness:** Encouraging a culture that prioritizes the well-being of its staff, RSUTH can enhance nurses' work-life balance and, by extension, improve organizational productivity. Initiatives could include wellness programs, stress management workshops, and team-building activities that foster a positive work environment. By investing in the overall well-being of nurses, RSUTH can cultivate a more engaged and efficient workforce, leading to higher quality patient care and reduced absenteeism and turnover.

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