

LABOUR-LIFE POISE AND EMPLOYEE ENGAGEMENT OF SELECTED BANKS IN PORT HARCOURT, RIVERS STATE

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Abstract

This study investigated Labour-life Poise and female employee engagement in selected banks in Port Harcourt, Rivers State. A sample of 228 female bank employees was used for the study. Utrecht Work Engagement Scale-17 and Work-Life Balance Scale were used to collect the data. Spearman Rank Order Correlation was used to test the hypotheses. Results of the study revealed that there is a negative relationship between the dimensions of work life balance and the measures of employee engagement. Therefore, the researcher concludes that there is a negative and significant relationship between work life balance and female employee engagement of selected banks in Port Harcourt, Rivers State. Thus, the study recommends that organizations should set up work-life policies and programs that would support their employees in fulfilling both their official duties at the workplace and their individual responsibilities outside the workplace as well.

Keywords: Work life Balance, Work interference, Personal life, Dedication, Absorption, Employee Engagement.

Introduction

It is especially important at this time, when most businesses are slowing down due to the epidemic, for the organization to keep up with the increasingly challenging issues it faces in the business world (Nguyen & Pham, 2020). They should adapt to the current climate and adopt strategies that set them apart from competitors (Fakhri et al., 2020). To a large extent, a company's human resources will determine its level of success (HR). One can measure an organization's efficacy by how productive its employees are. You can't expect to perform at your best without bringing a positive attitude and demeanour to the office. Engaged thinking is one example of such a way of thinking. According to Strom et al. (2015), "engaged workers are the lifeblood of successful businesses." According to Kennedy and Daim (2016), there is evidence in literature to suggest that a company's success is directly tied to the level of employee engagement. A company can benefit from having engaged workers in a number of ways, including reduced turnover (Haivas et al., 2017), increased organizational citizenship behaviour (Rasheed et al., 2015), and enhanced performance (Buil et al., 2018).

According to Falkoski (2015) disengagement leads to a number of negative outcomes, such as lower sales and profits, less satisfied customers, a less secure workplace, and a loss of valuable employees. On the other hand, there are benefits to being involved, such as increased productivity and reduced anxiety. Employee engagement must be the company's top priority because of how important it is. Learning what influences employee engagement, the most can help businesses boost employee participation (Sekaran and Bougie, 2016). Previous research has shown that there are a number of factors that can affect the level of engagement among workers. When workers get to know their coworkers and share insights and experiences, they become more invested in their labour (Juan et al., 2018). Affective organizational commitment was found to be the mediator between leadership style and employee engagement in a study conducted by Choi et al. (2015). This indicates that a high degree of emotional investment can yield disproportionate results. HRP, such as creating a pleasant labour environment, encouraging the development of employees' skills, and inspiring them to do their best work, can also increase employee engagement (Aybas & Acar, 2017). The willingness of the company to help employees achieve a labour-life poise is one of the most important factors in increasing employee engagement.

The two most significant aspects of everyone's lives are their jobs and their families. Both the general public and academics have weighed in on the topic of how-to best poise labour and family life. Managing labour and family life is becoming increasingly difficult as the number of two-parent and single-parent households increases, as do the number of jobs that require employees to be on-call at all hours. A labor-life poise can be thought of as "a level of involvement or fit among a person's numerous activities in life that is equally satisfying" (Konard, and Mnagel, 2015). When it comes to striking a poise between labor and personal life, flexibility in terms of when, where, and how you get things done is crucial (Kamau et al., 2018). An individual's success in both their professional and personal lives depends on their ability to strike a healthy poise between the two (Oludayo et al., 2015).

Labour-family issues have varying impacts on people of different sexes, ages, cultural backgrounds, and occupations (McMillan, Morris, & Achley, 2018). A good labor-life poise has its benefits and drawbacks. For instance, stress, health problems, and discontent can result from a lack of stability between labor and family life. However, you will experience greater joy and contentment in your personal and professional endeavours. When a person's professional and personal lives are well-poised, they are more likely to be happy and successful overall. It should be a priority for any business, as contempt employees tend to be hardworking ones.

Staff members lack enthusiasm for their jobs because they place a higher value on their personal lives. Since banks have such a large number of customers, their employees have a lot of labor to do. This means that many people in the workforce, especially women, have trouble balancing their labor and personal lives.

For a long time, society equated women and housewives. Thus, not many of them actually made it out of the house on their way to work. Only a small percentage of women were educated because they were expected to bow to the authority and wealth of their fathers or husbands. Due to the rapid pace of economic development, some women have broadened their perspectives by educating themselves about modern society. Education not only increases women's independence but also their opportunities to find fulfilling work. Women have been encouraged to rise to leadership roles in all sectors on the merits of their own abilities, particularly in today's knowledge-based economy where speed and accuracy are less valued than strategic thinking.

This phenomenon causes stress for many working women who are already expected to fulfil multiple roles at home and in the workplace. Despite the pressures of their jobs, they must prioritize spending time with their families. As a result, many families are under strain as working mothers try to meet the demands of both their professional and personal lives. Companies and their female employees alike face challenges when trying to strike a good labor-life poise. This is a particularly tough field for women to break into because bankers often start their days before sunrise and labor late into the evening. It's possible that this is an especially challenging time for women who are typically responsible for taking care of the home.

Considering this context, the study's authors set out to investigate the relationship between labour-life poise and employee engagement rates in the banking sector among women in Port Harcourt, Rivers State.

Research Questions

- i. What is the relationship between Labour interference with personal life and vigor of female employees of deposit money banks in Port Harcourt?
- ii. What is the relationship between Labour interference with personal life and dedication of female employees of deposit money banks in Port Harcourt?
- iii. What is the relationship between Labor Interference with Personal Life and Absorption of employees in Port Harcourt?

Research Hypotheses

H₀₁: There is no significant relationship between Labour interference with personal life and vigor of female employees of deposit money banks in Port Harcourt.

H₀₂: There is no significant relationship between Labour interference with personal life and dedication of female employees of deposit money banks in Port Harcourt.

H₀₃: There is no significant relationship between Labour interference with personal life and absorption of female employees of deposit money banks in Port Harcourt.

Literature Review

Labor-Life Poise (LLP)

According to Frone (2015), "labor-life poise" (LLP) is achieved when one's labor and personal commitments are at equilibrium with one another. This individual will be left alone to carry out their professional and private responsibilities without interference. When these two goals are complementary, success is much more likely. While not easy, some employers provide programmes designed to make the workplace more pleasant for laborers. While

external factors are important, the individual's role in bringing about this situation is no less significant. Companies may use WLB programmes to help laborers be more productive. A growing number of people appreciate WLB. When WLB goals are achieved, productivity at both individual and group levels tends to increase (Ainapur et al., 2016).

Labourer productivity can be affected by a number of factors, including labor-life poise (Mendis & Weerakkody, 2017). This has been shown that those who are able to successfully poise their professional and personal lives are more fulfilled in both areas. Because of the adverse effects, finding a poise amongst labor and personal life can be challenging (Oludayo, et al., 2015). Omar et al. (2015) found that role conflict and workload are the two most influential factors in how one's personal life compared to others. Both of these were found to be associated with a pessimistic outlook upon one's ability to strike a good labour-life poise. This result suggests that workers who experience a greater amount of role conflict burden may also experience a worsening of their labor-life poise.

The term "role conflict" refers to the friction that can arise when one person's personal and professional responsibilities clash (Omar et al., 2015). Because of this, it's reasonable to assume that stress in one area of life, like work, can make a person to worn out, irritable, or preoccupied with job-related concerns to give their full attention to their loved ones at home (Ojo, et al., 2014).

In most societies, men at first then women appear to spend vastly different amounts of time commuting to their labor then engaging inherent extracurricular activities. This is because, in vast majority of cultures, women were still the ones tasked with childrearing and elder care (World Bank, 2016). Because about this traditional viewpoint, in which the woman is primarily responsible for this efficient management of the family's day-to-day affairs regardless of her job profile or official obligations, labour life poise is seen as more of a female concern. For this reason, this can be difficult for women in the workforce to poise their personal and professional responsibilities (Omar et al., 2015; World Bank, 2016).

Recent studies by Schieman then Glavin have shown that women were disproportionately impacted by stress of trying to poise labor and personal obligations (2018). Because women typically take up the role of primary caregiver for children, the elderly, and those with special needs, they are at a disadvantage in this workplace. Working women frequently face this rewarding but also stressful challenge of balancing multiple roles at home and in the workplace. Rendon (2016) added that working mothers frequently suffer from a guilt complex because they are unable to spend enough time with their young children. Consequently, working women experience role conflict and stress as a result of these pressures of balancing labor and family responsibilities (Rendon, 2016). Similarly, Hantrai's research highlighted this importance of working mothers making themselves as accessible as possible towards their kids (2015). There was a loss of free time and this accompanying sense of guilt for not spending that time bonding with these kids. This vast majority of women polled reported that they would sacrifice their own free time and sleep less if this meant reducing these adverse effects about a working mother upon her children (Schieman & Glavin, 2018).

Stress in the office and home can be bad for both laborers and the company (Baral & Bhargava, 2014). Laborers who are unable to maintain a healthy labor-life poise can have a domino effect upon their companies. Workers who experience labor-life conflict are more likely to be dissatisfied with their jobs, to have higher turnover and absenteeism rates, to produce lower quality work, to be more stressed out on the job, and to consider leaving their current employers (Rendon, 2016). A company's laborers are both its greatest asset and its

greatest liability, making laborer turnover a costly and time-consuming problem. Workers are an organization's most valuable resource, but it takes investment to develop their potential (Rendon, 2016). Furthermore, there were direct then indirect costs associated with replacing a departing laborer (Baral then Bhargava, 2015). Therefore, encouraging a good labor-family poise is beneficial for everyone involved, from an abstract than practical standpoint.

As a result of the gender gap in workplace, women also have this rougher at home. An increase in irritation and stress as a result of these issues may lead to a decrease in happiness with one's life. Similarly, if laborers bring their problems from home to the workplace, they may be distracted then add to the already existing chaos ((Mendis & Weerakkody, 2017). Labor-life disability causes stress, muscle strain, headaches, weight gain, and depression, and women in this workforce are more likely to report these issues than men (Oludayo, et al., 2015). The pressure of trying to poise one's own priorities with those of one's employer can have a deleterious effect on a person's health, happiness, and quality of life (Ojo, et al., 2014). In today's fast-paced, individualistic society, there is a growing movement among the working class to create their own labor-life poise environment (Dreher, 2015).

Better labor-life poise is one clear benefit of wellness and health programmes for working women (Roberts, 2005). Still, these measures alone won't put an end to worries about the asymmetry (Dreher, 2003). Further study is required to help career-minded women achieve a better labor-life poise, given the complexity of women's issues (Roberts, 2005). Many organizations recognize the value of promoting labor-life poise as a means of attracting and retaining top talent, boosting laborer morale and loyalty, and encouraging laborers to stay with the company longer (Baral & Bhargava, 2010), the use of labor-hours measures, such as flexible scheduling, that have been shown to promote labor-life harmony (Roberts, 2005). Self-rostering, also known as flexible labor hours, gives workers this freedom to determine their own start and end time on a daily, weekly, or monthly basis. Consequently, laborers are afforded greater discretion in the workplace (Ojo, et al., 2014). Multiple studies have shown that this sort of increased implication improves labor-life poise (Ojo, et al., 2014). Company's principles and leadership can have a significant implication on the climate in which laborers feel comfortable attempting to strike a labor-life poise, and this fact should be taken into account when formulating practices and policies aimed at assisting such efforts (Baral then Bhargava, 2015).

Labor-Life Poise Practices among Female Laborers

Women's contributions to the workforce have been increasingly valued by economies throughout the globe (Batra & Kumar, 2011). Today's women are economically and professionally equal to today's men; they labor the same number of hours for the same pay; they feel the same levels of stress and anxiety on the job as their male counterparts (Vusumathi, 2018). Multiple studies have found that women, compared to males, place higher value on labor-life poise in order to reach gender parity in the workplace, this is essential to create and maintain a setting that promotes a good labor-life poise for all laborers (Hasan, Kaliammah, Othman &, Sentot, 2015). Since mothers are more likely to return to work if they are compensated for their time off, paid leave regulations have an effect on family income following delivery, as shown by Isaacs et al. (2017). This may be difficult for working mothers to juggle their employment with their family obligations, especially if they have small children. They can be experiencing a higher level of stress due to a more significant factor. The Ministry of Women, Family, and Community Development provides its laborers some leeway in determining their own schedules in order to better accommodate the demands in terms of labor-life poise. Women in the workforce benefit greatly from achieving labor-life harmony, as outlined by Baggali and Sahana (2014), since this helps

them to successfully manage their professional and personal commitments. Inequity arises when one function is privileged over another that is of equal or greater importance (Anwar et al., 2013).

Methodology

The population of this study is 516 female employees of selected deposit money banks in Rivers State. Using Taro-Yamane's formula, a sample size of 228 was obtained. Spearman Rank Order Correlation was used to determine the relationship between the variables.

H₀₁: There is no significant relationship between Labour interference with personal life and vigor of female employees of deposit money banks in Port Harcourt.

Examining Table 1, one can observe that this association coefficient is -0.79. this magnitude of the adverse association coefficient is modest. Women's productivity in Port Harcourt, Nigeria, dropped when labor responsibilities encroached on their personal life, according to this research. the results from using Spearman's rho show a p-value of 0.000 and a sig-value of 0.01. Thus, the null hypothesis is rejected, and this means that there is a connection between job interference with personal life and the vitality of female laborers in Port Harcourt ($p = 0.000 < 0.01$).

H₀₂: There is no significant relationship between Labour interference with personal life and dedication of female employees of deposit money banks in Port Harcourt.

As seen in Table 2, this association coefficient is -0.85. It's clear from the coefficient that there is an adverse linkage, and a quite strong one at that. Research conducted in Port Harcourt indicated that female workers' commitment to their occupations decreased when doing so disrupted their personal life. The results from using Spearman's rho show a p-value of 0.000 and a sig-value of 0.01. If this sig value ($p = 0.000 < 0.01$) is smaller than the alpha value ($p = 0.01$), then the null hypothesis is rejected. This indicates a connection between the disruption of home life and the loyalty of women in Port Harcourt workforce.

H₀₃: There is no significant relationship between Labour interference with personal life and absorption of female employees of deposit money banks in Port Harcourt.

Table 3 displays the inverse association coefficient of -0.71. The magnitude of this adverse association coefficient is modest. Women's participation in the labor force in Port Harcourt was shown to be proportional to the degree to which the interfered with their personal life. The results from Spearman's rho show a p-value of 0.000 and a sig-value of 0.01. Since the sig value ($p = 0.000 < 0.01$) is less than the alpha value ($p = 0.01$), we reject the null hypothesis that there is no association between Labor Interference with Personal Life and Absorption of female laborers in Port Harcourt.

Discussion of Findings

Linkage between Labor Interference with Personal Life and vigor of female laborers in Port Harcourt

The results of this study show an association between labor-life conflicts and the participation rate of women in the labour force in Port Harcourt. The findings of this study is consistent with those of Wang and Walumbwa (2017), who stated that workplace flexibility is all about modifying the organizational structure so that laborers may manage their jobs alongside other duties at home, such as caring for children or the elderly. This has far-reaching consequences, according to Abdulkadir (2018), who claims that one's personal and professional spheres were not the only ones this touches. The results can be detrimental to one's emotional well-

being, social life, and financial security. The degree of commitment that a laborer has to his work is affected by all of these emotions and reactions (Orogbu, Onyeizugbe, & Chukwuemeke, 2015).

Linkage between Labor Interference with Personal Life and dedication of female laborers in Port Harcourt

The result is in line with the findings of Ola et al. (2019), who discovered that when labor begins to adversely implication workers' personal life, they become less committed to their employment and the organization as a whole. Greenhaus and Beutell (2015) identify role conflict as occurring when the time spent on one role makes it difficult to meet the demands of another role (time conflict), when the stress of one role makes it difficult to meet the demands of another role (stress conflict), and when the required behaviours of one role make it difficult to meet the demands of the other role (Greenhaus & Beutell, 2015). Today's managers are particularly interested in finding solutions to assist women strike a good labor-life poise. This study indicated that working women's energy levels decreased as their number of household obligations increased. Bank laborers were used for this study, and many of them reported that family obligations have a bigger influence on their careers than stress from the workplace. Returning to full productivity after taking time off to attend to personal problems, such as seeing a kid in the hospital, can be challenging. Laborers whose personal lives become too demanding due to family commitments may be less dependable than laborers who are more likely to take unscheduled time off. It's probable that many of these respondents don't have any male relatives to assist out with these domestic tasks, so they're stuck playing these conventional roles of housewife and mother. One probable explanation is that many of these women who took part in this study valued family more highly than their male counterparts. They may feel more appreciated for what they do at home than for what they do in the workplace. Therefore, they are tense since their home duties are not being fulfilled. These women may choose to put their jobs on wait in order to care for their family in order to avoid engaging in behaviour that goes against their values and ethics, such as nagging, fighting, experiencing domestic violence, or even divorcing. That's why it's crucial for these women to figure out how to maintain a healthy labor-life poise, so that they can give their whole attention to both their careers and their families.

Linkage between Labor Interference with Personal Life and Absorption of female laborers in Port Harcourt

There was a substantial association between Labor Interference with Personal Life and the number of women who entered the labor force in Port Harcourt. Beauregard and Henry (2009) argue that workers' ability to strike a labor-life poise, along with their contentment with current position and the terms of their employment, are critical factors in their level of immersion in their jobs; the results of this study corroborate these claims. That's why it's crucial for organizations to provide their workers with many options for scheduling their time in the office, so they can feel appreciated and motivated to bring their best selves to labor and help the firm maintain its position as an industry leader in quality and productivity.

Conclusions

Women in Port Harcourt's involvement in their jobs is affected by the quality of their personal lives, as shown by the data. Workers are better able to achieve a labour-life poise when they feel they have some control over their schedules. Labourer assignation may be predicted by employer characteristics such as concern for workers, prioritisation of workers' needs, and adaptability, as demonstrated by Golden (2006) and Bushra (2014). Therefore, this is to everyone's advantage to strike a poise between these two responsibilities. Increased

productivity, earnings, growth, customer contentment, and labourer retention are all benefits that accrue to organizations who invest in their staff members. This is because there is less labourer turnover and fewer people who are considering leaving the company. The lack of interest in the company's efficiency on the part of laborers results in a waste of resources and this departure of talented personnel from organizations with low levels of labourer assignation. This manifests as reduced productivity, lower operating margins, and lower net profit margins as well as weaker staff devotion, increased absenteeism, and less customer attention (Markos, 2010). Workers who have a personal connection to their labour are more inclined to take charge and do what's expected of them as managers. According to Schneider (2008), organizations under favourable conditions for labourer assignation have a distinct edge in this marketplace.

Recommendations

Women in Port Harcourt's involvement in their jobs is affected by the quality of their personal lives, as shown by this data. Workers are better able to achieve a labor-life poise when they feel they have some control over their schedules. Laborer assignation may be predicted by employer characteristics such as concern for workers, prioritization of workers' needs, then adaptability, as demonstrated by Golden (2006) and Bushra (2014). Therefore, this is to everyone's advantage to strike a poise between these two responsibilities. Increased productivity, earnings, growth, customer contentment, and laborer retention are all benefits that accrue to organizations who invest in their staff members. This is because there is less laborer turnover and fewer people who were considering leaving the company. The lack of interest in the company's efficiency on the part of laborers results in a waste of resources and the departure of talented personnel from organizations with low levels of laborer assignation. This manifests as reduced productivity, lower operating margins, and lower net profit margins as well as weaker staff devotion, increased absenteeism, and less customer attention (Markos, 2010). Workers who have a personal connection to their labor are more inclined to take charge and do what's expected of them as managers. With the right conditions for participation, Schneider (2008) contends, organizations gain significant advantage over their rivals in the market.

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Appendices

Table 1: Relationship between Labour interference with personal life and vigor of female employees of deposit money banks in Port Harcourt.

		Associations	Labor Interference with Personal Life	vigor
Spearman's rho	Labor Interference with Personal Life	Association Coefficient	1.000	-.79
		Sig. (2-tailed)	.	.000
		N	220	220
	vigor	Association Coefficient	-.79	1.000
		Sig. (2-tailed)	.000	.
		N	220	220

** Association connotes significant at this 0.05 level (2-tailed).

Table 2: Relationship between Labour interference with personal life and dedication of female employees of deposit money banks in Port Harcourt.

		Associations	Labor Interference with Personal Life	dedication
Spearman's rho	Labor Interference with Personal Life	Association Coefficient	1.000	-.85**
		Sig. (2-tailed)	.	.000
		N	220	220
	dedication	Association Coefficient	-.85**	1.000
		Sig. (2-tailed)	.000	.
		N	220	220

** Association connotes significant at this 0.05 level (2-tailed).

Table 3: Relationship between Labour interference with personal life and absorption of female employees of deposit money banks in Port Harcourt.

		Associations	Labor Interference with Personal Life measure	Absorption
Spearman's rho	Labor Interference with Personal Life	Association Coefficient	1.000	-.71**
		Sig. (2-tailed)	.	.000
		N	220	220
	Absorption	Association Coefficient	-.71**	1.000
		Sig. (2-tailed)	.000	.
		N	220	220