

WORK-LIFE BALANCE AND MODERN ORGANIZATION: EXAMINING THE ROLE OF THE INTERNET IN NIGER DELTA DEVELOPMENT COMMISSION (NDDC)

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ABSTRACT

This study aims at evaluating work-life balance in modern organization by examining the role of the internet in Niger Delta Development Commission. To achieve this, the study raised four objectives which were to; find out the extent to which internet used for work in Niger Delta Development Commission; determine how often members of staff of NDDC use the Internet to reach their work-life balance; ascertain the influence of work-life balance on job satisfaction of employees in NDDC. This study was anchored on three theories; Technological Determinism theory and Border, Boundary theory and Ecological System Theory. The study adopted the survey research design with questionnaire and interview guide as data gathering instruments. The population of the study comprised all the staffs of NDDC headquarter. Therefore, the total population of the study of this study is 879, and Taro Yamane sample size determination was used to arrive at the sample size of 275. Data obtained from the instrument were analyzed using Weighted Mean Score (four point Likert scale). The finding of this study showed that the internet is often used for work in the NDDC. The findings of this study showed that the staff of NDDC constantly use the internet to reach work-life balance. Based on the strength of the finding, the study concluded that the internet is often used for work in the NDC. The study also concluded that the staff of NDDC constantly use the internet to reach work-life balance. The study recommended that organizations

should ensure that they equip their offices with modern equipment especially internet facilities so as to enable their workers achieve work-life balance. The study also recommended that organizations and the NDDC in particular should always provide free Wifi for their workers to ease the burden of work on them.

Keywords: Work-Life, Balance, Modern, Organization, Examining, Role, Internet, Niger Delta Development Commission.

Introduction

In the past few years, the parameters of performance, expectations from self and those at workplace has been redefined. At one end this has made individuals more competitive and focused, at another level workplace stress has increased exponentially. Emergence of the internet, technological advancement, global competition and increased consumerism has increased pressure on the organizations, as well as on individual employees. In these changing times, employees are expected to be more flexible available and ready to balance the skill shortage prospects of the aging workplace.

While the external environment impacts on the employee productivity, they are also placed with the burden of appeasing the management, maintaining professional relationships and providing themselves as a team player. Amidst such workplace changes, employees realize that their personal life is compromised, which impact on their overall performance. With the changing family dynamics and a zeal to have a better quality of life, more and more employees are focusing towards achieving a sense of balance between their work and personal life. Workplace settings are changing today, whilst this increases competitions, employees also have an advantage of choosing their work realm.

The advancement in technology such as the Internet has allowed individuals to work from anywhere in the world. Increased focus has led many individuals to choose more flexing organization as a result, organizations such as the Niger Delta Development Commission (NDDC) are now more pressured to realize the relevance of work-life balance within their environment or risk losing out on competitions (Michael, 2018).

In the spirit of sustainability and increased attrition rate, the companies are now forced to acknowledge the level of satisfaction of their employees. Moreso, a lot of organizations are maximizing employee productivity through innovation (Mohanty, 2017). According to Mohanty (2017) many organizations recognize the relevance of creating a stress free and flexible workplace environment for employees, where they remain motivated. Therefore, since the concept of work life balance focuses on balancing the needs of the employers and employees, this study will examine the role of the internet in Niger Delta Development Commission (NDDC).

With the advent of new media, worldwide influence of the role of the internet is well established and acknowledged especially in a modern organization like the Niger Delta Development Commission (NDDC). Penetration rate of the internet has been phenomenal almost $\frac{1}{3}$ rd of human population are accessing the internet. The way business is conducted in this digital age has changed because many people logged on the internet. Furthermore,

advancement in communication and information technology has further strengthen to the role of the internet in organizations. The internet is widely used in organizations for marketing and promotion of products and services. It is also used to deliver customer support, share information and provide training to employees. Thus, with the internet becoming a powerful tool for employees, the impact on business is undeniable.

According to Michael (2018) the internet role is in balancing work-life is so closely attached with our lives today because half of the effort that we have to make in our daily lives is to sustain and expand our jobs and the organizations at large. For instance, the innovative iPhone that can allow an individual to surf through the internet on the spot whenever he or she might need it for assistance and relevant information. The internet enables people to access world wide web using different technological devices such as computer to create, store, exchange and use information in form of business data, voice conversations, still images, motion pictures and multi-media presentations.

Hence, nothing is the same with the expansion and deeper penetration of internet. The global scenario has undergone phenomenal transformation due to this revolution. And metamorphic changes are occurring all around the world with the advent of information technology (IT). An organization like the Niger Delta Development Commission (NDDC) today require great flexibility, multi-skilling, team way in which work is structured to meet the fast changing and competitive nature of doing business in the 21st century.

The effects of globalization and the rapid changes that technology has brought to every aspect of our lives has create new pressures on organizations and its employees on how to meet customers' needs and try to have a balance and have boundaries around working and non-working time (Fynes, 1996). Thus, the core of this study is the role of the internet in work-life balance in Niger Delta Development Commission (NDDC).

Statement of the Problem

The world has experienced important changes and achievements due to the huge spread of the internet occasioned by information and communication technology (ICT). There is hardly any organization without the use of internet. Niger Delta Development Commission (NDDC) is not left out because digital technologies have infused all facets of organizations since the eruption of interactive and mobile communication technologies in the first decade of the 21st century.

Hence, spectacular advances in information communication technologies are transforming the workplace. Discussions on both academic and policy circles on the effect of information technology on the labour market and organizational performance has been on for sometimes now, while the bulk of the evidence points to know the role of the internet in organizations such as NDDC. Also, a number of studies have shown that information technologies change the types of jobs in organizations both through compositional effects and through changes in job distribution within staff and department to attain organizational balance.

It has been argued by some scholars that the reason for the revolution in ICT is not primarily to enhance work productivity, but to also ensure that the employees have some ease in carrying out their activities (Ologbo & Sofian, 2012). And it will only make sense, if there is a balance between the work and life of the employees whom the internet is meant to serve. While these observations have been made, there has been little research evidence to examine the role of the internet in Niger Delta Development Commission and the work-life of their employees in the ministry.

Therefore, this study wants to find out if the staff of Niger Delta Development Commission do experience stress at work and worn out by pressure as a result of the internet. Moreover, some have even had cause to be admitted in the hospitals on account of fatigue. In addition, there have been cases of family crises especially among the married employees as a result of inadequate time they have to spend with their spouses. This therefore cast a shadow of doubt as to the role which the internet plays in Niger Delta Development Commission (NDDC) in ensuring a work-life balance among the employees.

Objectives of the Study

This study is aimed at evaluating work-life balance in modern organization by examining the role of the internet in Niger Delta Development Commission. The specific objectives of the study are to;

1. Find out the extent to which internet is used for work in Niger Delta Development Commission.
2. Determine how often members of staff of NDDC use the Internet to reach their work-life balance.
3. Ascertain the influence of work-life balance on job satisfaction of employees in NDDC.

Research Questions

Research questions are questions that elicit reactions in the mind of the researcher; therefore, the following questions were raised to guide this study:

1. To what extent is the internet is used for work in Niger Delta Development Commission?
2. How often were members of staff of NDDC use the Internet to reach their work-life balance?
3. How does work-life balance influence job satisfaction of employees in NDDC?

Theoretical Framework

This study was anchored on two theories; Technological Determinism theory and Border, Boundary theory.

Technological Determinism Theory

Technology determinism theory is a reductionist theory developed by a communication theorist and media scholar Marshall McLuhan in the year 1962. The theory is based on Marshall McLuhan's concept that 'The medium is the

message’.

According to Baran and Davis (2006) McLuhan’s view on ‘medium is the message’ phenomenon simply indicates an idea that new forms of media (new media and social media) transform our experience of ourselves and our society, and this influence is ultimately more important than the content of specific messages (p. 304). The theory assumes that a society’s technology determines the development of its social structure and cultural values.

Technological determinism is the idea that technology shapes and alters basic things about behaviour and society like the way we think and act, the way we conduct our interpersonal relationships, our values, the way we learn and how the society operates from one technological age to another. “Technology” includes such things as basic tools, codes and structures for interpersonal behaviours and social institutions, and modern computer and Internet technologies; in essence, it “includes the whole of our material culture” (Chandler, 2000).

Technological Determinism Theory is relevant to the study because it emphasizes the idea that technology shapes society and human behavior. In the context of work-life balance and modern organizations like the Niger Delta Development Commission (NDDC), the theory underscores how the internet has transformed traditional work structures. The internet enables flexible work arrangements, remote collaboration, and improved communication, fostering greater efficiency and productivity. This shift allows employees to manage work and personal life more effectively, reducing stress and enhancing overall well-being. For the NDDC, internet-driven technologies facilitate project management, stakeholder engagement, and service delivery across the Niger Delta region, promoting socio-economic development. However, the theory also highlights potential downsides, such as blurred boundaries between work and personal life, which can lead to burnout. Ultimately, the internet's pervasive influence on organizational operations and work-life dynamics in the NDDC aligns with the core principles of Technological Determinism.

Border and Boundary Theory

The key premises of work-life research is the idea that work and life are separate. Work-life border theory (Clark, 2000) border and boundary theory (Ashforth et al, 2000) address the integration and blurring of boundaries in work and family life and contend that the management of work and family boundaries must be understood to study the work-family interface (Rothbard, Phillips, & Dumas, 2005). These theories are based on the idea that work and private life are not separate, but interdependent domains or roles with 'flexible' and "permeable" boundaries. Flexibility is the degree to which the boundaries, in terms of space and time, are pliable, and permeability is the degree to which psychological concerns from another role can intrude into the role in which one is currently engaged (Ashforth et al., 2000). Both flexibility and permeability of work and life boundaries can help reduce an individual's work-life conflict by, for example, allowing him/her to arrive late to the office in order to accommodate a doctor's

appointment. Flexible and permeable boundaries may also increase work-life conflict as they may generate confusion in an individual as to which role he/she should be engaged in.

Boundary management theories address the ways in which people and organisations actively manage the boundaries between work and non-work roles (Ashforth et al., 2000; Kossek & Lautsch, 2012; Perlow, 1998) and the consequences of particular strategies for boundary management (Perlow, 1998). Boundary theory posits that there is a continuum from integration to segmentation of work and life roles (Ashforth et al., 2000), where integration refers to the blurring, and segmentation refers to the separation of those boundaries. For example, the boundaries between the work role and the home (or non-work) role may be more blurred for a homemaker than for an employee working in a traditional office setting. A homemaker may then choose to segment or separate the work role from the home role by having a physical space at home solely dedicated to work.

Boundary management theory expands role theory and puts emphasis on an individual's agency in managing the boundaries between work and life. Similarly, the decision-making framework in the work-life literature (to be discussed in the next section) takes into account an individual's active role in managing his/her work-life interface.

Conceptual Review

Work-Life

The field of academic study of the work-life interface started in the late 1970s in the U.S., when demographic changes in the workforce (growing number of employed women, dual earner parents and single parents) and a subsequent rising concern about the well-being and quality of life of employees emerged (Kossek et al., 2010) and seminal works by, for example, Kanter (1977) and Pleck (1977) were published.

Other contributing factors to the rising interest in work-life issues that are usually mentioned in the work-life research literature are changes in technology and globalisation, which potentially cause greater work-life conflict and stress among employees (Eby *et al.*, 2005; Greenhaus *et al.*, 2013). Work-life conflict may be greater as advances in technology help to blur the lines between work and private life. The pervasive presence of computers, mobile phones and other advances in information and communication technology have contributed to the ability for some work to be performed 24/7, from virtually any location, and supported by an 'always on' organisational culture (Major, Germano, Jones, Burke, & Westman, 2006). This can lead to longer work hours and work intensification, which cuts into personal/family time (Valcour & Hunter, 2005). However, advances in technology can also enable employees to balance their work and life spheres successfully (Valcour & Hunter, 2005). In addition, global competition might put pressure on organisations to increase their demands on employees to become more flexible and work longer hours, and, therefore, increase employee's work-life conflict (Major *et al.*, 2006).

Work-Life Balance

Work-life balance is understood and defined by number of researchers. But, there is no single common definition due to work-life balance being subjective and personal concept. Work-life balance historically is considered as personal issue (Emslie & Hunt, 2009). Work Life Balance is a person's control over the responsibilities between workplace, family, friends and self Thulasimani et al. (2010). As per Duxbury & Smart, (2011) the concept of work/life balance is changing rapidly: Work and home life are no longer two separate entities, placing competing demands on our resources but remaining distinct in terms of time and location.

Employers of today know that in order to attract and retain the best talent, there is no shortcut than implementing work-life balance policies. As with change in environment and value of employees, there has increased employees' desire for work-life balance & employers in realization of this are offering active work-life balance support (Thorntwaite, 2004). In order to pursue quality of life, employees are in conflict between personal life and work. The employees of today highly value companies or jobs where they can maintain balance between work and life. A wide acceptance among researchers is that work-life balance is related to desirable outputs in both family and workplace area. (e.g., Harrington and Ladge, 2009).

The term work-life, initially work-family balance and its introduction in both society and literature is heavily embedded in history, starting during the nineteenth and twentieth centuries as a political campaign against unfair working conditions (Hogarth & Bosworth, 2009). During the 1960s, research (Lewis *et al.*, 2007) expanded on the perceived difficulties presented to working mothers and women in the workforce in general as a result of the increased female work participation. Traditional views that women should care for the family and children, while the male should be the provider, caused the term work-family to appear and presented a distinct separation between the two domains work and family. In the 1970's the notion that the domains instead were interconnected emerged, arguing that work affected family and vice versa (Khateeb, 2021).

Measurement of Work-life Balance

Measuring work-life balance is necessary in both theory and practice: for scholars developing and empirically testing theory and for organisations to design, implement and monitor policies and practices that support individuals in managing their work-life balance. Past research has taken two main approaches to measure work-life balance (Grzywacz & Carlson, 2007). An overall assessment of the balance is concerned with an individual's perception of his/her general situation with statements such as 'How successful do you feel at balancing your paid work and your family life?' (Keene & Quadagno, 2004). In contrast, a components-based approach considers that work-life balance is formed by different elements that predict and provide meaning to the concept of balance (Rantanen et al., 2011). One of the key advantages of this component approach

over the overall assessment is that it employs established proven measures of concepts that cover different aspects of work-life balance, such as work-life conflict and enrichment.

Building on previous work that used conflict and enrichment dimensions to address research questions related to work-life balance (Frone, 2003; Tiedje et al., 1990), Rantanen et al. (2011) propose a work-life balance typology with a perspective that regards work-life balance as the additive experience of conflict and enrichment. In their view, whilst separating components of the work-life interface is useful for analytical purposes, the combination of these components, as experienced by individuals, results in different outcomes from those expected when the components are considered separately. For example, the expected best combination for an individual in terms of experiencing a positive work-life balance may be low work-life conflict and high work-life enrichment in both directions. However, as Rantanen and colleagues (2011) show in their empirical study with Finnish managers, Finnish employees, Finnish university professors and Estonian managers, high levels of both work-life conflict and enrichment and low levels of both work-life conflict and enrichment may also result in satisfactory levels of psychological functioning and well-being for an individual. Rantanen and colleagues use work-life balance as a collective term for conflict and enrichment and proposed four types of work-life balance: active, harmful, passive and beneficial balance.

Work-life Balance and Job Satisfaction

Past work-life literature has associated work-life conflict and work-life enrichment with outcomes such as job satisfaction, employee engagement and well-being. Drawing from role scarcity theory, Goode (1960) posits that individuals have limited physical and psychological resources to meet the demands of multiple roles. When the demands from work and life roles clash or compete for the limited amount of an individual's resources, work-life conflict ensues (Frone *et al.*, 1992a; Greenhaus & Beutell, 1985). When work and life roles conflict with each other, negative effects on job performance are likely (Allen *et al.*, 2000; Netemeyer *et al.*, 2005). Past empirical research has also associated work-life conflict with a decrease in job satisfaction (Allen et al., 2000; Aryee, Srinivas, & Tan, 2005; Kossek & Ozeki, 1998). Furthermore, role scarcity theory suggests that conflict arising from demands competing for scarce resources causes psychological symptoms (e.g., higher stress) and physical ailments (Eby *et al.*, 2005; Frone *et al.*, 1997), which indicates that work-life conflict is negatively related to employee well-being.

Social exchange theory offers an explanation for the relationship between work-life conflict and employee engagement as well. Individuals who have difficulties managing work and life demands may perceive their organisations as unsupportive and will subsequently not feel the need to reciprocate with commitment and/or engagement (Blau, 1964; Rhoades & Eisenberger, 2002).

Consistent with role expansion theory, which posits that involvement in one role facilitates involvement in another role, the model developed by Greenhaus and Powell (2006) explains the enrichment process between roles.

Resources (e.g., skills and capabilities) in one role may bring increased performance and positive affect in another role and, thus, increased role satisfaction. Resources acquired in one role help to not only meet within-role demands but also inter-role demands via the instrumental and affective paths of the enrichment process.

Empirically, job resources have been identified as a significant predictor of employee engagement (Schaufeli & Bakker, 2004). Moreover, resources can also activate the acquisition of other resources in the enrichment process. For example, hardiness, a psychological resource, can promote effective coping skills and physical health (Greenhaus & Powell, 2006). Since the enrichment process can explain how being satisfied in one role can lead to satisfaction in another role (Greenhaus & Powell, 2006), and past research has shown that participating and being satisfied in work and life roles leads to greater well-being (Rice, Frone, & McFarlin, 1992), we can expect that work-life enrichment will be positively related to well-being as well. McNall and colleagues (2010) provided a further theoretical basis for a positive association between work-life enrichment and well-being (assessed as psychological and physical health). They draw from conservation of resources theory (COR) (Hobfoll, 1989), which suggests that individuals with resources are less likely to face stress that can harm their mental and physical well-being.

Empirical Review

Ambrose (2021) Evaluating the Role of Information Technology in Nest Oil Plc

Ambrose (2021) carried out a study entitled: Work-life balance in organizations, evaluating the role of information technology in Nest Oil Plc. The objective was to find out the impact of information technology on work-life balance among employees in organizations. The survey research method, interview and questionnaire as research instruments were adopted. The population of the study was 1,200 while the sample size was 230. The findings of the study revealed that information technology had both positive and negative impact on the work-life of the employees. The findings of the study also revealed that information technology instead of relieving the workers of work load, added more responsibility on them, thereby encroaching on their private life and time. The study therefore concluded that information technology have both positive and negative effects on the employees of an organization. The study also concluded that information technology instead of relieving the workers of over-load, added more responsibilities on them, hence encroaching on their private life and time. The study recommended that to ensure work-life balance among employees in an organizations, workers should use information technology in a way that would minimize encroachment into their private life and time. The study also recommended that the management of organizations and employers of labour should introduce information technologies that would reduce the work load on the workers because that is the essence of technology.

The study under review focus on a general view of the role of information

technology in Nest Oil Plc, it did not in any way link IT to the creating work-life balance. Which the current study sought to do. The current study is more concern on how IT and organizational structure can help create work-life balance in the organization. Also, whole the study under review focuses on oil company, the current study focuses on a government agency.

Nzubechi (2010) examining the impact of internet on work-life balance in organizations.

In another development Nzubechi (2010) carried out a study entitled: The impact of the internet on work life balance in organizations. The aim was to examine the role of the internet in work-life of workers. The survey research design, interview guide and questionnaire as data gathering instruments were used. The population of the study was 3,000 while the sample size was 400. Findings of the study revealed that the internet played major role in course of the employees carrying out their God giving duties and also affected their lives at home since some of them were working from home even on weekend.

The findings of the study also revealed that the application of the internet added extra burden on the employee because work pressure made them to take some office work home. The study therefore, concluded that the internet played major role in cause of workers carrying their duties but also affected their live at home since some of the employees were working from home even on public holidays and weekends. The study also concluded that the application of the internet added extra burden on the employees because some of them went home with office work. The study therefore, recommended that employees should not because the internet play major roles in their work, thereby over work themselves. The study also recommended that internet and other information technology were not developed to add burden to human; hence employers of labour should discourage the excess use of the internet in order to reduce the burden on workers. This study is relevant to this research because it examines the impact of the internet on work-life balance in organizations while this work is centred on work-life balance and modern organization, examining the role of the internet in Niger Delta Development Commission.

The study under review focuses broadly on how digital connectivity influences employees' ability to manage work and personal life across various sectors. It explores general trends, such as flexible work, remote access, and boundary management. While the current study narrows the scope to the Niger Delta Development Commission, analyzing how internet usage specifically shapes work-life dynamics within this organization. It considers NDDC's unique operational context, emphasizing the role of digital tools in enhancing productivity, regional project management, and employee well-being.

Uso and USo (2022) Evaluating Work-life Balance in Multinational Organization: Examining the role of the internet in Dragon Builders Empire Plc

Uso and Uso (2022) carried a study entitled: work-life balance in multinational organization; examining the role of internet in Dragon Builders

Empire Plc. Their objectives were to find out the various ways the application of the internet at work reduced the work load on employees. The study adopted a descriptive research design with the quantitative approach in which 320 respondents provided data through completed questionnaire.

The data collected was analyzed using descriptive statistics such as frequencies and means and inferential statistics such as regression. The findings of the study revealed that multinational company like the Dragon Builder Empire Plc used the internet in virtually everything they do, thereby adding much burden on the employees even though the company paid for extra time. The study also revealed that most of the employees of the company also work at home using internet thereby not allowing them to have time for their spouse and attend to family issues. The study therefore concluded that multinational companies like Dragon Builders Empire Plc used the internet in almost everything they do hence giving the employees extra work even though the company paid them for the extra time.

The study also concluded that some employees of the company equally work at home using internet which does not permit them to have time for their spouse or attend to serious family issues. Therefore, the study recommended that it is good and relevant for multinational companies to apply working shift even though they have internet to ensure work-life balance among their employees. The study also recommended that the employees of multinational companies should ensure that they mark a boundary between work and private life in order to ensure an equitable work-life balance. The above study is relevant to this work because it evaluated work-life balance in multinational organization, considering the role of the internet in Dragon Builders Empire while this research is evaluating work-life balance and modern organization by looking at the role of the internet in Niger Delta Development Commission.

The study under review focuses on a multinational organization, examining how the internet influences employees across global operations, with an emphasis on cross-border collaboration, diverse time zones, and cultural dynamics. While the current study centers on a regional public sector entity, analyzing the internet's role in facilitating project execution, stakeholder engagement, and service delivery in the Niger Delta. While both explore internet-driven work-life balance, the former emphasizes global corporate challenges, whereas the latter addresses regional development and public service efficiency within a localized context.

Methodology

The study adopted the survey research design with questionnaire and interview guide as data gathering instruments. The population of the study comprised all the staffs of NDDC headquarter. Therefore, the total population of the study of this study is 879, and Taro Yamane sample size determination was used to arrive at the sample size of 275. Data was collected using questionnaire and interview guide. Data obtained from the instrument were analyzed using Weighted Mean Score (four point Likert scale).

Data Presentation**Table 1: Use of Internet to carry out Activities in the Office**

S/N	Respondent's view Items	Nature of Response				TOTAL	MEAN	DECISION
		SA 4	A 3	D 2	SD 1			
1	I use internet to carry out all my duties in the office	200	50	10	10	270	3.6	Agree
		800	150	20	10	980		
2.	I use internet once in a while in the office	190	40	30	10	270	3.51	Agree
		760	120	60	10	950		
3	I hardly use internet in the office	170	50	40	10	270	3.40	Agree
		680	150	80	10	920		
4	I do not use internet in the office	10	10	50	200	270	1.3	Disagree
		40	30	100	20	370		

Data in table 1 above shows that most respondents use the internet in their day to day activities in their offices in NDDC with a few respondent who do not use internet in their offices.

Table 2: The Application of the Internet to make work easier

S/N	Respondent's view Items	Nature of Response				TOTAL	MEAN	DECISION
		SA 4	A 3	D 2	SD 1			
1	I use the internet all the time to make work easier	200	50	15	5	270	3.54	Agree
		800	150	50	5	985		
2.	I use the internet once in a while to make work easier	200	45	10	15	270	3.59	Agree
		800	135	20	15	970		
3	I rarely use the internet to make work easier	180	50	30	10	270	3.48	Agree
		720	150	50	10	940		
4	I do not use internet to make work easier	20	20	40	190	270	1.51	Disagree
		80	60	80	190	410		

Data in table 2 shows that most respondents use the internet to make

work easier while a few respondents do not utilize the internet to make work easier.

Table 3: Respondents Opinion on Job Satisfaction in NDDC

S/N	Respondent's view Items	Nature of Response				TOTAL	MEAN	DECISION
		SA 4	A 3	D 2	SD 1			
1	I enjoy job satisfaction as an employee of NDDC	210	40	10	10	270	3.66	Agree
		840	120	20	10	990		
2.	I often enjoy job satisfaction as an employee of NDDC	195	45	20	10	270	3.57	Agree
		780	135	40	10	965		
3	I rarely enjoy job satisfaction as an employee of NDDC	180	50	30	10	270	3.48	Agree
		720	150	50	10	940		
4	I do not enjoy job satisfaction as an employee of NDDC	30	30	30	180	270	1.67	Disagree
		120	90	60	180	450		

Data in table 3 above shows that most workers enjoy job satisfaction in the NDDC while a few others do not.

Interview Presentation

As part of the process of this work, four persons selected from key stakeholders were purposively interviewed. The result of the interview is summarized below:

1. Can you describe how the internet is utilized in your daily tasks at the Niger Delta Development Commission (NDDC)?

Responding to this question, a female stakeholder stated that the internet was used for work in the NDDC in most office every day to carry out their day to day activities.

In another development, a males stakeholder indicated that he uses the internet to work every day in his office at the NDDC. More so, another female stakeholder maintained that although she uses the internet to work every day at the NDDC but they have few offices that do not use the internet daily basis. In the same vein, a stakeholder from Romulo's stated that she uses the internet to carry out her daily activities in her office at the NDDC.

2. How frequently do you use the internet to manage your work and personal responsibilities?

Responding to the above question, a female stakeholder from Delta State indicated that most workers utilize the internet with the hope that it would help them reach their work-life balance, but they never eventually achieve it.

Another stakeholder from Imo State states that the use of internet although reduced the burden of work but that she could not achieve work-life balance. In the same vein, a stakeholder from Akwa-Ibom State maintained that he uses internet very day to carry out his daily activities hence rather than it reducing the work load, it increased. Thus, ending up not achieving a work-life balance.

More so, a stakeholder from Bayelsa State indicated that indeed the use of internet in his office reduced the burden drastically thus enabling him achieve a work-life balance.

3. In what ways do you think achieving a healthy work-life balance impacts your job satisfaction and overall performance at NDDC?

Responding to the question, a stakeholder from Rivers State stated that most workers enjoy job satisfaction on while a few others do not in the NDDC.

In the same vein, a stakeholder from Delta State affirmed the statement made above by the stakeholder from Rivers State that most workers in the NDDC enjoy their job satisfaction while others do not. Another stakeholder from Imo State indicated that she actually achieved work-life balance as a staff of NDDC because according to her, there is time for everything.

More so, a stakeholder from Akaw-Ibom State maintained that work-life balance did not affect her job satisfaction because she does not extend her office work to family life.

Discussion of Findings

Data presented sand analyzed provided the basis for this discussion. This was done in accordance with the four research questions raised to guide the study.

Research Question One: To What extent is the internet used for work in NDDC?

The finding of this study showed that the internet is often used for work in the NDC. The findings of this study is also in agreement with the principles of the technological advancement theory which posits that in relation to communication, advancement in communication have continued to redefine human communication. Findings of this study also is in agreement with the principles of the ecological system theory which states that the work domain influences the life domain. Findings of this study is also in agreement with the earlier study carried out by Ambrose (2021) whose study revealed that information technology has an impact on work-life balance. Findings of this study likewise correlates with the earlier study carried out by Uso and Uso (2022) which examine the role of the internet at work.

The findings of this study is also in agreement with the technological

determinism theory which states that technological determinism is the idea that technology shapes and alters basic things about behaviour and society like the way we think and act, the way we conduct our interpersonal relationships, our values, the way we learn and how the society operates from one technological age to another. Equally, the findings of this study corroborate with the Border and Boundary Theory as employees seek to manage multiple work and life roles, boundary management literature has examined employees' preferences for integration and segmentation in relation to the management of work and life roles.

Research Question Two: How often do members of staff of NDDC use the internet to reach their work-life balance?

The findings of this study showed that the staff of NDDC constantly use the internet to reach work-life balance. Finding of this study is in agreement with the principles of the Border and Boundary Theory which posits that the key of work-life balance is the idea that work and life are separate. Finding of this study is also in agreement with the principles of the Ecological System Theory which examines how the work domain affects the life domain and vice versa. Findings of this study corroborates with the earlier study carried out by Nzubechi (2010) whose study aims to examine the role of the internet in the work-life balance of workers. Findings of this study likewise authenticate with an earlier study carried out by Uso and Uso (2022) whose study revealed that the use of internet by staff of multinational companies does not permit them to have time for their families as they also work at home. Equally, the findings of the study is in agreement with the Technological determinism theory which states that technology also determines politics, as political campaigns, political news, advertising, selection of candidates, debates and even voting of candidates during elections, are now influenced by new technologies in human societies today.

Research Question Three: How does work-life balance influence job satisfaction of employees in NDDC?

The finding of this study showed that work-life balance positively influence job satisfaction of employees in NDDC. Finding of this study is in agreement with the principles of the Border and Boundary theory which posits that flexible and permeable boundaries decrease work-life conflicts. Finding of this study is also in agreement with the principles of the Ecological System Theory which investigates the work-life interface with a life course perspectives, finding of this study also corroborate with an earlier study carried out by Nzubechi (2010) whose study examines the impact of internet on work-life balance. Findings of this study furthermore corroborates with an earlier study carried out by Uso and Uso (2022) whose study recommended that is relevant for companies to apply shift even though they have internet to ensure work-life balance among employees. The findings of this study also corroborate with the Technological Determinism Theory which states that technological determinism is the idea that technology shapes and alters basic things about behaviour and society like the

way we think and act, the way we conduct our interpersonal relationships, our values, the way we learn and how the society operates from one technological age to another. "Technology" includes such things as basic tools, codes and structures for interpersonal behaviours and social institutions, and modern computer and Internet technologies; in essence, it "includes the whole of our material culture."

Conclusion

Based on the strength of the finding, the study concluded that the internet is often used for work in the NDC. The study also concluded that the staff of NDDC constantly use the internet to reach work-life balance. More so, the study concluded that work-life balance positively influences job satisfaction of employees in NDDC.

Recommendations

Based on the strength of the findings of this study, the following recommendations were made;

1. That NDDC should continue to equip their offices with modern equipment especially internet facilities so as to enable their workers achieve work-life balance.
2. Organizations and the NDDC in particular should always provide free Wifi for their workers to ease the burden of work on them.
3. The organization should establish laws that would ensure the work-life balance of workers and guarantee the job satisfaction of employees.

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