

WORK-LIFE BALANCE INITIATIVE AND ORGANISATIONAL PERFORMANCE IN NIGERIAN HOSPITALITY INDUSTRY

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Abstract

The hospitality industry in Nigeria is a dynamic sector that significantly contributes to the nation's economy. However, the interplay between Work-life balance initiative and organisational performance remains underexplored, particularly regarding flexible scheduling and remote work arrangements. This paper investigated how these elements influence innovative and social performance within the Nigerian hospitality context, with organizational culture serving as a moderating variable. The findings suggest that effective Work-life balance initiative strategies can enhance organisational performance by fostering an environment conducive to innovation and social responsibility. The research indicates that implementing flexible scheduling and remote work options can significantly improve Work-life balance initiative among employees in the Nigerian hospitality sector. This improvement leads to enhanced innovative performance characterized by creativity and new service development and social performance, which includes corporate social responsibility initiatives. Organizational culture plays a critical role in this relationship; a supportive culture can amplify the positive effects of Work-life balance initiative on organisational performance. The study recommended that Hospitality businesses should consider implementing flexible working hours to accommodate employees' personal commitments while maintaining operational efficiency.

Introduction

Background to the study

The hospitality industry in Nigeria has undergone significant transformation over the past few decades, driven by economic growth, increased tourism, and a burgeoning middle class. As a result, organisational performance within this sector has become a focal point for researchers and practitioners alike. Organisational performance can be broadly categorized into two main dimensions: innovative performance and social performance. Innovative Performance refers to the ability of entrepreneurs to introduce new ideas, products, or services that enhance operational efficiency and customer satisfaction. In the context of the Nigerian hospitality industry, innovation may manifest through the adoption of advanced technologies, unique service offerings, or novel marketing strategies. The competitive landscape necessitates that businesses not only keep pace with global trends but also tailor their innovations to meet local demands and cultural nuances (Akinboade & Kinpack, 2017).

In Nigeria's rapidly evolving market environment, innovative performance is critical for sustaining competitive advantage. Entrepreneurs are increasingly leveraging technology to improve service delivery—such as online booking systems and mobile applications—to cater to tech-savvy consumers. Furthermore, innovation extends beyond mere technological advancements; it encompasses creative approaches to customer engagement and experience enhancement (Inegbedion, & Osagie, 2017). Social Performance, on the other hand, pertains to the impact that entrepreneurial ventures have on their communities and society at large. This dimension includes considerations such as corporate social responsibility (CSR), ethical business practices, and contributions to local economies. In Nigeria's hospitality sector, social performance can be evaluated through initiatives aimed at community development, environmental sustainability, and employee welfare. The interplay between innovative performance and social performance is particularly relevant in Nigeria's hospitality industry due to its potential for job creation and economic development. Entrepreneurs who prioritize both dimensions are likely to foster sustainable business

practices that not only yield financial returns but also contribute positively to societal well-being (Nwankwo & Gbadamosi, 2018).

Ojo, and Olaniyan (2019) indicates that there is a growing recognition among Nigerian entrepreneurs of the importance of balancing profit-making with social responsibility. This shift reflects broader global trends where consumers increasingly favor businesses that demonstrate commitment to social issues. Understanding organisational performance—through both innovative and social lenses—is essential for assessing the health and future prospects of Nigeria’s hospitality industry. This study aims to explore these dimensions in depth while providing insights into how they influence overall business success in this vibrant sector.

Work-life balance initiative has emerged as a critical area of study within organizational behavior, particularly in industries characterized by high demands and irregular hours, such as the hospitality sector. The concept refers to the equilibrium between personal life and professional responsibilities, which is increasingly relevant in today’s fast-paced work environments. In Nigeria, the hospitality industry plays a significant role in economic development, contributing to job creation and tourism. However, it also faces unique challenges that impact employees’ Work-life balance initiative. The Nigerian hospitality industry is marked by its dynamic nature, with varying operational hours that often extend beyond traditional working times. Employees frequently encounter long shifts, weekend work, and holiday obligations due to the industry’s service-oriented nature. This can lead to stress and burnout, adversely affecting both employee well-being and organizational productivity. As such, understanding how flexible scheduling and remote work arrangements can enhance Work-life balance initiative becomes essential for fostering a healthier workforce (Uchechi & Okoroafor, 2019).

Ojo, and Olaniyan (2019) opined that Flexible scheduling allows employees to have control over their working hours, enabling them to manage personal commitments alongside professional duties more effectively. This approach is particularly beneficial in an industry where peak periods may not align with standard business hours. Remote work has also gained traction as a viable option for certain roles within hospitality management and administration, allowing employees to perform tasks from locations outside of traditional office settings. In Nigeria’s context, cultural factors play a significant role in shaping perceptions of Work-life balance initiative. Traditional views on gender roles often dictate expectations around family responsibilities, which can disproportionately affect women in the workforce. Thus, implementing policies that promote flexibility must consider these cultural nuances to be effective.

Moreover, the COVID-19 pandemic has accelerated discussions around remote work and flexible arrangements across various sectors globally. In Nigeria’s hospitality industry specifically, this shift presents both opportunities and challenges as businesses adapt to new operational models while striving to maintain service quality. Research indicates that organizations that prioritize employee well-being through supportive Work-life balance initiative initiatives tend to experience higher levels of employee satisfaction and retention rates. Therefore, exploring how flexible scheduling and remote work can be integrated into the Nigerian hospitality sector is crucial for enhancing overall workplace dynamics (Ojo & Olaniyan, 2019).

Despite the importance of WLB in enhancing organisational performance, there remains a notable lack of Theoretical studies specifically focusing on this relationship within Nigeria’s hospitality sector. Most existing literature tends to concentrate on broader aspects of Work-life balance initiative without delving into its specific implications for entrepreneurship or the hospitality industry. Furthermore, much of the research available is either outdated or lacks a contextual focus on Nigeria’s unique socio-economic landscape. Moreover, while some studies have explored WLB in relation to employee performance in various sectors globally, few have examined how these dynamics play out for entrepreneurs who operate small to medium-sized enterprises (SMEs) within Nigeria’s hospitality context. The absence of localized studies means that there is limited understanding of how organizational cultural influence Work-life balance initiative perceptions

among Nigerian entrepreneurs and how these perceptions subsequently affect their business outcomes using a theoretical insight perspective, it is in the light of the above that this study seeks to determine the relationship between Work-life balance initiative and Organisational performance in Nigerian Hospitality Industry.

Statement of the problem

The Nigerian hospitality industry, a vital component of the nation's economy, faces numerous challenges that significantly affect organisational performance, particularly in the realms of innovative and social performance. These challenges are multifaceted and include infrastructural deficits, regulatory hurdles, economic instability, and a lack of skilled labor. Each of these factors can stifle innovation and diminish social performance within the sector. Innovative performance in the Nigerian hospitality industry is often hindered by inadequate infrastructure. Poor road networks, unreliable electricity supply, and insufficient internet connectivity create barriers for entrepreneurs seeking to implement new technologies or services. For instance, many hospitality businesses struggle to adopt digital payment systems or online booking platforms due to inconsistent internet access. This lack of technological advancement limits their ability to compete with more developed markets and stifles creativity in service delivery (Akinboade & Kinfaak, 2018).

Moreover, regulatory challenges pose significant obstacles to innovation. The bureaucratic processes involved in obtaining licenses and permits can be cumbersome and time-consuming. Entrepreneurs may find themselves bogged down by red tape, which detracts from their ability to focus on developing innovative solutions that could enhance customer experiences or operational efficiency. Social performance in the hospitality sector is equally affected by these challenges. The industry's reliance on human capital means that a shortage of skilled labor can lead to poor service delivery, which negatively impacts customer satisfaction and loyalty. Furthermore, the high turnover rates common in this sector exacerbate this issue; employees often leave for better opportunities elsewhere due to low wages or poor working conditions. Additionally, socio-economic factors such as poverty and unemployment contribute to a workforce that may not be adequately trained or motivated. This situation creates a cycle where poor service leads to negative reviews and diminished reputation, further discouraging potential customers from engaging with local establishments (Inegbedion & Omoregie 2022).

Addressing these issues requires a multifaceted approach, one that includes promoting Work-life balance initiative among employees in the hospitality industry. By fostering an environment where employees feel valued and supported both professionally and personally, businesses can enhance job satisfaction and retention rates. Implementing flexible working hours allows employees to manage their personal commitments alongside their professional responsibilities effectively. This flexibility can lead to increased productivity as workers who feel balanced are often more engaged and motivated at work. Additionally, offering training programs focused on skill development can empower employees while simultaneously improving service quality. Furthermore, creating a supportive workplace culture that prioritizes mental health can reduce burnout among staff members. When employees are mentally healthy and satisfied with their Work-life balance initiative, they are more likely to provide exceptional service—thereby enhancing both innovative performance through creative problem-solving and social performance through improved customer interactions.

Various studies (Ugochukwu, & Nwokedi 2021; Ojo 2023) have been carried out on Work-life balance initiative and Entrepreneurial Performance in Nigerian Hospitality Industry however, it is observed that most studies are empirical studies as such there is a dearth of literatures providing theoretical insight on Work-life balance initiative and Entrepreneurial Performance in Nigerian Hospitality Industry, it is in the light of the above that this study seeks to fill this lacuna.

Conceptual framework

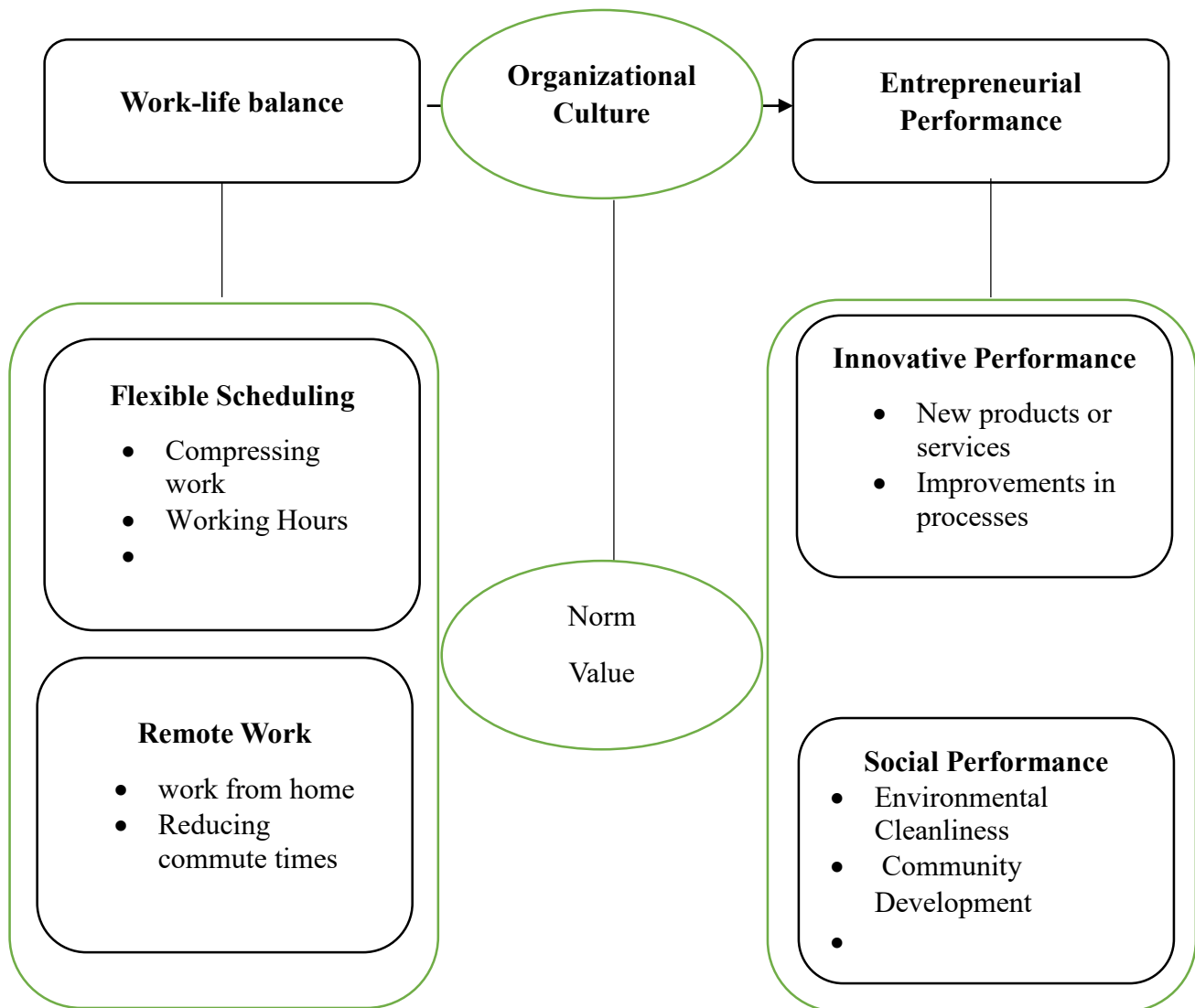


Figure 1: conceptual framework showing Work-life balance initiative and Entrepreneurial Performance in Nigerian Hospitality Industry

Source: adapted from Uchechi & Okoroafor (2019)

Aim & Objectives

The aim of this study was to determine the relationship between Work-life balance initiative and Entrepreneurial Performance in Nigerian Hospitality Industry. The specific objectives were to:

- i. determine the relationship between Flexible Scheduling and Innovative Performance in Nigerian Hospitality Industry.
- ii. determine the relationship between Flexible Scheduling and Social Performance in Nigerian Hospitality Industry.
- iii. determine the relationship between Remote Work and Innovative Performance in Nigerian Hospitality Industry.
- iv. determine the relationship between Remote Work and Social Performance in Nigerian Hospitality Industry.
- v. Determine the moderating role of organizational culture on the relationship between Work-life balance initiative and Organisational performance in Nigerian Hospitality Industry.

Research Questions

The following research questions were raised to guide the study.

- i. What is the relationship between Flexible Scheduling and Innovative Performance in Nigerian Hospitality Industry?
- ii. What is the relationship between Flexible Scheduling and Social Performance in Nigerian Hospitality Industry?
- iii. What is the relationship between Remote Work and Innovative Performance in Nigerian Hospitality Industry?
- iv. What is the relationship between Remote Work and Social Performance in Nigerian Hospitality Industry?
- v. What is the moderating role of organizational culture on the relationship between Work-life balance initiative and Organisational performance in Nigerian Hospitality Industry?

Implications for the study

The implications of the study on Work-life balance initiative and organisational performance in the Nigerian hospitality industry are multifaceted, reflecting the intricate relationship between personal well-being and business success. Work-life balance initiative refers to the equilibrium between an individual's professional responsibilities and personal life, which is increasingly recognized as a critical factor influencing employee satisfaction, productivity, and overall organizational performance. In the context of the Nigerian hospitality sector, where demands can be particularly high due to the nature of service-oriented businesses, understanding this balance becomes essential. Firstly, a positive Work-life balance initiative can lead to enhanced organisational performance. Entrepreneurs who manage to maintain a healthy separation between their work obligations and personal lives often report higher levels of job satisfaction and lower levels of stress. This satisfaction can translate into improved decision-making capabilities, creativity, and innovation within their businesses. In an industry that thrives on customer service and experience, such attributes are invaluable. The ability to think creatively about service offerings or operational efficiencies can set a business apart in a competitive market.

Moreover, fostering a culture that prioritizes Work-life balance initiative can enhance employee retention rates within the hospitality sector. High turnover rates are a significant challenge in this industry; thus, organizations that support their employees' needs for flexibility may find themselves better positioned to retain talent. This retention not only reduces recruitment costs but also ensures continuity in service quality—a crucial element in hospitality where customer relationships are paramount. Furthermore, promoting Work-life balance initiative can improve organizational reputation. Businesses that are known for valuing their employees' well-being may attract more customers who prefer to engage with socially responsible companies. This aspect is particularly relevant in Nigeria's growing tourism sector, where consumer preferences increasingly lean towards brands that demonstrate corporate social responsibility.

On another note, challenges persist in implementing effective Work-life balance initiative strategies within the Nigerian hospitality industry. Cultural expectations regarding work hours and dedication may hinder efforts to promote flexibility. Additionally, many entrepreneurs may perceive such initiatives as detrimental to productivity or profitability in the short term. Thus, it becomes imperative for stakeholders—ranging from government bodies to business owners—to advocate for policies that support work-life integration while simultaneously addressing these cultural barriers. In conclusion, the implications of studying Work-life balance initiative within Nigeria's hospitality sector extend beyond individual entrepreneurs; they encompass broader economic impacts through enhanced performance metrics and improved employee welfare. As this sector continues to evolve amidst global trends toward greater emphasis on mental health and well-being at work, understanding these dynamics will be crucial for sustainable growth.

Review of Related Literature

Conceptual Review

Work-life balance initiative

Work-life balance initiative refers to the equilibrium between personal life and professional responsibilities, a concept that has gained significant attention in recent decades due to the evolving nature of work environments and societal expectations. The increasing demands of modern workplaces, coupled with technological advancements that blur the lines between work and home, have made achieving a satisfactory Work-life balance initiative more challenging than ever. At its core, Work-life balance initiative is about managing the competing demands of work and personal life in a way that minimizes conflict and maximizes satisfaction in both domains. This balance can manifest differently for each individual, influenced by personal values, job roles, family responsibilities, and cultural contexts (Akinboade & Kinpack, 2018).

Ugochukwu and Nwokedi (2021) opined that Work-life balance initiative often include concepts such as equal time allocation between work and personal activities or the ability to manage personal tasks during working hours without needing permission. However, these definitions can be misleading. For instance, equating convenience—such as working from home—with true balance overlooks the fact that remote workers may end up working longer hours or facing similar pressures as those in traditional office settings. Thus, while remote work can provide flexibility, it does not inherently solve issues related to stress or burnout. Moreover, some individuals view Work-life balance initiative through the lens of “equal time,” which suggests that one should devote an equal amount of time to both professional and personal pursuits. This perspective can be particularly unappealing to those who find fulfillment in their careers and may lead them to dismiss the importance of balancing other aspects of life. Leadership plays a crucial role in shaping employees’ perceptions and experiences regarding Work-life balance initiative. While leaders cannot directly provide this balance for their teams, they can create an environment that encourages employees to prioritize their well-being without fear of negative repercussions on their careers. Clear communication about expectations and support for flexible working arrangements are essential components in fostering a culture where employees feel empowered to seek a healthier balance (Uchechi & Okoroafor, 2019).

Dimensions of Work-life balance initiative

Flexible Scheduling

Flexible scheduling has emerged as a pivotal concept in the discourse surrounding Work-life balance initiative, particularly in the context of contemporary employment practices. The traditional 9-to-5 work model, which has dominated the labor landscape for decades, is increasingly being challenged by the need for greater adaptability in work hours. This shift is largely driven by the recognition that employees have diverse personal commitments and responsibilities outside of their professional lives, including family obligations, health considerations, and personal interests. At its core, flexible scheduling refers to arrangements that allow employees to vary their work hours or locations according to their individual needs and preferences. This can manifest in several forms, such as compressed workweeks, flextime (where employees can choose their start and end times), remote work options, or job sharing. The implementation of flexible scheduling is not merely a trend; it represents a fundamental change in how organizations view productivity and employee well-being (Kelliher & Anderson, 2009).

Allen (2015) opined that there is one of the most significant benefits of flexible scheduling is its potential to enhance Work-life balance initiative. Work-life balance initiative is defined as an individual’s ability to manage both professional responsibilities and personal life without one overshadowing the other. When employees are granted flexibility in their schedules, they can better accommodate personal commitments—such as childcare, eldercare, or pursuing education—thereby reducing stress and increasing overall job satisfaction. Research indicates that when employees feel supported in balancing their work and personal lives, they are more likely to exhibit higher levels of

engagement and productivity at work. Moreover, flexible scheduling can lead to improved mental health outcomes for employees. The pressure associated with rigid working hours often contributes to burnout and job dissatisfaction. By allowing individuals to tailor their schedules to fit their lifestyles, organizations can foster a healthier workforce. Studies have shown that employees who utilize flexible working arrangements report lower levels of stress and anxiety compared to those who adhere strictly to conventional schedules (Gajendran & Harrison, 2007).

From an organizational perspective, adopting flexible scheduling practices can also yield significant advantages. Companies that embrace flexibility often experience lower turnover rates and enhanced employee loyalty. In competitive job markets where talent retention is crucial, offering flexible working conditions can be a key differentiator for employers seeking to attract top talent. Furthermore, organizations may benefit from increased productivity as employees who enjoy greater autonomy over their schedules tend to be more motivated and focused during working hours (Kelliher & Anderson, 2009).

However, it is essential for organizations to implement flexible scheduling thoughtfully. Clear communication about expectations and boundaries is critical; without proper guidelines, flexibility may lead to confusion regarding availability or workload management among team members. Additionally, not all roles lend themselves equally well to flexible arrangements; thus, companies must consider the nature of specific jobs when designing these policies. In conclusion, flexible scheduling serves as a vital mechanism for promoting Work-life balance initiative in today's fast-paced world. By recognizing the diverse needs of employees and providing them with options that align with their personal circumstances, organizations can create a more supportive workplace culture that enhances both individual well-being and organizational effectiveness (Gajendran & Harrison, 2007).

Remote Work

Remote work, often referred to as telecommuting or flexible work arrangements, has gained significant traction in recent years, particularly accelerated by the global pandemic. This shift from traditional office environments to home-based workspaces has profound implications for Work-life balance initiative, a concept that encompasses the equilibrium between personal life and professional responsibilities (Wang, 2021). The transition to remote work has been lauded for its potential to enhance Work-life balance initiative by offering employees greater flexibility in managing their time. One of the most significant advantages is the elimination of commuting, which not only saves time but also reduces stress associated with daily travel. Employees can allocate this saved time towards personal activities, family commitments, or even self-care practices such as exercise and hobbies. This newfound flexibility allows individuals to tailor their work schedules around their peak productivity times and personal obligations, fostering a more harmonious integration of work and life (Gajendran & Harrison, 2007).

However, while remote work presents opportunities for improved Work-life balance initiative, it also poses challenges that can disrupt this equilibrium. The blurring of boundaries between professional and personal spaces can lead to an "always-on" mentality where employees feel compelled to be available at all hours. This phenomenon can result in increased stress levels and burnout as individuals struggle to disconnect from work-related tasks. The absence of physical separation between home and workplace may diminish the psychological benefits associated with leaving the office at the end of the day (Allen, 2014).

Moreover, remote work can exacerbate feelings of isolation among employees who miss out on social interactions typically found in a traditional office setting. These interactions are crucial for building relationships and fostering a sense of belonging within a team or organization. The lack of face-to-face communication may lead to misunderstandings and hinder collaboration efforts, further complicating the pursuit of a balanced lifestyle. To mitigate these challenges, organizations must

implement strategies that promote healthy boundaries between work and personal life. Establishing clear expectations regarding availability outside regular working hours can help employees manage their workloads effectively without encroaching on personal time. Additionally, encouraging regular breaks throughout the day can enhance productivity while allowing individuals to recharge mentally and physically (Kossek, & Ozeki, 2010).

Furthermore, companies should prioritize mental health resources and support systems for remote workers. Providing access to counseling services or wellness programs can empower employees to address any feelings of isolation or stress they may experience while working remotely. By fostering an organizational culture that values well-being alongside productivity, employers can create an environment conducive to achieving a sustainable Work-life balance initiative. In conclusion, remote work presents both opportunities and challenges concerning Work-life balance initiative. While it offers flexibility that can enhance personal well-being, it also requires careful management to prevent burnout and maintain healthy boundaries between professional duties and personal life. Organizations play a critical role in shaping this dynamic by implementing supportive policies that prioritize employee well-being while promoting productivity (Wang, 2021).

Organisational performance

Organisational performance is a multifaceted concept that encompasses the effectiveness and efficiency with which entrepreneurs achieve their business objectives. It is often measured through various indicators, including financial metrics such as revenue growth, profitability, market share, and return on investment (ROI), as well as non-financial measures like customer satisfaction, innovation rates, and social impact. Understanding organisational performance is crucial not only for individual entrepreneurs but also for policymakers and researchers interested in fostering economic growth and innovation (Akinboade & Kinack, 2017).

At its core, organisational performance reflects how well an entrepreneur can leverage resources both tangible and intangible to create value. This involves a combination of skills, experience, strategic decision-making, and the ability to adapt to changing market conditions. Research indicates that prior entrepreneurial experience significantly influences performance outcomes. Entrepreneurs who have previously launched businesses tend to perform better due to their accumulated knowledge and skills (Allen, 2014). This experience allows them to navigate challenges more effectively and capitalize on opportunities that may arise.

Moreover, the type of industry in which an entrepreneur operates plays a critical role in determining performance levels. High-tech industries often present different challenges compared to low-tech sectors; thus, the strategies employed by entrepreneurs must be tailored accordingly. For instance, entrepreneurs in high-tech fields may need to focus more on innovation and rapid scaling due to the fast-paced nature of technology development (Chen et al.). In contrast, those in traditional industries might prioritize operational efficiency and customer relationships (Nwankwo & Gbadamosi, 2018).

Another important aspect of organisational performance is the influence of external factors such as economic conditions, regulatory environments, and access to funding. Supportive policies can enhance entrepreneurial success by providing necessary resources or reducing barriers to entry (Allen, 2014). Conversely, adverse conditions can stifle growth potential. Therefore, understanding the interplay between internal capabilities (like entrepreneurial passion) and external support mechanisms is vital for improving overall performance.

Psychological factors also contribute significantly to organisational performance. Entrepreneurial passion has been identified as a key driver that motivates individuals to pursue their ventures despite obstacles (Gajendran & Harrison, 2007). This intrinsic motivation not only fuels persistence but also enhances creativity and problem-solving abilities—traits essential for navigating the complexities of entrepreneurship. In summary, organisational performance is influenced by a blend of personal attributes, prior experiences, industry characteristics, external environmental factors, and

psychological elements. As entrepreneurship continues to evolve in response to global trends such as digital transformation and sustainability concerns, ongoing research into these dynamics will be essential for developing effective strategies that support entrepreneurs in achieving their goals.

Measures of Organisational performance

Innovative Performance

Innovative performance in the context of organisational performance is a multifaceted concept that encompasses the ability of entrepreneurs to generate new ideas, products, services, or processes that significantly enhance their business operations and market competitiveness. It is essential to understand that innovation is not merely about invention; it also involves the implementation of creative ideas into practical applications that yield tangible results. At its core, innovative performance can be viewed through several lenses: product innovation, process innovation, and business model innovation. Product innovation refers to the development of new or improved goods or services that meet consumer needs more effectively than existing offerings. This aspect of innovative performance is crucial for entrepreneurs as it directly impacts customer satisfaction and market share. For instance, an entrepreneur who successfully launches a groundbreaking technology product may capture significant attention and demand in a crowded marketplace (Akinboade & Kinfack, 2017).

Process innovation, on the other hand, focuses on enhancing operational efficiencies within an organization. Entrepreneurs who adopt innovative processes can reduce costs, improve quality, and increase speed to market. This type of innovation often involves leveraging new technologies or methodologies to streamline operations. For example, an entrepreneur might implement automation in their production line to minimize labor costs while maximizing output quality. Business model innovation represents a broader shift in how value is created and delivered to customers. Entrepreneurs who rethink their business models can unlock new revenue streams and redefine their competitive landscape. A classic example is the rise of subscription-based services across various industries, which has transformed traditional sales models into ongoing customer relationships (Inegbedion & Osagie, 2017).

The relationship between innovative performance and entrepreneurial success is well-documented in academic literature. Successful entrepreneurs often exhibit traits such as risk-taking propensity, resilience, and adaptability—qualities that enable them to navigate uncertainties inherent in the innovation process. Furthermore, fostering a culture of creativity within an organization can significantly enhance innovative performance by encouraging team members to contribute ideas without fear of failure (Nwankwo & Gbadamosi, 2018).

Moreover, external factors such as market dynamics, technological advancements, and regulatory environments play critical roles in shaping an entrepreneur's capacity for innovation. Entrepreneurs must remain vigilant and responsive to these external influences to sustain their innovative edge over competitors. In summary, innovative performance is a vital component of organisational performance that encompasses product development, operational improvements, and transformative business strategies. The interplay between these elements determines not only the success of individual entrepreneurs but also contributes to broader economic growth by driving competition and creating jobs (Nwankwo & Gbadamosi, 2018).

Social Performance

Social performance in the context of organisational performance refers to the ways in which a business or entrepreneur engages with social issues and how these engagements impact their overall success. This concept is increasingly relevant as businesses are held accountable not only for their financial outcomes but also for their social and environmental impacts. The intersection of social performance and organisational performance can be understood through various dimensions, including stakeholder engagement, corporate social responsibility (CSR), ethical practices, community involvement, and sustainability. At its core, social performance encompasses the

strategies and actions that entrepreneurs undertake to address societal needs while pursuing their business objectives. Entrepreneurs who prioritize social performance often find that it enhances their reputation, builds customer loyalty, and fosters employee satisfaction. These factors contribute significantly to overall organisational performance, which is typically measured by profitability, market share, growth rates, and innovation (Inegbedion & Osagie, 2017).

Nwankwo and Gbadamosi (2018) opined that one critical aspect of social performance is stakeholder engagement. Entrepreneurs must identify and understand the needs of various stakeholders including customers, employees, suppliers, investors, and the community at large to create value beyond mere financial returns. Engaging with stakeholders allows entrepreneurs to gather insights that can lead to innovative products or services that meet societal demands. For instance, companies that actively seek feedback from customers about their products can adapt more quickly to changing preferences and thus maintain a competitive edge. Corporate Social Responsibility (CSR) is another vital component of social performance. CSR initiatives can range from environmentally sustainable practices to philanthropy and ethical labor practices. Entrepreneurs who integrate CSR into their business models often experience enhanced brand loyalty as consumers increasingly prefer to support businesses that demonstrate a commitment to positive social impact. Furthermore, CSR can attract top talent; employees are more likely to be engaged and motivated when they feel their work contributes to a greater good.

Ethical practices are also integral to both social performance and entrepreneurial success. Entrepreneurs who operate with transparency and integrity build trust with stakeholders. This trust can translate into long-term relationships that benefit the business in terms of repeat customers and partnerships. Conversely, unethical behavior can lead to reputational damage that severely hampers an entrepreneur's ability to perform effectively in the marketplace. Community involvement is another avenue through which entrepreneurs can enhance their social performance. By actively participating in local initiatives or supporting community development projects, entrepreneurs not only contribute positively but also strengthen their ties within the community (Inegbedion & Osagie, 2017). This connection can lead to increased customer loyalty as local consumers often prefer businesses that invest back into their communities. Lastly, sustainability has emerged as a crucial factor linking social performance with entrepreneurial success. As global awareness of environmental issues grows, consumers are increasingly demanding sustainable products and practices from businesses. Entrepreneurs who adopt sustainable practices such as reducing waste or sourcing materials responsibly can differentiate themselves in crowded markets while contributing positively to society. In conclusion, social performance plays a pivotal role in shaping organisational performance by influencing stakeholder relationships, enhancing brand reputation through CSR efforts, fostering ethical business practices, encouraging community engagement, and promoting sustainability initiatives. As such, entrepreneurs who embrace these aspects are likely not only to achieve better financial results but also contribute positively towards societal well-being (Inegbedion & Osagie, 2017).

Organizational Culture

Organizational culture is a critical determinant of organisational performance, serving as the underlying framework that shapes behaviors, attitudes, and practices within an organization. It encompasses the shared values, beliefs, and norms that influence how employees interact with one another and approach their work. In the context of entrepreneurship, a robust organizational culture can significantly enhance innovation, adaptability, and overall performance. At its core, organizational culture reflects the collective identity of an organization. It is often described through various dimensions such as innovation orientation, risk tolerance, communication styles, and leadership approaches. A culture that fosters innovation encourages employees to think creatively

and take calculated risks. This is particularly vital in entrepreneurial settings where new ideas must be generated and tested rapidly to stay competitive in dynamic markets (Wegenstein, 2006).

One of the key aspects of organizational culture influencing organisational performance is the degree of autonomy granted to employees. Organizations that promote a culture of empowerment allow individuals to take ownership of their projects and initiatives. This autonomy not only boosts morale but also enhances accountability and commitment to outcomes. Employees who feel empowered are more likely to engage in innovative thinking and contribute meaningfully to entrepreneurial efforts. Moreover, communication plays a pivotal role in shaping organizational culture. Open lines of communication facilitate collaboration among team members and departments, which is essential for fostering an environment conducive to entrepreneurship. When employees feel comfortable sharing ideas without fear of criticism or retribution, it leads to a more vibrant exchange of thoughts that can spark innovative solutions (Tiggemann, 2002).

Leadership style also significantly impacts organizational culture and consequently organisational performance. Transformational leaders who inspire and motivate their teams tend to cultivate a positive organizational culture characterized by trust and mutual respect. Such leaders encourage experimentation and view failures as learning opportunities rather than setbacks. This perspective is crucial for entrepreneurs who must navigate uncertainty and adapt quickly to changing circumstances. In addition to these factors, diversity within an organization can enrich its cultural fabric by bringing together varied perspectives and experiences. A diverse workforce can lead to more creative problem-solving approaches as different viewpoints are considered during decision-making processes. Organizations that embrace diversity often find themselves better equipped to innovate and respond effectively to market demands (Schooler, 2008).

Furthermore, the alignment between an organization's stated values and its actual practices is vital for maintaining a healthy organizational culture. Discrepancies between what an organization claims to value (such as innovation or teamwork) versus what it actually rewards can lead to disillusionment among employees. When there is alignment between values and actions, employees are more likely to be engaged and motivated towards achieving entrepreneurial goals. In conclusion, organizational culture serves as both a foundation for employee behavior and a catalyst for organisational performance. Cultures that prioritize innovation, empower employees through autonomy, foster open communication, exhibit transformational leadership qualities, embrace diversity, and align values with practices create environments where entrepreneurship can thrive. As organizations continue navigating complex business landscapes marked by rapid change and uncertainty, understanding the interplay between organizational culture and organisational performance will be essential for sustained success (Grabe, et al., 2008).

Theoretical Review

This study was anchored on Role Theory and supported by Social Exchange Theory.

Role Theory

Role Theory was primarily propounded by sociologist George Herbert Mead in the early 20th century, with significant contributions from other scholars such as Ralph Linton and Erving Goffman. The foundational ideas emerged around the 1930s, particularly with Mead's work on social interaction and the self. Role Theory posits that individuals occupy various social roles throughout their lives, which shape their behaviors, expectations, and interactions within society.

Assumptions of Role Theory

1. **Social Structure:** Role Theory assumes that society is structured into various roles that individuals are expected to fulfill. These roles come with specific expectations regarding behavior, responsibilities, and norms.

2. **Role Conflict:** It acknowledges that individuals often occupy multiple roles simultaneously (e.g., employee, parent, friend), which can lead to role conflict when the demands of these roles are incompatible.
3. **Role Performance:** The theory emphasizes that individuals perform their roles based on societal expectations and personal interpretations. This performance can vary depending on context and audience.
4. **Identity Formation:** Roles contribute significantly to an individual's identity. As people engage in different roles, they develop a sense of self that is influenced by these experiences.
5. **Adaptability:** Individuals have the capacity to adapt their role performances based on situational contexts and feedback from others.

Critiques of Role Theory

1. **Over-Simplification:** Critics argue that Role Theory may oversimplify complex human behaviors by categorizing them into discrete roles without accounting for individual differences or psychological factors.
2. **Neglect of Agency:** Some scholars contend that the theory underestimates individual agency and the ability of people to resist or redefine societal expectations associated with their roles.
3. **Cultural Limitations:** The theory has been critiqued for being predominantly Western-centric, potentially overlooking how cultural variations influence role expectations and performances in non-Western societies.
4. **Static Nature:** Critics also point out that Role Theory can be too static, failing to account for the dynamic nature of social interactions where roles can evolve over time due to changes in society or personal circumstances.

Relevance to Work-life balance initiative and Organisational performance in Nigerian Hospitality Industry

Role Theory is particularly relevant when examining Work-life balance initiative and organisational performance within Nigeria's hospitality industry for several reasons:

Multiple Roles: Entrepreneurs in this sector often juggle multiple roles—business owner, manager, family member—which can lead to role conflict as they strive to meet both professional obligations and personal commitments.

Expectations Management: Understanding societal expectations surrounding these roles helps entrepreneurs navigate challenges related to Work-life balance initiative effectively. For instance, cultural norms may dictate certain familial responsibilities that compete with business demands.

Performance Evaluation: The theory aids in assessing how well entrepreneurs manage their dual responsibilities by evaluating their role performance against societal standards within the hospitality industry context.

Identity Dynamics: In a rapidly evolving industry like hospitality, where customer service is paramount, entrepreneurs must continuously adapt their identities based on feedback from customers and employees while maintaining a balance between personal life and business success.

Cultural Contextualization: Applying Role Theory allows researchers to explore how Nigerian cultural values influence role expectations among entrepreneurs in hospitality, providing insights into unique challenges faced in achieving Work-life balance initiative while striving for entrepreneurial success.

In summary, Role Theory provides a valuable framework for understanding the complexities faced by entrepreneurs in Nigeria's hospitality sector as they navigate multiple roles while attempting to achieve a sustainable Work-life balance initiative alongside business performance goals.

Social Exchange Theory

Social Exchange Theory (SET) was primarily developed by sociologist George Homans in the late 1950s, particularly articulated in his seminal work "Social Behavior: Its Elementary Forms" published

in 1961. The theory was further expanded by other scholars such as Peter Blau and Richard Emerson, who contributed to its application in various social contexts.

Assumptions of Social Exchange Theory

The foundational assumptions of Social Exchange Theory can be summarized as follows:

- **Rationality:** Individuals are rational actors who seek to maximize their benefits while minimizing costs in social interactions.
- **Cost-Benefit Analysis:** Relationships are maintained based on a cost-benefit analysis where individuals weigh the rewards against the costs involved in a relationship.
- **Reciprocity:** Social exchanges are characterized by reciprocity; individuals expect that their contributions will be met with equivalent returns over time.
- **Value of Resources:** The resources exchanged can vary widely, including tangible goods, emotional support, information, and services.
- **Power Dynamics:** Power within relationships is determined by the distribution of resources; those who possess more valued resources have greater power over others.

Critiques of Social Exchange Theory

Despite its influential role in understanding social interactions, Social Exchange Theory has faced several critiques: **Oversimplification:** Critics argue that SET oversimplifies human relationships by reducing them to mere transactions and neglecting emotional and altruistic factors that influence interpersonal dynamics. **Cultural Bias:** The theory is often criticized for being rooted in Western individualistic perspectives, which may not adequately represent collectivist cultures where community and familial ties play a significant role. **Neglect of Non-material Factors:** SET tends to focus on material rewards and costs while overlooking non-material aspects such as love, loyalty, and moral obligations that can significantly influence relationships.

Static Nature: Some scholars argue that SET does not account for the dynamic nature of relationships where changes over time can alter perceptions of costs and benefits. **Measurement Issues:** The subjective nature of what constitutes 'costs' and 'benefits' makes empirical measurement challenging, leading to difficulties in validating the theory through research.

Relevance to Work-life balance initiative and Organisational performance in Nigerian Hospitality Industry

In the context of studying Work-life balance initiative and organisational performance within Nigeria's hospitality industry, Social Exchange Theory provides valuable insights: **Work-life balance initiative Dynamics:** Entrepreneurs must navigate personal life demands alongside business responsibilities. Applying SET allows for an analysis of how perceived rewards (e.g., financial gain, personal satisfaction) versus costs (e.g., time away from family) affect their Work-life balance initiative decisions.

Employee Relations: Understanding employee-employer exchanges through SET can help hospitality businesses foster better working conditions that enhance job satisfaction and retention rates among staff, ultimately impacting overall performance. **Networking and Collaboration:** In an industry reliant on partnerships and collaborations, SET elucidates how entrepreneurs engage with stakeholders (suppliers, customers) based on mutual benefits derived from these exchanges.

Cultural Contextualization: Given Nigeria's unique socio-cultural landscape, applying SET allows for an exploration of how cultural values shape expectations around reciprocity and resource exchange within entrepreneurial ventures in hospitality. In summary, Social Exchange Theory offers a framework for analyzing interpersonal dynamics within the Nigerian hospitality sector while addressing critical issues related to Work-life balance initiative and entrepreneurial success.

Empirical Review**Flexible Scheduling and Organisational performance in Nigerian Hospitality Industry.**

Ojo, (2021) carried out a study on the Impact of Flexible Work Schedules on Employee Performance in Nigeria's Hospitality Sector. This study employed a quantitative research design using surveys distributed to 200 employees across various hotels in Lagos State. Data were analyzed using statistical methods including regression analysis to determine relationships between flexible scheduling practices and employee performance metrics. The findings indicated that flexible work schedules significantly enhance employee satisfaction and productivity. Employees reported higher levels of job engagement when given the option to choose their working hours. The study concluded that implementing flexible scheduling can lead to improved performance outcomes in the hospitality industry by fostering a more motivated workforce. It was recommended that hotel managers adopt flexible scheduling policies to improve employee morale and overall service quality.

Nwankwo, Chijioke & Eze, Samuel (2020) undertook a study on Flexible Work Arrangements and Business Performance in Nigeria's Hospitality Industry. This qualitative study involved interviews with 30 hotel managers and owners across Abuja. Thematic analysis was used to identify common themes regarding the impact of flexible work arrangements on business performance. The results highlighted that flexibility in scheduling not only improved staff retention rates but also enhanced customer satisfaction due to better service delivery during peak times. The authors concluded that flexible work arrangements are crucial for sustaining competitive advantage in the Nigerian hospitality market. They suggested that businesses should invest in training programs for management to effectively implement flexible scheduling strategies.

Adeyemi (2019) undertook a study on assessing the Role of Flexible Scheduling on Entrepreneurial Success in Nigeria's Hotel Industry. A mixed-method approach was utilized, combining quantitative surveys with qualitative case studies from five prominent hotels in Port Harcourt. Data were analyzed using both descriptive statistics and content analysis. The study found a positive correlation between flexible scheduling practices and increased entrepreneurial success indicators such as profitability and market share growth. Adeyemi concluded that flexibility is not just beneficial for employees but also serves as a strategic tool for enhancing business outcomes. Recommendations included creating policies that support Work-life balance initiative through flexibility, which could lead to better financial performance.

Remote Work and Organisational performance in Nigerian Hospitality Industry.

Ojo, (2022) carried out a study on "The Impact of Remote Work on Organisational performance in Nigeria's Hospitality Sector". This study employed a mixed-methods approach, combining quantitative surveys distributed to 150 hospitality entrepreneurs across Nigeria with qualitative interviews of 20 selected participants. The survey data were analyzed using statistical software to identify correlations between remote work practices and performance metrics. The study found that remote work positively influenced organisational performance by enhancing flexibility and reducing operational costs. Entrepreneurs reported improved customer engagement through digital platforms, leading to increased sales. However, challenges such as technology access and employee management were noted. The study concluded that Remote work has significant potential to enhance organisational performance in Nigeria's hospitality industry, provided that entrepreneurs address technological barriers and invest in training for effective remote management. The study recommends that stakeholders in the hospitality sector invest in digital infrastructure and provide training programs for entrepreneurs to adapt to remote work environments effectively.

Adeyemi, & Olaniyan (2023) carried out a study on "Remote Work Adaptation and Its Effects on Business Outcomes in Nigerian Hotels" This research utilized a quantitative approach with a sample size of 200 hotel managers surveyed through structured questionnaires. Data analysis was performed using regression analysis to determine the relationship between remote work adaptation and business outcomes such as profitability and customer satisfaction. Results indicated that hotels that adopted remote work strategies experienced a significant increase in profitability and customer

satisfaction ratings compared to those that did not. The study highlighted the importance of technology adoption for successful remote operations. The adaptation of remote work strategies is crucial for improving business outcomes in the Nigerian hotel sector, particularly during crises like the COVID-19 pandemic. It is recommended that hotel managers develop comprehensive remote work policies and invest in technology solutions that facilitate seamless operations.

Nwankwo, and Ibe (2021) carried out a study on Exploring the Relationship Between Remote Work Practices and Entrepreneurial Success in Nigeria's Hospitality Industry. This qualitative study involved case studies of five successful hospitality businesses that implemented remote work practices during the pandemic. Data were collected through interviews with owners and employees, focusing on their experiences and perceived impacts on business success. The findings revealed that effective communication tools and flexible working hours significantly contributed to higher employee morale and productivity, which translated into better service delivery and customer retention rates. The study concluded that Effective implementation of remote work practices can lead to enhanced entrepreneurial success within Nigeria's hospitality industry by fostering a motivated workforce. The authors suggest developing tailored communication strategies that accommodate both staff needs and operational demands.

The moderating role of organizational culture on the relationship between Work-life balance initiative and Organisational performance in Nigerian Hospitality Industry.

Ojo, (2020) carried out a study on Work-life balance initiative and Organisational performance : The Moderating Role of Organizational Culture in the Nigerian Hospitality Sector. This study employed a quantitative research design using a survey method to collect data from 300 employees across various hotels in Lagos State, Nigeria. The data were analyzed using regression analysis to determine the relationships among WLB, EP, and organizational culture.

Findings: The results indicated that there is a positive relationship between Work-life balance initiative and organisational performance . Furthermore, organizational culture was found to significantly moderate this relationship; specifically, a supportive organizational culture enhanced the positive effects of Work-life balance initiative on organisational performance . The study concluded that fostering a supportive organizational culture can amplify the benefits of Work-life balance initiative initiatives on organisational performance in the hospitality sector. It was recommended that hotel managers implement policies that promote a healthy Work-life balance initiative while also cultivating an organizational culture that supports employee well-being.

Nwankwo and Okafor (2021) undertook a study on the Interplay of Work-life balance initiative and Organizational Culture on Business Performance in Nigeria's Hospitality Industry. This qualitative study utilized interviews with 25 managers from various hospitality establishments in Abuja to explore perceptions regarding WLB and its impact on performance moderated by organizational culture. Content analysis was used to interpret the data collected from interviews. The findings revealed that managers perceived Work-life balance initiative as critical for enhancing employee satisfaction and productivity, which subsequently improved overall business performance. Additionally, strong organizational cultures characterized by flexibility and support were seen as essential for maximizing these benefits. The research highlighted that an organization's cultural attributes play a pivotal role in leveraging Work-life balance initiative for improved entrepreneurial outcomes within the hospitality industry. It was suggested that organizations should actively develop cultural frameworks that prioritize employee welfare alongside operational goals.

Adeyemi and Ogunleye (2019) carried out a study on exploring Work-life balance initiative Strategies and Their Impact on Entrepreneurial Success: A Focus on Nigerian Hotels". This mixed-methods study combined quantitative surveys with qualitative focus groups involving hotel staff across different tiers of management in Ibadan. Statistical tools were employed for quantitative analysis while thematic analysis was used for qualitative insights. Results indicated that effective Work-life balance initiative strategies positively influenced entrepreneurial success metrics such as customer satisfaction and financial performance when supported by an adaptive organizational

culture. The interplay between WLB strategies and an adaptive culture significantly contributes to achieving higher levels of entrepreneurial success in Nigeria's hospitality sector. Organizations should invest in training programs aimed at promoting both WLB practices and cultural adaptability among employees.

Gap in Literature

While existing literature extensively discusses Work-life balance initiative and its implications for employee satisfaction and productivity, there is a notable gap concerning its specific impact on organisational performance within the Nigerian hospitality industry. Most studies focus on developed economies, leaving a void in understanding how cultural nuances affect these dynamics in Nigeria. Furthermore, the role of organizational culture as a moderating variable has not been adequately addressed, particularly in relation to flexible scheduling and remote work practices.

Methodology

The methodology of a study focusing on Work-life balance initiative and organisational performance in the Nigerian hospitality industry was effectively structured using a literature review design. This approach allows researchers to synthesize existing knowledge, identify gaps in the literature, and establish a theoretical framework for their investigation. The literature review design method provides a structured approach to understanding complex relationships between Work-life balance initiative and organisational performance. By synthesizing existing research, identifying gaps, and establishing a theoretical foundation, this methodology sets the stage for further empirical exploration.

CONCLUSION

The research indicates that implementing flexible scheduling and remote work options can significantly improve Work-life balance initiative among employees in the Nigerian hospitality sector. This improvement leads to enhanced innovative performance characterized by creativity and new service development and social performance, which includes corporate social responsibility initiatives. Organizational culture plays a critical role in this relationship; a supportive culture can amplify the positive effects of Work-life balance initiative on organisational performance.

RECOMMENDATIONS

1. Hospitality businesses should consider implementing flexible working hours to accommodate employees' personal commitments while maintaining operational efficiency.
2. Where feasible, Hospitality businesses should offer remote work options to enhance job satisfaction and reduce burnout among staff.
3. Leaders should foster an organizational culture that values employee well-being, encouraging open communication about Work-life balance initiative needs.
4. Hospitality businesses should provide training for managers on how to effectively implement flexible working arrangements while ensuring team cohesion and productivity.
5. Hospitality businesses should explore the long-term impacts of these practices on both employee well-being and business outcomes.

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