

# Green Work–Life Balance Initiatives and Employee Performance in Delta State Oil Servicing Sector: Toward Sustainable Workforce Productivity

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## ABSTRACT

This study examined the green work–life balance (GWB) initiatives and employee performance in Delta State oil servicing sector: toward sustainable workforce productivity, against the backdrop of increasing technological advancement, intensified work demands, and rising environmental and occupational health concerns. While globalization and technological progress have improved productivity and living standards, they have also heightened ecological risks and workplace pressures faced by employees. In response, oil servicing companies have increasingly embraced GWB as a strategic green human resource management practice aimed at harmonizing employees' work and personal life domains. The study focused on two dimensions of GWB, green work interface with personal life balance and green personal life enhancement of work, and their influence on employee performance. A survey research design was adopted, and data were collected through structured questionnaire, administered to 121 employees drawn from five selected oil servicing companies in Delta State, Nigeria. The data were analyzed using descriptive statistics, regression diagnostics, and multiple regression analysis. The findings revealed that green work interface with personal life balance ( $t = 7.22, p < 0.05$ ) and green personal life enhancement of work ( $t = 4.77, p < 0.05$ ) exerted significant positive effects on employee performance. Based on these results, the study concluded that effective implementation of GWB initiatives enhances employee performance and recommended that management of oil servicing companies deliberately structure work schedules and organizational practices to ensure a clear balance between work responsibilities and personal life activities, while also promoting green practices that enrich employees' personal lives and work experiences.

**Keywords:** Green Work–Life Balance; Employee Performance; Green Human Resource Management; Sustainability

**JEL Classification:** M12, Q56, J24

## INTRODUCTION

In contemporary organizational environments, Green Work–Life Balance (GWB) has become a critical managerial concern due to its growing relevance in enhancing long-term advantage over competitors and improving key work-related results, including employee performance, satisfaction, productivity, and retention. As organizations increasingly align operational goals with sustainability imperatives, integrating environmentally responsible practices into work–life balance initiatives has become a strategic human resource management priority. Scholars argue that GWB initiatives recognize employees not only as organizational producers but also as environmentally conscious consumers whose personal and work lives are interconnected (Singh, *et al.*, 2024).

Recent studies suggest that GWB initiatives offer multidimensional benefits by simultaneously promoting environmental sustainability, employee well-being, and organizational effectiveness. Amiartuti and Alivia

(2023) observed that green-oriented work–life practices enhance employee motivation, performance, and job retention, while fostering pro-environmental behavior across work and areas of personal life. Similarly, Omoye (2025) emphasized that enduring management practices contribute significantly to employee productivity and organizational efficiency, particularly in environmentally sensitive industries. These outcomes align with leadership and ethics perspectives, which posit that ethical and authentic managerial practices strengthen employee commitment, trust, and performance (Aruoren & Tarurhor, 2023; Eruvwe *et al.*, 2024).

GWB initiatives refer to organizational practices designed to promote occupational health, environmental responsibility, and harmony between work and personal life through the efficient use of resources and eco-friendly technologies. Within the strategic human resource management (SHRM) framework, GWB represents a convergence of sustainability and employee-centered policies aimed at reducing waste, lowering costs, improving job attitudes, and enhancing performance (Nazir *et al.*, 2018). By encouraging environmentally responsible behaviours both in one's personal and professional life, GWB initiatives reinforce positive organizational outcomes and support long-term sustainability goals.

Employee performance (EP), also remains a central construct in management research, reflecting the extent to which employees effectively fulfill job-role responsibilities and contribute to organizational objectives. Although performance is multidimensional and complex to measure, it is commonly assessed in terms of task accomplishment, role behavior, and productivity (Arianti *et al.*, 2022; Khan, 2022). Leadership and behavioral studies further suggest that supportive leadership styles, ethical conduct, and subordinate's commitment significantly influence performance outcomes (Aruoren, 2018; Akpomiemie *et al.*, 2026). Despite the increasing scholarly attention to work–life balance, empirical studies specifically examining GWB initiatives and EP remain limited, particularly in developing economies like Nigeria. The dimensions of GWB include green work interface with personal life balance, green personal life interface with work, green personal life enhancement of work, and green work enhancement of personal life. However, this study focuses on two key dimensions, green work interface with personal life balance and green personal life enhancement of work, due to their direct relevance to EP. Consequently, this study investigates the effect of GWB initiatives on EP in oil servicing companies in Delta State, Nigeria, with the aim of contributing to sustainability-driven management literature and practice.

## Statement of the Problem

Despite the growing adoption of GWB initiatives, employees in oil servicing companies in Delta State continue to experience significant challenges in balancing work demands with personal life responsibilities. The characteristics of oil servicing operations often requires extended working hours, offshore assignments, and overtime schedules, which limit employees' ability to prioritize family life, health, leisure, and personal development. These challenges frequently result in work strain, stress, and diminished job effectiveness, ultimately leading to reduced employee performance (Hoxhaj *et al.*, 2023). Although previous investigations have examined traditional work–life balance and EP in both developed and developing contexts, empirical data on GWB initiatives remains sparse, particularly within the Nigerian oil servicing sector. This gap is significant given the environmental sensitivity of the industry and the increasing emphasis on sustainable human resource practices. Therefore, there is insufficient empirical clarity on whether green work interface with personal life balance and green personal life enhancement of work significantly influence employee performance. Addressing this gap necessitates focused empirical investigation to inform management practice, policy formulation, and sustainability-oriented leadership in oil servicing companies.

## Research Questions

The following research questions were raised to guide the study:

- i) What is the effect of green work interface with personal life balance on employee performance of oil servicing companies in Nigeria?
- ii) To what extent does green personal life enhancement of work influence performance of employee oil servicing companies in Nigeria?

## Research Objectives

The study's main goal was to look into the connection between GWB and EP of oil servicing firms in Delta State, Nigeria. The specific objectives are to:

- i) Examine the effect of green work interface with personal life balance on employee performance of oil servicing companies in Nigeria.
- ii) Ascertain the extent to which green personal life enhancement of work influences EP of oil servicing companies in Nigeria.

## Research Hypotheses

The following research hypotheses were formulated:

H<sub>01</sub>: There is no significant relationship between Green Work Interface with Personal Life Balance and Employee Performance of oil servicing companies.

H<sub>02</sub>: There is no significant relationship between Green Personal Life Enhancement of Work and Employee Performance of oil servicing companies.

## Significance of the Study

Findings obtained from this investigation would be of immense importance to several individuals and corporate entities, which include the management of oil servicing companies, government and researchers in management.

- i. Management of Oil Servicing Companies: This study would offer management of oil servicing companies with the right knowledge and perception of how GWB can influence EP. It would offer them with improved initiatives on GWB needed to enhance EP.
- ii. Government: The study would assist government in formulating policies that can be used to improve GWB initiatives and expansion of oil servicing companies in Nigeria.
- iii. Researchers in Management: The study would offer researchers in management with a stern basis for investigating how Green Work-life Balance Initiatives (Green Work Interface with Personal Life and Green Personal Life Enhancement of Work) can influence EP, thus this would enable them identify research gaps that would provoke future investigation.

## REVIEW OF RELATED LITERATURE

### GWB Initiatives

GWB initiatives have emerged as a modern and strategic component of green human resource management (GHRM). These initiatives focus on promoting employees' occupational and organizational well-being by harmonizing work demands with personal life while embedding environmental sustainability into everyday practices. GWB initiatives seek to enhance employees' physical, psychological, and environmental health by encouraging environmentally responsible behaviours across both work and non-work domains (Paillé *et al.*, 2022). Drawing on spill-over and enrichment theories, recent studies suggest that interactions between employees' professional and personal lives can generate positive outcomes. Environmentally responsible behaviours acquired in one life domain can transfer to another, reinforcing sustainable attitudes and actions. Consequently, employees who practice green behaviours at work are more likely to adopt similar behaviours at home, and vice versa, creating mutually reinforcing sustainability benefits (Yusliza *et al.*, 2023). Contemporary research further indicates that employee involvement in organizational environmental management systems extends beyond the workplace, influencing individuals' environmental awareness, values, and behaviours in their private lives. Although the life-to-work dimension of environmental behavior has received limited empirical attention, recent GHRM studies increasingly emphasize its importance in supporting effective

implementation of organizational green initiatives and long-term sustainability outcomes (Aboramadan & Karatepe, 2023). GHRM practices are therefore critical in facilitating positive interaction effects between employees' work and life roles. Supportive policies, flexible work arrangements, and green-oriented organizational cultures enable employees to manage multiple life domains effectively while contributing to environmental objectives. At the same time, organizations must mitigate negative spill-over effects—such as work-related stress that may hinder sustainable behaviours—through well-designed GHRM systems (Ren, Tang, & Jackson, 2022). Moreover, GWB initiatives recognize employees' dual roles as producers and consumers of environmental outcomes. Organizations can capitalize on this by encouraging employees to transfer environmentally relevant ideas, skills, and experiences gained in their personal lives into workplace practices, while simultaneously promoting environmentally responsible consumption behaviours outside the organization. This reciprocal reinforcement strengthens employees' green commitment and enhances the overall effectiveness of organizational sustainability strategies (Iddagoda *et al.*, 2024).

## Dimensions of GWB

This study adopts two key dimensions of GWB, that is green work interface with personal life balance and green personal life enhancement of work. These dimensions reflect the bidirectional interaction between employees' work and non-work domains in fostering environmentally responsible behavior. The green work interface with personal life balance, commonly referred to as work-to-life balance initiatives, emphasizes the influence of workplace green practices on employees' environmental behavior in their private lives. Such initiatives aim to support employees in adopting environmentally friendly lifestyles by transferring green values, knowledge, and practices from the workplace to the home environment. Recent studies suggest that providing employees with environmental education, green training, and access to sustainability-related information at work reinforces pro-environmental behaviours beyond the organizational setting, thereby strengthening employees' overall commitment to sustainability (Paillé *et al.*, 2022; Ren *et al.*, 2023). The green personal life enhancement of work, also described as life-to-work balance initiatives, focuses on the contribution of employees' personal environmental values, ideas, and experiences to organizational sustainability efforts. This dimension encourages employees to integrate environmentally relevant knowledge and practices acquired in their private lives into workplace processes and decision-making. Employees who are environmentally conscious outside work often possess valuable insights and experiential knowledge that can support organizations in implementing effective environmental strategies and innovations (Aboramadan & Karatepe, 2023). Furthermore, employee involvement in the design, implementation, and evaluation of organizational environmental initiatives is considered critical for effectively harnessing these personal experiences. Participatory green practices enable organizations to leverage employees' private environmental competencies, foster ownership of sustainability initiatives, and enhance the overall effectiveness of green management systems (Iddagoda *et al.*, 2024; Yusliza *et al.*, 2023).

## Employee Performance (EP)

SHRM places significant emphasis on EP evaluation as a critical mechanism for achieving organizational objectives. Contemporary SHRM literature recognizes EP as a multidimensional construct that reflects how effectively employees execute their job roles in alignment with organizational strategies. Despite its importance, EP remains conceptually complex due to the diverse behavioural, cognitive, and outcome-based dimensions involved in assessing job-role behaviour (DeNisi *et al.*, 2021). Recent studies conceptualize employee performance primarily in terms of task-related behaviours that are directly linked to job descriptions and organizational expectations (Aruoren & Ugbehene, 2023). Performance is commonly assessed through the extent to which employees successfully complete assigned duties, meet quality standards, and contribute to workflow efficiency (Odiri *et al.*, 2023). Accordingly, task performance has been identified as a core component of overall employee performance, as it captures explicit, observable job behaviours that can be systematically measured (Koopmans *et al.*, 2022). From a capability perspective, task-related knowledge and cognitive competence play a fundamental role in enabling employees to perform effectively across multiple responsibilities. Employees with adequate task knowledge and cognitive flexibility are better positioned to manage complex assignments, adapt to changing job demands, and deliver consistent performance outcomes. Consequently, employee performance can be understood as the tangible results of employees' work-related activities, reflecting both individual competence and organizational support systems (Borman & Motowidlo, 2021). Employee performance also encompasses the extent to which individual efforts contribute to the

attainment of both organizational and personal goals. High-performing employees not only meet performance targets but do so efficiently and effectively, optimizing the use of available resources. In this context, employee performance represents the degree of goal realization achieved through purposeful action and continuous improvement processes (Mensah *et al.*, 2023). Extant research consistently indicates that improvements in employee performance enhance overall organizational productivity and competitiveness. Performance-driven organizations rely on continuous performance measurement, feedback, and development mechanisms to ensure that employee actions remain aligned with strategic objectives. As noted in recent SHRM studies, optimizing operational performance is a central goal of strategic human resource practices aimed at sustaining competitive advantage, improving market positioning, and driving long-term organizational success (Darwish *et al.*, 2022).

In line with the operational efficiency paradigm, this study conceptualizes employee performance as employees' ability to accomplish organizational tasks efficiently while maintaining effectiveness in role execution. Based on this perspective, the study proposes a conceptual framework linking GWB initiatives to EP, as illustrated in Figure 1:

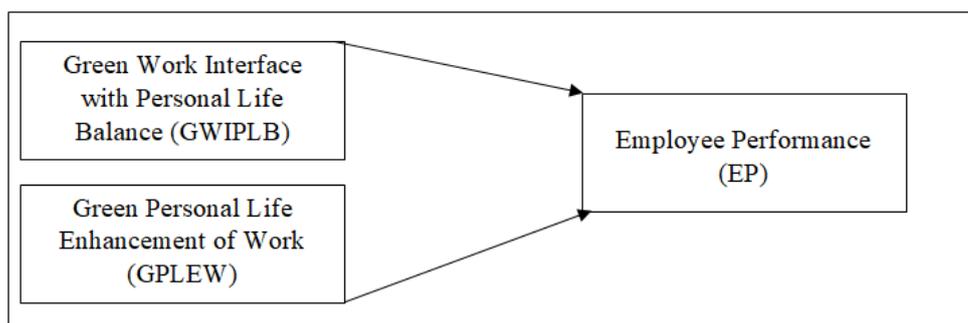


Figure 1: GWB initiatives and EP

Source: Conceptualized by the Researcher (2025)

### Theoretical Review

The present study is anchored on Social Exchange Theory (SET) as articulated by Blau (1964) and cited in Shaari *et al.*, (2022), which posits that social relationships are governed by reciprocal exchanges aimed at maintaining balance and mutual benefit. The theory suggests that employees evaluate alternative courses of action and make rational decisions based on perceived benefits, thereby shaping their relational dynamics within the organizational context. SET conceptualizes employee–employer relationships as bilateral, interdependent, and contingent upon mutual rewards, emphasizing self-interest and reciprocity as central mechanisms underpinning workplace interactions (Singh, 2018). From this perspective, employees are more likely to demonstrate positive work attitudes and behaviours when they perceive fairness, autonomy, and support from management. As noted by Gili (2018), the theory highlights the importance of interpersonal balance, such that excessive managerial control or an imbalance between work and personal life can weaken exchange relationships and reduce performance outcomes. Within the SET framework, Blau (1964) argued that when both employees and employers fulfill reciprocal obligations, a sustainable balance between work responsibilities and personal life is achieved, which in turn enhances employee performance. Accordingly, the relevance of SET to this study lies in its explanation of how GWB initiatives foster improved EP by enabling fair managerial practices that integrate work and personal life domains. When employees perceive a healthy interface between work and life, they are more likely to view their relationship with management as equitable and reciprocate through heightened commitment and performance. Furthermore, employee performance is strengthened when individuals are granted autonomy to determine how, where, and when work tasks are performed, reinforcing positive exchange relationships within the organization.

### Empirical Review

Recent empirical studies have increasingly emphasized the significance of GWB and GHRM practices in enhancing employee and organizational outcomes. For instance, Kumar *et al.*, (2024) examined the role of GWB

initiatives within organizations and found that employees exposed to green work–life policies were more motivated, empowered, and environmentally conscious, thereby supporting the effective implementation of sustainability initiatives. Similarly, Hoxha *et al.*, (2023) investigated the joint effects of GHRM practices and work–life balance (WLB) on EP using regression analysis and reported a significant positive relationship among GHRM, WLB, and EP. In another related study, Putri and Santoso (2023) explored the influence of GWB and organizational citizenship behavior on environmental performance. Their regression results revealed that WLB significantly enhances environmental performance, indicating that employees who experience balance are more likely to engage in discretionary green behaviours. Likewise, Wang *et al.*, (2022) examined the mediating role of employee engagement in the relationship between WLB and job performance using structural equation modeling. Their findings showed that WLB and flexible working arrangements have both direct and indirect effects on EP, with employee engagement serving as a significant mediator.

Furthermore, Ariani *et al.*, (2022) analyzed the effects of WLB and compensation on EP, incorporating employee engagement as an intervening variable. The results from multiple regression analysis demonstrated that WLB and compensation exert a significant positive influence on EP through enhanced engagement. Extending this line of inquiry, Iddagoda *et al.*, (2024) assessed the level of green quality of work life among public sector employees and reported that green job satisfaction and green supervisory support ranked highest, while green social relationships received comparatively lower emphasis. Additionally, Aboramadan and Karatepe (2023) examined the integration of GWB into GHRM systems and found that organizations adopting GWB as a strategic HR practice were more effective in attracting, retaining, and managing talent. Their findings affirm that GWB strengthens employees' ability to balance professional and personal responsibilities while supporting organizational sustainability goals. Similarly, Paillé *et al.*, (2022) investigated the relationship between GHRM practices, GWB, and employee satisfaction, with results indicating that both GHRM and GWB initiatives significantly and positively influence employee satisfaction.

## METHODOLOGY

The study adopted a survey research design and was conducted to examine respondents' perceptions of how GWB initiatives influence EP in oil servicing companies in Delta State, Nigeria. The population of the study comprised employees of five leading oil servicing companies in the state, Ciskon Oil Servicing Company, Intels Oil, Strides Energy and Maritime Company, Tenaris Oil, and Bablink Nigeria Limited, with a total workforce of 174 employees. Using the Taro–Yamane sample size determination formula at a 5% margin of error, a sample size of 121 respondents was derived and proportionately allocated across the five companies based on their respective staff strength. Data were collected through a structured questionnaire designed to capture information on the dependent variable (employee performance) and the independent variables (green work interface with personal life and green personal life enhancement of work). The questionnaire consisted of two sections: the first addressed the socio-demographic characteristics of respondents, while the second focused on items measuring the study variables using a four-point Likert scale ranging from strongly agree to strongly disagree. The items on green work–life balance were adapted from existing studies by Nor *et al.*, (2018) and Madhavi and Kanaka (2018), while measures of employee performance were adapted from Khan *et al.*, (2022). To ensure validity, the research instrument was reviewed by two experts in Human Resources Management for clarity, relevance, and adequacy of content, and necessary modifications were made. Reliability was assessed using the test–retest method and Cronbach's alpha coefficients, following a pilot study involving 10% of the sample (12 respondents) who were excluded from the main study. The results of the reliability test showed Cronbach's alpha values of 0.77 for employee performance, 0.82 for green work interface with personal life, and 0.79 for green personal life enhancement of work, indicating that the instrument was reliable for the study.

### Model Specification

In view of the dependent and independent variables of the study, multiple regression models expressing the relationship between green work-life balance initiatives and employee performance is shown as follows:

$$EP = f(\text{GWIPLB}, \text{GPLEW}) \quad 1$$

Equation 1 is the implicit form of the multiple regression models; however, equation 2 was expressed in its explicit form as follows:

$$EP_i = \beta_0 + \beta_1 \text{GWIPLB} + \beta_2 \text{GPLEW} + u \quad 2$$

Where EP is employee performance; GWIPLB is green work interface with personal life balance; GPLEW is green personal life enhancement of work; u is error term;  $\beta$  is Intercept;  $\beta_1 - \beta_2$  are coefficient of the variables.

### Method of Data Analysis

In this study, descriptive, regression diagnostic and inferential statistical tools were used. The descriptive statistics encompass Mean, Standard Deviation, Minimum and Maximum Values, Skewness, Kurtosis and Pearson Correlation; the regression diagnostic statistics include Variance Inflation Factor (VIF) while the inferential statistics include Multiple Regression. The multiple regression results were used to test the research hypotheses of the study. The decision rule is if t-probability is greater than t-tabulated, null hypothesis is rejected while the alternate hypothesis is accepted vice-versa. Microsoft Excel software was employed in carrying out data entry while EViews 15.0 software was used in the analysis of data.

## RESULT

### Presentation of Results

Table 1: Socio-Demographic Characteristics of Respondents

Parameters	Frequency (N)=121	Percentage (%)
Gender		
Male	97	80.17
Female	24	19.83
Total	<b>121</b>	<b>100%</b>
Age		
25- 30 Years	49	40.49
31-40 Years	56	46.28
41-50 Years	10	8.26
Above 50 Years	6	4.97
Total	<b>121</b>	<b>100%</b>
Marital Status		
Single	47	38.84
Married	71	58.68
Separated	-	-
Widowed	3	2.48

Total	<b>121</b>	<b>100%</b>
Highest Educational Qualification		
Below Bachelor Degree	12	9.92
Bachelor Degree	92	76.3
Postgraduate Degree	17	13.78
Total	<b>121</b>	<b>100%</b>

Source: Computed by the Researcher (2025)

Table 1 showed the socio-demographic characteristics of respondents. First, it was found that majority of the respondents were males (N =97, 80.17%) while females were 24(19.83%). Second, it was found that 49(40.49%) of the respondents were between 25-20years, 56(46.28%) were between 31-40 years, 10(8.26%) were between 41-50 years, while 6(4.97%) were above 50 years. Third, it was found that 47(38.84%) of the respondents indicated that they were single, 71(58.68%) were married, while only 3(2.48%) indicated they were widowed. In addition, it was found that in terms of the highest educational qualification obtained by respondents, 12 (9.92%) indicated that they had obtained O’L/OND/NCE as highest qualifications; the respondents that had obtained Bachelor and Postgraduate degrees were 92(76.3%) and 17 (13.78%) respectively.

Table 2: Descriptive Statistics of the Variables

Variable	Skewness	Kurtosis	Mean	Std.	Min.	Max.	Observation
EP	0.04	1.57	3.9874	0.4567	1	4	121
GWIPLB	0.43	2.53	3.8276	0.6661	1	4	121
GPLEW	0.40	1.79	3.7674	0.5348	1	4	121

Source: Computed by the Researcher (2025)

Table 2 shows the descriptive statistics for normality test (skewness and kurtosis); the kurtosis values revealed that employee performance had the least kurtosis, which is the smallest possible value of kurtosis while green work interface with personal life balance (GWIPLB), the most. In addition, the skewness values revealed that all the variables were positively skewed; overall, the kurtosis values for the variables do not move away from 3, indicating that the variables are normally distributed. Also shown in Table 2 is the mean and standard deviation of GWIPLB, GPLEW and EP. First, the dimensions of GWB and EP beat the mean benchmark of 2.5. An indication that respondents perceived the questionnaire items of GWB as good measures for assessing green work interface with personal life balance, green personal life enhancement of work and EP. Furthermore, the value of standard deviation were small (i.e. they ranged from 0.4567 to 0.6661); an indication that the perception of respondents are not too far from each other.

Table 3: Pearson Correlation

Variable	EP	GWIPLB	GPLEW
EP	1.000		
GWIPLB	0.091	1.000	

GPLEW	0.040	0.019	1.000
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Source: Computed by the Researcher (2025)

Table 3 showed the Pearson correlation coefficients of EP and the dimensions of GWB (GWIPLB and GPLEW). The result revealed that the dimensions of GWB were positively correlated with EP; impliedly, there is positive relationship between GWB and EP.

Table 4: Variance Inflation Factor

Variables	VIF	1/VIF
GWIPLB	1.19	0.8354
GPLEW	1.09	0.9174
Mean VIF	1.14	

Source: Computed by the Researcher (2025)

Table 4 indicates the variance inflation factor (VIF) result for the independent variables to ascertain whether there is the existence or nonexistence of multicollinearity between the independent variables of the study. The mean VIF is 1.14, which is less than the accepted mean VIF benchmark of 10.0, suggesting the nonexistence of multicollinearity between the independent variables of the study.

Table 5: Multiple Regression Result

Dependent Variable: EP				
Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1.8982	0.4134	2.221	0.02
GWIPLB	0.5485	0.0737	7.224	0.00
GPLEW	0.3116	0.0853	4.771	0.00
R-squared	0.840	Mean dependent var		3.192593
Adjusted R-squared	0.735	S.D. dependent var		0.346597
S.E. of regression	0.215	Akaike info criterion		1.617259
Sum squared resid	45.522	Schwarz criterion		1.254758
Log likelihood	-13.29	Hannan-Quinn criter.		1.191419
F-statistic	25.480	Durbin-Watson stat		2.934875
Prob(F-statistic)	0.0001			

Source: Computed by the Researcher (2025)

Table 5 shows the regression results indicating that the model is statistically robust and appropriate for explaining variations in employee performance. Individually, the regression coefficients reveal that green work interface with personal life balance (GWIPLB) has a positive and statistically significant effect on employee performance. The coefficient value of 0.5485 indicates that a one-unit increase in GWIPLB leads to an average increase of 0.5485 units in employee performance, holding other variables constant. The associated t-statistic (7.224) and p-value (0.000) confirm that this effect is significant at the 1% level. This finding implies that policies and practices that enable employees to balance work responsibilities with their personal lives in an environmentally sustainable manner significantly enhance their performance. Similarly, green personal life enhancement of work (GPLEW) exerts a positive and significant influence on employee performance. The coefficient of 0.3116 suggests that a one-unit increase in GPLEW results in an average increase of 0.3116 units in employee performance, *ceteris paribus*. The t-statistic (4.771) and p-value (0.000) further confirm that this relationship is statistically significant at the 1% level. This indicates that allowing employees to integrate their personal environmental values, experiences, and practices into their work roles contributes meaningfully to improved job performance. The intercept term ( $\beta_0 = 1.8982$ ) is also statistically significant ( $p = 0.02$ ), indicating the baseline level of employee performance when green work–life balance variables are held constant. The F-statistic (25.480) with a corresponding probability value of 0.0001 shows that the model is significant at the 1% level, implying that GWB initiatives jointly exert a significant influence on employee performance in the selected oil servicing companies. The R-squared value of 0.840 suggests that approximately 84.0% of the variations in employee performance are explained by green work interface with personal life balance (GWIPLB) and green personal life enhancement of work (GPLEW), while the remaining 16.0% is attributed to other factors not captured in the model. The adjusted R-squared of 0.735 further confirms the strong explanatory power of the model after adjusting for the number of predictors. In addition, the Durbin–Watson statistic of 2.935 indicates the absence of autocorrelation in the residuals, confirming the reliability of the regression estimates. Thus, the results provide strong empirical evidence that GWB initiatives, both work-to-life and life-to-work dimensions, are critical drivers of employee performance in oil servicing companies in Delta State, Nigeria. These findings support the argument that organizations that foster environmentally supportive work–life integration are more likely to achieve higher levels of employee productivity and effectiveness.

## DISCUSSION OF FINDINGS

The findings revealed that green work interface with personal life balance (GWIPLB) has a positive and significant effect on employee performance ( $\beta = 0.5485$ ,  $p < 0.01$ ), indicating that employees who experience greater alignment between environmentally supportive work practices and their personal life demonstrate higher performance. This is supported by recent studies showing that GWB initiatives enhance employee engagement, motivation, and pro-environmental behaviours, which contribute to improved productivity and effectiveness (Lin *et al.*, 2024; Shawal *et al.*, 2024). Conversely, some research suggests that merely implementing green policies without meaningful employee involvement may not produce significant performance improvements, highlighting the importance of active participation and practical application. The result aligns with SET (Blau, 1964), which posits that employees reciprocate supportive organizational practices with enhanced performance, and AMO theory, which argues that green HRM initiatives enhance employees' ability, motivation, and opportunities to perform. The implication is that organizations, particularly oil servicing companies in Delta State, should implement GWB initiatives that effectively integrate employees' work and personal life in an environmentally sustainable manner to improve overall performance.

The regression analysis showed that green personal life enhancement of work (GPLEW) has a positive and significant effect on employee performance ( $\beta = 0.3116$ ,  $p < 0.01$ ), suggesting that employees who are able to bring values, skills, and environmentally conscious behaviours from their personal life into their workplace exhibit higher performance levels. This is supported by studies indicating that when employees integrate their personal environmental values into work processes, it enhances engagement, motivation, and organizational outcomes (Lin *et al.*, 2024; Jerónimo, 2025). However, some studies argue that personal environmental values alone may not significantly affect performance unless reinforced by organizational support, demonstrating the necessity of managerial endorsement and culture alignment. This finding is consistent with SET, where employees reciprocate organizational support for personal value expression through enhanced performance, and also aligns with AMO theory, which emphasizes that providing employees opportunities to apply their skills and

knowledge enhances performance outcomes. The implication for the study is that oil servicing companies should encourage employees to transfer environmentally friendly behaviours and experiences from personal life to work, thereby fostering greater productivity, engagement, and alignment with organizational sustainability goals.

## CONCLUSION

The researchers conclude that GWB initiatives significantly enhance EP among oil servicing companies in Delta State, Nigeria. Specifically, both green work interface with personal life balance and green personal life enhancement of work were found to exert positive and statistically significant effects on EP, indicating that employees perform better when organizations support environmentally friendly practices that harmonize work demands with personal life and enable the transfer of green values from home to the workplace. These findings underscore the importance of integrating sustainability-oriented work–life policies into organizational management systems, as such initiatives foster employee motivation, engagement, and reciprocal commitment in line with SET and the Ability–Motivation–Opportunity framework. Consequently, oil servicing companies that embed GWB practices into their human resource and sustainability strategies are more likely to achieve improved employee performance while simultaneously advancing environmental responsibility and organizational sustainability.

## Limitations of the Study

Certain limitations must be considered when interpreting the results, as is typical of most studies in the behavioural sciences. First, this study was cross sectional and conducted in the oil servicing companies, consequently it could be challenging generalizing the findings. Future studies should consider testing this model in several organizations, including public sector organizations. Furthermore, data for both the dependent and independent variables were collected from the same source and at the same point in time. This could lead to the problem of respondents' bias. Future studies should consider multiple sources of data collection such as co-workers, supervisors or managers, using longitudinal research design.

## RECOMMENDATIONS

Based on the findings, the following recommendations were made:

- i) Oil servicing companies in Delta State should formally adopt green work–life balance policies to enhance employee performance and promote sustainable work practices.
- ii) Management should actively engage and train employees on green initiatives to strengthen motivation, commitment, and overall job performance.

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