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Work life balance and organizational climate in Akwa Ibom state local government service

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ABSTRACT
This study examined the relationship between work life balance and organisational climate in Akwa Ibom State Local Government Service. The general problem was that the increasing prevalence of work-life issues in the local Government service poses problems to their employees in myriad ways. The specific problem was lack of flexible work practices, leadership qualities, motivational structure and information about the relationship between the provision of formal and informal organizational support that managers/ leaders can use to increase employees' quality of work-life and the organizational climate. This study used descriptive survey design which helped to obtain more information about the study. The simple regression technique was used to test hypotheses. The finding was that there is a significant relationship between flexible work practices and organizational climate in Akwa Ibom State Local Government Service. There is a significant relationship between leadership qualities and organizational climate. It was further found that there is a significant the relationship between motivational structure and organizational climate in Akwa Ibom State Local Government Service. It was concluded that there is a positive and significant relationship between work life balance and organisational climate in Akwa Ibom State Local Government Service. Recommendations were that there should be a sustaining conducive organizational climate that will support employees flexible work practices for quality work life balance in Akwa Ibom State Local Government Service. Also, good leadership qualities should always be exhibited by top management in order to continually create a good organizational climate. There is need for a good motivational structure, which can influence the behavior of employees and create an enabling organizational climate in Akwa Ibom State Local Government Service.

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1. INTRODUCTION

Work life quality reflects the relationship between personnel and work environment that encourages learning and self-development, which will leads to meet the satisfaction of employees. Productivity, innovation, and efficiency are strategic parameters for any organization to sustain as well as to succeed in the present economic environment. There is a shift in current mindset of the employees in terms of prioritizing family needs, whether due to spouse's career, location constraints or being with parents or children (Auko, 2009). As a result, organizations will have to provide opportunities to employees for engaging in interest areas beyond work. Organizations will also need to have bold, innovative talent and human resources strategies to compete for skills amongst a global economy recovery (Lewis, Rapoport and Gambles, 2007). Also, with new generation employees, organizations will need to re-design the jobs and make it more technology driven and provide flexibility to work from anywhere. A more transparent work environment will lead to higher accountability, responsibility and responsiveness on organization's part as well as to instill confidence in the employees with respect to their organization. Evidence of work-life quality includes increased productivity, low turnover rates, job satisfaction, and reduction of work-family conflict. The ability of a firm's leader to provide organizational supports that employees perceive as important in coping with work-life issues relates to the benefit of work-life quality (Mokaya and Gitari, 2012; Varatharaj and Vasantha, 2012). Work-life balance is a relevant issue for employees, organizational leaders, and society because the excellence of the association among paid labor and unpaid duties is essential to prospering in a competitive business environment (Weiss, 2001; Matin, Nakhchian and Kashani, 2013). Organizations cannot succeed without their personnel efforts and commitment. Job satisfaction is critical to retaining and attracting well qualified personnel. Employee's job satisfaction refers to the attitude people have towards their job and the organisations they work for. The study of literature shows that exceptional organizations have leaders that create work environments where people can achieve work-life balance and well-being as they define it for themselves. A satisfied work force is essential for the success of organizations and their businesses. Dissatisfied employees make organizations dysfunctional, damaging their financial performance. Job satisfaction and work life balance are more likely to drive employees to remain with their current employers than benefits and salary. Work life balance policies are pillars and back bone for

employee's job satisfaction and their overall performance in any organization. Effectiveness in terms of work life balance policies for employee's job satisfaction and organizational growth is equally serious concern like impact of good leadership qualities. Work life balance policies create adaptability and longevity of employees which will affect organizational performance. Influence of work life balance policies has always been found positive towards employee's job satisfaction and unprecedented organizational growth. It has been observed that many employees leave the organization due to laxity of work life balance policies of the management and poor dealing and style of leadership and executives. Satisfaction with the work life balance policies has a mediatory role in this study. Employee's job satisfaction is a basically type of motivation and performance reward which are closely related to work life balance policies of the organization. It will enhance working and commitment of the employee towards achieving organizational goals and objectives. This is driving force to the employees which influences upon the turnover intension of employee.

Only organizations who follow rapidly fluctuated atmosphere and work life balance policies can continue to exist for their growing. Muijs (2011) expressed that management, leadership and work life balance policies are both essential for the creation of a successful environment in an enterprise of today. Management of any organization has many critical and difficult tasks in the career. Moreover, it is also difficult task for the management to administer leadership role in the organization. Much of the pressure for work-life balance policies originates from the changing demographic makeup of our potential workforce, changing social roles, the changing responsibilities of organizations and legislative pressure. Increasing numbers of women in the workforce wishing to combine family and work responsibilities is an obvious driver for what were initially called family friendly policies and which quickly work life balance policies became. This legacy does cause problems for the implementation of work life balance policies. The ageing workforce is another demographic change which has raised the importance of work life balance for employees. Older employees may wish to remain in work, but work fewer hours or different shift patterns. In a tight labour market with a shortage of needed skills employers are forced into developing policies which can attract and retain groups of workers who might previously left the organization. The most popular reason employers introduce work life balance policies were recruitment and retention. Like various key factors related to organizational performance and growth, work life balance policies and employee turnover intention have also imperative and significant role for any organization. It is universally accepted fact that the potential and experienced employees are valuable assets of any organization. The profitability and productivity of organizations depends on the performance and commitment of its employees. Every employee has a personal and professional life; both of these are very difficult to separate. If an organization wishes to have better productivity and more commitment from employees then they have to be satisfied with their job and management executives. This is achieved when an individual's right to have a fulfilled life inside and outside work is accepted and respected, to the mutual benefit of the individual and the organization. There is much evidence of work intensification and this faster pace has been associated with much greater levels of stress in organization.

It is very important to understand the realities based on employee perceptions. Also climate affects job satisfaction, which affects productivity of both individual and organization. The socialization process is difficult to be created for their family members, as well as, social environment is not properly created for encouraging their children to lead their way of life based on cultural and social aspects. Management and organizational Development Studies will enhance the quality of work life and good organizational climate, which will increase capacities and productivities for organizations or institutions, in line with the opinion of Lee, Elke and Dobson (2009). Together with globalization a new structuring has arisen in almost every field from state level to individual level and all organizations longing to survive have had to keep up with this new technology. During this structuring process, thanks to the opportunities provided by technology, work life balance (flexible working hours, work share, health facilities, opportunities provided by the internet, working from home) has become a popular term. Work life balance does not only belong to employees but also has become an advantage-bearing quality for companies in terms of competitiveness. Thus, many organizations have started giving more importance on work life balance. Organizations use work life balance as a tool to reach the aims of both employees and the organization because work life balance has a positive effect on employees and increases sense of belonging and productivity of work (Karatepe and Sokmen, 2006; Clutterbuck, 2003).

In studies on work life balance, which affects productivity of work, flexibility, and employee commitment positively, the term organization climate stands out. Organization climate is one of the significant elements to ensure work-life balance and includes issues such as the employee adopting the organization's aims (commitment), having relationships in conformity with the organization's strategies and policies, and showing behaviours expected by the organization. Organization climate bears certain qualities for each organization and is defined as the workplace environment that affects employees' behaviours. Organization climate is the individuals' perceptions of the workplace environment within the organization (Aytac¸, 2003). Organization climate directs employee's motivation, perception, and type of relationship and therefore affects work life balance either positively or negatively. In light with the phenomenon and concepts mentioned above, this study aimed at examining the effects of organization climate on work life balance by reducing it to dimensions of organization climate. With reference to this examination, the study examines how and to what extent organization climate effects work life balance.

High levels of work-life conflict have negative consequences, including low job and life satisfaction, high turnover intention, work-family conflict, high depression, and burnout (Park, 2014). These conflicts directly relate to an organization's ability to offer both formal and informal support that employees perceive as important in coping with work-life quality issues (Pedersen, 2015). Over 40% of the local Government workforce experiences these conflicts while receiving 15% less organizational support than employees in the private organization (Ferguson et al., 2014; Wilson & Baumann, 2015). The general problem was that the increasing prevalence of work-life issues in the local Government service poses problems to their employees in myriad ways. The specific problem was a lack of flexible work practices, leadership qualities, motivational structure and information about the relationship between the provision of formal and informal organizational support that managers/ leaders can use to increase employees' quality of work-life and the organizational climate. Employee's decisions to stay or leave in the organization, their job satisfaction and work performance entirely depend on work life balance policies and organizational climate. The ultimate performance of executives and organizations depends on the performance of its valued employees, which

in turn depends on numerous factors. These factors can be related to work or family or both. Work life balance enhances efficiency and thus, the productivity of an employee increases. No doubt, the satisfaction or dissatisfaction of the workers definitely affects the performance of the organization. There is growing evidence that current trends in employment conditions may be grinding down levels of job satisfaction and directly damaging the physical and mental health of employees. The radical changes in the world of business, like factors such as globalization, information technology, world business competitiveness, and scarcity of natural resources have changed employee's outlook of how a good organization is defined. The trend in past was to include, financial figures in defining “a good organization”. Latest trends like, ethics, quality of work life and job satisfaction are now considered important predictors of sustainability and viability of business organizations. New working practices and rapid technological advances are changing the nature of many jobs. A job is compatible with an employee when it involves duties and assignments that the employee finds interesting, when it requires abilities that the employee possesses and when it provides rewards that the employee finds desirable. Too much emphasis on work frequently results in feelings of loneliness and frustration. Job satisfaction typically increases with improved life balance, which in turn increases employee loyalty, creativity and productivity.

On the basis of the aforementioned, the main objective of this study is to examine the relationship between work life balance and organisational climate in Akwa Ibom State Local Government Service. Specific objectives include: to assess the relationship between flexible work practices and organizational climate; to ascertain the relationship between leadership qualities and organizational climate; and to examines the relationship between motivational structure and organizational climate. From these objectives, the study hypothesizes that there is no significant relationship between flexible work practices and organizational climate; there is no significant relationship between leadership qualities and organizational climate; and there is no significant the relationship between motivational structure and organizational climate in Akwa Ibom State Local Government Service.

2. LITERATURE REVIEW

2.1 Work life balance

With its general definition work life balance is the state of individuals' demands/aims regarding work life and personal demands/aims being balanced. Although this term is used in academic and professional life, it still does not have a clear definition. However, the balance approach can be defined as professional and family life (or private life) being away from conflict (Kucukusta, 2007). According to another definition work life balance is the individual's being occupied with roles in professional and private life on the same level and being equally satisfied with these roles (Greenhaus, et al., 2003). Objectively work life balance is defined as success in health, career, and private life while subjectively it is defined as satisfaction in professional and private life (Hilderbrandt, 2006). Today, work life balance has taken precedence over work safety among employee privileges (Armour, 2002). Organizations that do not help their employees balance between work and life will have difficulty in both employing skilled and motivated employees and keeping hold of them (Shellenbarger, 1999). Providing work life balance has a lot of positive effects for organizations and following are among these effects (Cieri, et al., 2002); it helps create a positive workplace environment and keep the employee, and increases the rate of response of education investments, it increases the diversity of staff and eases employee's adaptation, it develops managers' leadership skills and enables them produce various strategies to meet employees' needs. In addition to the definitions of work life balance above, it is also based on minimizing the competitiveness between professional life and personal life and so targets creating harmony between the two lives. Work life balance advises managers to give more importance on flexible working hours and work share issues, which makes many contributions to the organization such as increasing employment and productivity, keeping hold of the employee and satisfying the employee. Besides these benefits, work life balance provides cost efficiency and increases performance (Manfredi and Holliday, 2004). Moreover, work life balance is a strategic human resources management tool which helps the employee feel good both physically and emotionally (Wong and Ko, 2009). In terms of human resources management work life balance applications are among the strategies that contribute to increase employee's commitment to the organization. Work life balance is also considered to be a significant element that decreases the factors causing work place problems and stress (Kucukusta, 2007).

Work-life balance is referred to as the ability of a worker to manage both paid work and social life adequately. To manage both domains efficiently depends on the strategies employed by both employees and employers. Employers have increasingly realised that, to enhance work-life balance, they must consistently improve the quality of life of employees with their families to increase the quality of work. This suggests the need for vibrant businesses to promote work and family integration to enhance the commitment of workers. Therefore, as companies aim at reducing cost and increasing profit in the global market, it is crucial for employers to implement policies to help workers balance paid work and non-work roles (Eikhof, Warhurst and Haunschild, 2007). Furthermore, paid work and non-work activities are two important domains in that longer hours at the workplace reduce the presence of employees at home and they often miss family and social activities. As employees get more involved in their jobs, they are less likely to have time for social activities and that eventually reduces commitment to work. On the other hand, when an employee spends more time with the family and less time at work, it can lead to absenteeism and labour turnover among workers. In spite of these outcomes, employees are not equally aware of the availability of work-life balance policies in their organizations (Demerouti, Bakker and Bulters, 2004). Work life balance policies are provisions set up by an employer that offer employees options to address work and personal responsibilities. Job satisfaction can be defined as being the positive emotional reactions and attitudes an individual has towards his/her job. The term work life balance gained importance in the late 1960s due to concerns about the effects of work on the general well being of employees. Relevant literature reveals that employers concern was on work design and working conditions improvement until the mid 1970s. However, the concept of quality work life gained importance in the next decade of 1980s and it encompassed aspects that affect employees such as job satisfaction, reward systems, physical work environment, employee involvement, rights and esteem needs. The current age is the age of uneven social and economic optimization age. Organizational work life balance policies and atmosphere are

changing quickly, specifically in the fast growing industry, for more details we refer Arneja et al. (2014), DeConinck (2011), Maurya, et al. (2014) and Maurya et al. (2014).

Organization climate is defined as the employees' perceptions regarding the workplace environment (Cekmecelioglu, 2006). Organizational climate is defined as "what is characteristics to an individual is what is climate to the organization" (Mercan, 2007). In line with the definitions above, it can be deduced that organization climate affects employees' behaviours differently. Organization climate is perceptual and therefore each employee perceives it differently (Cekmecelioglu, 2006). Organization climate being perceptual is a result of people's expectations regarding how working should be within the organization and of their ideas regarding to what extent these expectations come true. Hence, if the expectations of the employees and organization climate comply organization climate is said to be good whereas if they do not comply, organization climate might be said to be bad or weak. For this reason, organization climate affects employees positively or negatively and directs their behaviours. According to Miner (1988) organization climate is the organization's inner and stable quality which is experienced by employees and affects their behaviour, shows a series of the organization's behaviours and may be defined through the values of the organization culture. The study of Litwin and Stringer carried out in 1968 examined organization climate in 9 different dimensions namely structure, responsibility, award, risk raking, support, sincerity, standards, conflict, and identity (Yahyagil, 2006). Apart from these dimension, following are among the general characteristics and variables of organization climate (Batlis, 1980). The organization is composed of policies and behaviours of its members and senior management. It is based on the perception of circumstances regarding the workplace environment. It provides the basis for interpreting the workplace environment. It is the source of pressure that directs the activities. The variables of organization climate are as follows (Forehand, 1968): Environmental variables: These variables do not stem from the employee and affect the members of the organization. For example, the size and structure of the organization, economic conditions and unionization rate. Personal Variables: These variables refer to the abilities, characteristic, and values of employees. For example, abilities of employees, their attitudes towardswork and staff, their interest for work and their characteristics etc. End variables: They are a combination of both environmental and personal variables such as work motivation, satisfaction, and productivity. When organization climate is approached in terms of the three variables above, it can be defined as a combination of environmental and personal variables (Forehand, 1968).

2.1 Work life balance and organizational climate

Work-life balance employment practices are concerned with providing scope for employees to balance what they do at home and work responsibilities and interests they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employers. The work life foundation (2013) recommend that practical day-to- day business and related needs should be considered when organization set about selecting the range of work-life options that should be made available to staff, whether on a collective basis (as, for example, flextime arrangements) or on an individual level(say, allowing an individual to move to term-time working provisions). Individual requests for a particular working arrangement generally need to be considered on a case-by-case basis, but it is important for a culture to exist that does discourage employees from making requests. In addition to fearing the reaction line managers, the risk of career damage is a common reason for poor take-up of work-life balance arrangements. Line management will need to be convinced that work-life balance measures are important and payoff in terms of increase engagement. The IRS (2012) considers that flexible working is considered the most practical solution to establishing an effective work-life balance. The term flexible working covers flextime, home working, part time working, compressed working weeks, annualized hours, job sharing and term-time only working. It is refers to special leave schemes that provide employees with the freedom to respond to a domestic crisis or take a career break without jeopardizing their employment status. However, IRS noted that creating an environment in which staff who opt to work flexibly and those who raise work-life issues will require a cultural shift in many organizations, backed by senior level support. The benefits of introducing work-life policies are: Improved productivity and quality of work, Improved commitment and morale, Reduced staff turnover, Reduced casual absence, and Improved utilization of new recruits.

Work-life balance policies can lower absence and help to tackle low morale and high degrees of stress that can lead to retention problems as employee's tire of juggling work and life responsibilities. The research conducted by the institute of Employment studies (Kodz, et al,2012) identified employees who were staying longer with their firms because of success to flexible working arrangements. For a long time, researchers have shown interest in studying the importance of organizational climate as a strategy through which organizations can communicate what they believe in and do. The interest in organizational climate is partly due to the recognition of the need by executives to ensure that those people who add value to the system will be made to stay to continue pouring their efforts into their work to the benefits of the organization. Heyart (2011) describes climate as a relatively enduring quality of the environment that is experienced and perceived by individuals; influences individual interpretation and actions; and can described in terms of a particular set of characteristics which describe a system's practices, procedures, and tendencies. Organizational climate is the shared perceptions, feelings and attitude that organization's members have about the fundamentals elements of the organization, which reflect the establish norms, values and attitudes of the organization's culture and influences individuals' behaviour positively or negatively. It is the meaning people attach to interrelated bundles of experiences they have at work. This climate is created by the interaction with one another, of components, namely culture, structure, system, leadership behavior and psychological needs of the members of the organization. Employees in a high organizational climate environment care highly customers' opinions on their services and tend to think about how to improve their services and maximize job satisfaction.

The importance of human resources in organization management is increasing every day. In addition, the changes exist in organizational, educational and universities environments. Their resultant creativity, innovation, and flexibility must be emphasized. These are necessary transferor of voluntary behavior from staff of an organization or university. Consequently, the university should be capable of shifting its personnel vision, viewpoints, and behaviors, which act for organizational improvement. Organizational climate has a long history in organizational psychology and organizational behavior, and is an

important topic of study in organizational development. This is supported by research that examined the relationship between the way in which employees describe their work environments, and the relative performance success of these environments.

Previous research shows that satisfaction is closely associated with worker behavior, such as absence from work, job change, and labor turnover. The research studies providing support for the current study suggests that an organization that accommodates the work family balance concerns and constraints of its employees is able to sustain a higher level of work commitment among its labor force. Managerial support is consistently emphasized in discussions and studies as a factor influencing work life balance hence the need for them to come up with policies that enhance job satisfaction. Men have traditionally been the primary breadwinners in most households; however, this role distinction has dramatically changed in industrialized countries. Research has found, not surprisingly, that women spend more time working in the household than men. Women are still largely responsible for maintaining the household, through tasks which include doing the laundry, shopping, food preparation and paying bills while spending 40 hours a week in the workplace. This fact suggests that women should be experiencing more work life conflict than men. It is further proposed that women with younger children would face more inner conflict than those with older children. Furthermore, it is also observed that both women and men prefer working in organizations that support work-life balance. Men appeared to benefit more than women. Men feel more satisfied when they achieve more on the job even at the cost of ignoring the family. Employees that can better manage both work and family should be more satisfied, which in turn, can result in higher productivity, job satisfaction, commitment, job retention, and organizational loyalty. If employees are satisfied, job turnover and absenteeism should be reduced. There also might be increased job performance and financial gains resulting in reduced training and developmental costs. Typically men spend more time at the office seeking career advancement while women are doing both, spending excessive time at the office while trying to maintain the family household. Men generally feel less pressured by societal expectations with respect to issues associated with family conflict; the male is expected to be the primary breadwinner. Women, conversely, allow society to create cultural pressures to stay home, raise children and take care of the household. Men accomplish one-third of daily home activities; women perform two-thirds.

Therefore, if there are family conflicts and the woman is earning less than her husband, the woman is more than likely expected to leave the workplace. Varathraj and Vasantha (2012) suggested that work life balances are the key source of employee's job satisfaction. Both men and women have different expectations for work and home. It was also argued that men have a higher need of affiliation than women and find that family experiences interfere with work. Understanding the roles of men and women in the workplace must include norms dictated by society. Women are expected to be more family focused than men, while men, who are considered the family providers, are more career conscious than women. Organizations that provide flexible work schedules allow parents to care for their families while meeting work obligations during a given work cycle. For example, an employee may change work hours to meet with teachers or take their children or parents to the doctor. Flexible work hours are designed to keep employees motivated in a competitive business environment. Boundary management enables individuals to coordinate role requirements and expectations to specific work-family or family-work domains. How employees decide to invest time in given roles is determined by the amount of energy used in one domain over the other. Some effective work-life programs such as flexible work schedules, compressed work weeks, telecommuting, job sharing and onsite child care facilitates provide benefits to both the employer and the employee. Some individuals are more work focused than others, which can cause conflict in family roles. Family-friendly policies provide employees flexibility between work and family. This enables employees to meet commitments in both domains without having to choose one over the other. Organizations that provide flexible work schedules allow parents to care for their families while meeting work obligations during a given work cycle. For example, an employee may change work hours to meet with teachers or take their children or parents to the doctor. Flexible work hours are designed to keep employees motivated in a competitive business environment. According to the type of provisions offered employees, there may be a combination of both work spill over and home spill over. Non-traditional working arrangements have been introduced by many corporations, such as job sharing, telecommuting and compressed work weeks to ensure employee flexibility. It is also noticeable that an employee's attitude and experiences in the work and family domains have positive correlation between them. The results of inter-role conflict can reduce job satisfaction and cause the family domain to become unsteady. Flexible work hours are attributed to reducing bidirectional inter-role conflict; however, this may have more of an effect on family/work conflict rather than on work-family conflict. Work-life conflict is the responsibility of both the employer and employee. Employers can identify ways to reduce workloads, overtime and job-related travel. Also, employers can reward overtime work, make alternative corporate work provisions available and implement career development and advancement programs.

2.2 Motivational structure, leadership qualities and organizational climate

Researchers and scholars emphasized on relation between organizational climate and job motivations of employees. Motivation is a basic psychological process. Along with perception, personality, attitudes, and learning, motivation is a very important element of behavior. Nevertheless, motivation is not the only explanation of behavior. It interacts with and acts in conjunction with other cognitive processes. Motivating is the management process of influencing behavior based on the knowledge of what makes people tick. Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. Studies indicate that organizational climate has an effect on organizational citizenship behaviors (OCB). Organ argued that OCB needed to be considered as a measure of employee performance. The first rationale for his position was based on social exchange theory. He reasoned that when employees work in an environment that induces satisfaction, they frequently feel bound by the norm of reciprocity, resulting in helpful and supportive behaviors. His second rationale was based on accumulated evidence that "mood state or positive affect; also tended to produce citizenship behaviors. Others also found that employee OCB, when aggregated over time and across people, influenced organizational effectiveness. Organizational climate is a meaningful construct with significant implications for understanding human behavior in organizations. Organizational climate research began with analysis at the individual level, concentrating on what is termed psychological work climate. In this approach, individual co-workers are asked to indicate the climate at their workplace. Later, the concept of

organizational climate emerged, which is shared amongst the members of the work or organizational unit. It is measured by averaging the individual scores of psychological work climate. According to Bliese (2014) aggregate values of organizational climate should only be used if there is sufficient agreement in the individual climate ratings. However, a lack of agreement regarding individual climate ratings has in itself emerged as an interesting topic of research. Differences in variance in climate ratings from one unit to another may be relevant for explaining outcomes. This variance is now known as climate strength.

A high variance indicates that members of an organization differ in how they view the climate of the organization. A low variance indicates that they agree on the climate in their organization. In the latter case, the organization can be said to have a strong organizational climate. A number of definitions of organizational climate have been given in the various studies on the concept, and although a precise and unitary definition of organizational climate does not exist, researchers agree that certain characteristics describe the construct and differentiate it from other concepts. These characteristics are as follows: Climate is generally considered a molar construct that can change over time; It is perceived by and shared among organizational members, which can result in consensus among individuals; It consists of global impressions of the organization that members form through interacting with each other and organizational policies, structures and processes; Climate perceptions are descriptions of environmental events and conditions rather than evaluations of them; The climate construct is multidimensional; It refers to the 'feeling of an organization'; Climate can potentially influence an individual's behavior. Stringer (2019) defined organizational climate as the collection and patterns of the environmental determinates of aroused motivation. According to Gerber(2017) organizational climate is defined as the shared perceptions, feelings and attitudes that organizational members have about the fundamental elements of the organization, which reflect the established norms, values and attitudes of the organization's culture and influences individuals' behavior positively or negatively. Organizational climate has important outcomes at individual, group, and organizational levels; and can greatly influence job satisfaction, individual job performance, and organizational performance. Organizational climate, also helps in determining organizational success, and is important for achieving organizational effectiveness. Organizational climate is shared perceptions among organizational members about organizational common practices, procedures, and value. Organizational climate can shape the context of organizations to influence employees' perception of knowledge management and innovations, and to motivate employees to engage in the process of transforming knowledge into new products. Organizational climate significantly influences organizational and psychological processes of communication, problem solving, learning, motivation, efficiency, and productivity of an organization, as well as, innovation and job satisfaction.

2.3 Theoretical Review

Remarkable research work can be found in the literature pertaining to work life, leadership, motivation and organizational climate theories. However, some noteworthy researchers are worth mentioning e.g. Alimo-Metcalfe (2010), Altintas (2010), Arnold (2011), BM (2008), Birnia (2011), Danish and Usman (2010), Kotter (2015), Kinunen et al. (2003), Maurya and Kaushik (2013) and Maurya, et al.(2014). However, most of these researchers confined their attention to emphasize the impact of leadership and gender on employee's job satisfaction and organizational performance. Heyart (2011) proposed that work life, leadership, motivation are the key factors for organizational climate. The earliest theory on job satisfaction is the affect theory; the main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Another theory is the dispositional theory it suggests that an individual has innate dispositions that cause them to have tendencies toward a certain level of satisfaction. The opponent process theory is another theory that attempts to explain job satisfaction, according to this theory, emotional events such as criticisms or rewards, elicits. Primary processes that give way to emotions that are steady with the event in question and opponent processes induces. The Equity Theory suggests that if an individual thinks there is an inequality between two social groups or individuals, the person is likely to be distressed because the ratio between the input and the output are not equal. The concept of discrepancy theory explains the ultimate source of anxiety and dejection. An individual, who has not fulfilled his responsibility feels the sense of anxiety and regret for not performing well, they will also feel dejection due to not being able to achieve their hopes and aspirations. As per general perception the flexible work hours lead to higher job satisfaction and organizational commitment for female employees and for employees with family responsibilities. Frederick Herzberg's Two-factor theory attempts to explain satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors motivation and hygiene factors, respectively. Motivation can be seen as an inner force that drives individuals to attain personal and organizational goals. Hygiene factors include aspects of the working environment such as pay, company policies, supervisory practices, and other working conditions. There are programs that can provide less anxiety for working parents, such as job sharing, flexible work schedules and compressed work weeks; however, organizations must determine their measure of corporate engagement. Work dissatisfaction is usually associated with specific attributes of a job, such as pay, promotion prospects, health care benefits or flexible hours at work.

2.4 Empirical Review

Selamat, Samsu and Kamalu (2013) conducted a study with the aim to examine the impact of organizational climate on teachers' job performance. The findings revealed that organizational climate affect teachers' job performance. Jyoti (2013) studied the impact of Organizational Climate on Job Satisfaction, Job Commitment and Intention to Leave: An Empirical Model. The study was an evaluative cum diagnostic in nature. Teachers from four universities in North India i.e., University of Jammu, Guru Nanak Dev University, Himachal Pardesh University and Punjab University have been selected as respondents for the sample. There are 1648 teachers working in these universities and all of them were approached to collect the data. Only 820 questionnaires were returned back (49.75% response rate) that have been utilized to analyse and draw interpretations. Research finding was that the contribution of people management to organizational performance outcomes such as productivity and profitability has been related to a climate of satisfaction in the workplace. Job satisfaction along with organizational climate plays a vital role in retaining the employees by enhancing their commitment towards the organization. Castro and Martins (2010) conducted a research with the title: the relationship between organizational climate and employee satisfaction in a South African information and technology organization. The results indicated a strong positive correlation between organizational

climate and the dependent variable of job satisfaction. In addition, the results of stepwise regression analysis showed nine dimensions of organizational climate impact on the predicted job satisfaction. The work life balance policies and their influence on employee's job satisfaction and performance have also been discussed by several research workers (e.g. Eikhof, et al. (2007), Karatepe and Tekinkus (2006), Kinunen et al. (2003), Lee, et al. (2009), Lewis, et al.(2007), Mokaya and Gitari (2012), Varatharaj and Vasantha (2012), and Weiss (2001). The earliest view of the relationship between work and home was that they are segmented and independent and do not affect each other. However, this view of segmentation was disagreed and challenged by researchers Bhuisan et al. (2005) and Auko (2009). Allen, et al. (2000) demonstrated that work and family are closely related domains of human life. Subsequently in 2004 Demerouti et al. (2004) contributed their research work towards the loss spiral of work pressure and work-home interference. Bhuisan et al. (2005) discussed three-phase model versus a linear-quadratic interactive model in this connection. Later Auko (2009) confined to focus on work-family conflict and coping strategies. In the spillover theory researchers suggested that workers carry the emotions, attitudes, skills and behaviors that they establish at work into their family life and vice-versa. Spill over can be positive or negative.

3. METHODOLOGY

3.1 Research design

The researcher adopted a cross-sectional survey design, precisely a descriptive design for the study. The questionnaires were carefully administered to respondents, which represent the population of the study. It is geared towards collection of data for hypotheses testing. The justification for choosing the methods is based on the fact that the study is interested in gaining an understanding of the problem being investigated. The study is also interested in the attitude or opinion of the respondents as opposed to their behaviors. The survey method is ideal since large sample of respondents will be required and the researcher is interested in subjecting the collected data to rigorous statistical testing.

3.2 Study area and population

This study was conducted in 31 Local Government Areas of Akwa Ibom State. The population of this study was infinite (unknown). The researcher decided how many total people fit the research demographic. The population size was the total number of employees in the 31 Local Government Councils of Akwa Ibom State.

3.3 Sampling size and technique

There was need for the researcher to calculate a sample size since the population was unknown. The confidence intervals determines how much higher or lower than the population mean the researcher is willing to let the research sample mean fall, with a margin of error of +/- 5%. The confident which the actual mean falls within the confidence interval was 95%. How much variance expected in the research responses was set at 0.5. Therefore, in calculating the needed sample size, the formula for determining a sample size from unknown population was adopted thus:

$$n = \frac{Z^2pq}{e^2}$$

where;
n = Sample Size
Z = Z-score
p = Std. Dev.
q = confidence interval
e = margin of error

Assuming the researcher chose a 95% confidence level, 0.5 standard deviation, and a margin of error (confidence interval) of +/- 5%, the sample size is determined from unknown population as:

$$n = \frac{((1.96)^2 \times 0.5(0.5))}{(0.05)^2}$$

$$n = \frac{(3.8416 \times .25)}{0.0025}$$

$$n = \frac{0.9604}{0.0025}$$

n = 384.16

Therefore, 384 respondents were sampled. The study used stratified random sampling method for selecting employees. This approach is preferred because it involves dividing the population into homogeneous subgroups and then taking a simple random sample in each group. The procedure of drawing a stratified random sample included all employees of the 31 Local Government Councils in Akwa Ibom State and each group as unique identified according to the data subjected to Microsoft for random statistical calculations to get the percentage equivalent of 384 expected to sample. Therefore, stratified simple random sampling was adopted in this study for selecting respondents.

3.4 Sources of data collection and instrument for data collection

Data were collected from primary and secondary sources. Primary data were obtained through questionnaire. Secondary data were obtained from textbooks and journals among others. The questionnaire was the main instrument used for the study. The questionnaire used captures all the variables of study and to provide relevant answers to the research questions. The instrument comprise of sections A, which covers general information about the employees, and section B, which addressed different research questions. The format of questionnaire consisted of four Likert scale questions (Strongly Agree = 4, Agree = 3, Strongly Disagree = 2, Disagree = 1.

3.5 Validity and reliability of research instrument

To ensure validity of the instruments, a close guidance of the Head of Personnel of Local Government Civil Service Commission was given the questionnaire before administration to respondents. This was very important to identify ambiguous questions in the instruments and be able to re-align to the objectives. Reliability is measure of how consistent the result from a test is. The data collected were tested using Cronbach Alpha statistic technique. The internal consistency of the instrument was determined by Cronbach's Alpha (CA). Since the calculated CA values for all the variables were above the threshold of 50% , it was considered to be appropriate to adjudge the variables as being reliable.

3.6 Method of data analysis

Two different ways of analyzing data were used. First quantitative data was analyzed with the help of SPSS and presented as the percentage number of respondents according to descriptive variables. It was represented as frequency table. Another statistical method is ANOVA regression analysis, where the hypotheses were tested using the calculated p-values. In summary, the researcher employed tables and simple percentage method to analyse the research questions. However, simple regression technique was used to test hypotheses in order to show the strength of the relationship between the variables of study.

Stated below are the regressions models for testing of the earlier stated research hypotheses:

$FWP = f(OGC)$ (1)
$LEQ = f(OGC)$ (2)
$MOS = f(OGC)$ (3)

The regressions equations are linearized in the study objectives as:

$OGC = \beta_0 + \beta_1 FWP + u_t$ (4)
$OGC = \beta_0 + \beta_1 LEQ + u_t$ (5)
$OGC = \beta_0 + \beta_1 MOS + u_t$ (6)

Where;
OGC = Organizational climate (Dependent Variable).
FWP = Flexible work practices (Independent Variable).
LEQ = Leadership qualities (Independent Variable)
MOS = Motivational structure (Independent Variable)
u_t = the stochastic error term.
β_0 is a regression constant while β_1 is the coefficient of the independent variable.

4. RESULTS AND ANALYSIS

4.1 Distribution of questionnaire and analysis of respondents' demographic

The distribution of questionnaire and analysis of respondents' demographic are shown in the tables 1 and 2.

Table 1. Summary of questionnaire administered and retrieved

Questionnaires	Number of questionnaires	Percentage (%)
Total questionnaires served	384	100
Total questionnaires Retuned	350	91.15
Total not Retuned	30	7.81
Total useful	300	78.13
Total discarded	4	1.04

Source: Field Survey, 2022

Table 1 portrays that out of the total of 384 questionnaires distributed, 350 questionnaires representing 91.15% were returned, 30 questionnaires representing 7.81% were not returned, 300 correctly and completely filled questionnaires representing 78.13% were used to interpret the results. Hence, 4 questionnaires representing only 1.04%, out of 384 questionnaires distributed, were completely discarded from the analysis.

Table 2. Analysis of Respondents' demographic

Demographics	Options	Frequency	percentage
SEX	Male	164	54.7
	Female	136	45.3
	Total	300	100.0
AGE	18-28	19	6.3
	29-39	92	30.7
	40-50	132	44.0
	51 & above	57	19.0
	Total	300	100.0

Source: Field Survey Data (2022)

Table 2 indicates that 136 respondents representing 45.3% are female, while 164 respondents representing 54.7% were male. This indicates that majority of the respondents were male. Table 2 also shows that 19 respondents (6.3%) were aged 18-28, 92 respondents (30.7%) were aged 29-39 years, 132 of the respondents representing 44% were aged 40-50, and 57 respondents, representing 19% were 51 and above years.

4.2 Analysis of research questions

The first objective was on the relationship between flexible work practices and organizational climate. This implies that respondents were asked several questions linking FWP to OGC. The responses are presented in Table 3 and following is the interpretation.

Table 3. Analysis of items and research constructs on FWP

Code	Research Statement/ Items	SA (4)	A (3)	SD (2)	D (1)
FWP1	Your organization has flexible work practices.	69 (23.0%)	151(50.3%)	37(12.3%)	43(14.3%)
FWP2	You have a quality work life balance in your organization.	46(15.3%)	142(47.3%)	59(19.7%)	52(17.3%)
FWP3	The flexibility of work practices enhanced the quality of work life balance in your organization.	100(33.3%)	110(36.7%)	52(17.3%)	36(12.0%)
FWP4	The flexibility of work practices enhanced the job satisfaction in your organization.	54(18.0%)	142(47.3%)	62(20.7%)	41(13.7%)
FWP5	Employees are not satisfied in their job and don't have quality of work life balance despite the flexible work practices in your organization.	89 (29.7%)	107(35.7%)	54(18.0%)	48(16.0%)

Source: Field Survey Data, 2022

Table 3 shows that majority of respondents gave affirmation that their organization has flexible work practices as evidence in the 151 respondents representing 50.3% that agreed to the claim. Also, it was revealed that 142 respondents representing 47.3% agreed that they have a quality work life balance in their organization. Furthermore, Table 3 shows that 110 respondents representing 36.7% agreed that the flexibility of work practices enhanced the quality of work life balance in their organization. 142 respondents representing 47.3% agreed that the flexibility of work practices enhanced the job satisfaction in their organization. Finally, it was also found that 107 respondents representing 35.7% agreed that employees are not satisfied in their job and don't have quality of work life balance despite the flexible work practices in their organization. However, this finding is subject to scientific testing and until such test is conducted, it becomes valid. On that strength, it could be averred that respondents' opinion on the items are sufficient to guarantee scientific analysis and a valid conclusion. Implicitly, this could be interpreted to mean that each independent research construct or variable has some kind of relationship with the dependent research construct or variable. However, at this level, until statistically and scientifically tested, significant causality can only be assumed but not claimed between each explanatory variables and the explained variable. The second objective was on the relationship between leadership qualities and organizational climate. This implies that respondents were asked several questions linking LEQ to OGC. The responses are presented in Table 4 and following is the interpretation.

Table 4. Analysis of items and research constructs on LEQ

Code	Research Statement/ Items	SA (4)	A (3)	SD (2)	D (1)
LEQ1	Your organization has good leadership qualities.	67(22.3%)	155(51.7%)	39(13%)	39(13%)
LEQ2	The leadership qualities are not influenced by government in your organization.	101(33.7%)	119(39.7%)	47(15.7%)	32(10.7%)
LEQ3	The good leadership qualities enhanced the quality of work life balance in your organization.	94(31.3%)	123(41%)	42(14%)	40(13.3%)
LEQ4	The good leadership qualities enhanced the job satisfaction in your organization.	68(22.7%)	132(44%)	67(22.3%)	32(10.7%)
LEQ5	Employees are not satisfied in their job and don't have quality of work life balance despite the good leadership qualities in your organization.	85(28.3%)	143(47.7%)	42(14.0%)	30(10.0%)

Source: Field Survey Data

Table 4 shows that majority of respondents gave affirmation that their organization has good leadership qualities as evidence in the 155 respondents representing 51.7% that agreed to the claim. Also, it was revealed that 119 respondents representing 39.7% agreed that the leadership qualities are not influenced by government in their organization. Furthermore, Table 4 shows that 123 respondents representing 41% agreed that the good leadership qualities enhanced the quality of work life balance in their organization. 132 respondents representing 44% agreed that the good leadership qualities enhanced the job satisfaction in their organization. Finally, it was also found that 143 respondents representing 47.7% agreed that employees are not satisfied in their job and don't have quality of work life balance despite the good leadership qualities in their organization. However, this finding is subject to scientific testing and until such test is conducted, it becomes valid. The third objective was on the relationship between motivational structure and organizational climate. This implies that respondents were asked several questions linking MOS to OGC. The responses are presented in Table 5 and following is the interpretation.

Table 5. Analysis of items and research constructs on MOS

Code	Research Statement/ Items	SA (4)	A (3)	SD (2)	D (1)
MOS1	Your organization has good motivational structure.	130(43.3%)	97(32.3%)	52(17.3%)	19(6.3%)
MOS2	You are motivated to quality work in your organization.	61(20.3%)	158(52.7%)	58(19.3%)	23 (7.7%)
MOS3	The motivational structure enhanced the quality of work life balance in your organization.	85(28.3%)	132(44%)	60(20%)	21(7.0%)
MOS4	The motivational structure enhanced the job satisfaction in your organization.	91(30.3%)	147(49%)	37(12.3%)	25(8.3%)
MOS5	Employees are not satisfied in their job and don't have quality of work life balance despite the motivational structure in your organization.	107(35.7%)	142(47.3%)	29(9.7%)	22(7.3%)

Source: Field Survey Data, 2022

Table 5 shows that majority of respondents gave affirmation that their organization has good motivational structure as evidence in the 130 respondents representing 43.3% that strongly agreed to the claim. Also, it was revealed that 158 respondents representing 52.7% agreed that they are motivated to quality work in their organization. Furthermore, Table 5 shows that 132 respondents representing 44% agreed that the motivational structure enhanced the quality of work life balance in their organization. 147 respondents representing 49% agreed that the motivational structure enhanced the job satisfaction in their organization. Finally, it was also found that 142 respondents representing 47.3% agreed that employees are not satisfied in their job and don't have quality of work life balance despite the motivational structure in their organization. However, this finding is subject to scientific testing and until such test is conducted, it becomes valid. The last interest was on joint influences of independent variables on organizational climate. This implies that respondents were asked several questions linking FWP, LEQ and MOS to OGC. The responses are presented in Table 6 and following is the interpretation.

Table 6. Analysis of items and research constructs on OGC

Code	Research Statement/ Items	SA (4)	A (3)	SD (2)	D (1)
OGC1	Flexible work practices enhanced good organizational climate in your organization.	61(20.3%)	141(47%)	59(19.7%)	39(13%)
OGC2	Good leadership qualities enhanced good organizational climate in your organization.	88(29.3%)	113(37.7%)	49(16.3%)	50(16.7%)
OGC3	The motivational structure enhanced good organizational climate in your organization.	97(32.3%)	134(44.7%)	36(12%)	33(11%)
OGC4	Despite flexible work practices, good leadership qualities and motivational structure, organizational climate in your organization is not conducive.	128(42.7%)	101(33.7%)	32(10.7%)	39(13%)

Source: Field Survey Data, 2022

Table 6 shows that majority of respondents gave affirmation that flexible work practices enhanced good organizational climate in their organization as evidence in the 141 respondents representing 47% that agreed to the claim. Also, it was revealed that 113 respondents representing 37.7% agreed that good leadership qualities enhanced good organizational climate in their organization. Furthermore, table 4.6 shows that 134 respondents representing 44.7% agreed that motivational structure enhanced good organizational climate in their organization. Finally, it was also found that 128 respondents representing 42.7% strongly agreed that despite flexible work practices, good leadership qualities and motivational structure, organizational climate in their organization is not conducive. However, at this level, until statistically and scientifically tested, significant causality can only be assumed but not claimed between each explanatory variables and the explained variable.

4.3 Test of Research Hypotheses

In order to test the research hypotheses earlier stated in this study, the simple linear regression technique was performed to test hypotheses. The first hypothesis (Ho_1) was that: "*There is no significant relationship between flexible work practices and organizational climate"*. This hypothesis was tested using simple regression statistics and the results are presented in Table 7.

Table 7. Results of PWP Regression on OGC

Dependent Variable OGC	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.735	.168	16.275	.000
FWP	.116	.056	2.065	.040
Model Characteristics				
F-Stat	4.265			
R-Square	.014			
Adj. R^2	.011			
D-W Stat.	1.804			

Source: Researcher's Computation (2022) from SPSS Output

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the calculated statistical probability is less than the p-value of 0.05. Since the calculated p-value of 0.040 is less than the p-value of 0.05, the researcher rejects the null hypothesis and accepts the alternate hypothesis, which states that there is a significant relationship between flexible work practices and organizational climate in Akwa Ibom State Local Government Service. This implies that flexible work practices positively and significantly affect organizational climate in Akwa Ibom State Local Government Service. The second hypothesis (Ho_2) was that: *"There is no significant relationship between leadership qualities and organizational climate".* This hypothesis was tested using simple regression statistics and the results are presented in Table 8.

Table 8. Results of LEQ Regression on OGC

Dependent Variable OGC	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.428	.188	12.898	.000
LEQ	.213	.060	3.531	.000
Model Characteristics				
F-Stat	12.466			
R-Square	.040			
Adj. R^2	.037			
D-W Stat.	1.865			

Source: Researcher's Computation (2022) from SPSS Output

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the calculated statistical probability is less than the p-value of 0.05. Since the calculated p-value of 0.000 is less than the p-value of 0.05, the researcher rejects the null hypothesis and accepts the alternate hypothesis, which states that there is a significant relationship between leadership qualities and organizational climate in Akwa Ibom State Local Government Service. The third hypothesis (Ho_3) was that: "*There is no significant the relationship between motivational structure and organizational climate in Akwa Ibom State Local Government Service".* This hypothesis was tested using simple regression statistics and the results are presented in Table 9.

Table 9. Results of MOS Regression on OGC

Dependent Variable OGC	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.112	.213	9.920	.000
MOS	.227	.068	3.350	.001
Model Characteristics				
F-Stat	11.219			
R-Square	.036			
Adj. R^2	.033			
D-W Stat.	1.875			

Source: Researcher's Computation (2022) from SPSS Output.

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the calculated statistical probability is less than the p-value of 0.05. Since the calculated p-value of 0.001 is less than the p-value of 0.05, the researcher rejects the null hypothesis and accepts the alternate hypothesis, which states that there is a significant the relationship between motivational structure and organizational climate in Akwa Ibom State Local Government Service.

5. DISCUSSION AND CONCLUSION

5.1 Discussion

In the first hypothesis, the results of the regression analysis were presented in Table 7. From the results, the regression co-efficient value of 2.735, shows there is a positive relationship between flexible work practices (FWP) and organizational climate (OGC) in Akwa Ibom State Local Government Service. Also, a regression co-efficient of 0.116 implies that a percentage increase in FWP causes about 0.12% increase in OGC. From the results, the R^2 value is 0.014. This indicates that FWP explained only about 14% variations in OGC, while the remaining 86% may be explained by variables outside the regression model. Since the calculated p-value of 0.040 is less than the p-value of 0.05, the finding was that there is a significant relationship between flexible work practices and organizational climate in Akwa Ibom State Local Government Service. This implies that flexible work practices positively and significantly affect organizational climate in Akwa Ibom State Local Government Service. Also, in the second hypothesis, the results of the regression analysis were presented in Table 8. From the results, the regression co-efficient value of 2.428, shows there is a positive relationship between leadership qualities (LEQ) and organizational climate (OGC) in Akwa Ibom State Local Government Service. Also, a regression co-efficient of 0.213 implies that a percentage increase in LEQ causes about 0.21% increase in OGC. From the results, the R^2 value is 0.40. This indicates that LEQ explained only about 40% variations in OGC, while the remaining 60% may be explained by variables outside the regression model. Since the calculated p-value of 0.000 is less than the p-value of 0.05, it was found that there is a significant relationship between leadership qualities and organizational climate in Akwa Ibom State Local Government Service.

Finally, in the third hypothesis, the results of the regression analysis were presented in Table 9. From the results, the regression co-efficient value of 2.112, shows there is a positive relationship between motivational structure (MOS) and organizational climate (OGC) in Akwa Ibom State Local Government Service. Also, a regression co-efficient of 0.227 implies that a percentage increase in MOS causes about 0.23% increase in OGC. From the results, the R^2 value is 0.36. This indicates

that MOS explained only about 36% variations in OGC, while the remaining 64% may be explained by variables outside the regression model. Since the calculated p-value of 0.001 is less than the p-value of 0.05, the finding was that there is a significant the relationship between motivational structure and organizational climate in Akwa Ibom State Local Government Service. These findings are consistent with the finding of Vishwa, et al. (2015) that each of the work life balance policies on its own is a predictor of job satisfaction. This indicates that the quality of work life policies is increasingly becoming part of the business strategy and the focus is on the potential of these policies to influence employee's quality of working life and more importantly to help them maintain work-life balance with equal attention on performance, commitment at work, organizational climate and job satisfaction. The findings of Castro and Martins (2018) are consistent with these findings that there are strong positive correlations among organizational climate, job satisfaction and work life balance and the findings of Selamat, Samsu and Kamalu (2013) that organizational climate affects job performance.

5.2 Conclusion and recommendations

The study examines the relationship between work life balance and organisational climate in Akwa Ibom State Local Government Service with positive results and specifically the flexible work practices, leadership qualities and motivational structure have been assessed. The statistical results explored herein are based on regression analysis, which conclusion is drawn that there is a positive and significant relationship between work life balance and organisational climate in Akwa Ibom State Local Government Service. There should be a sustaining conducive organizational climate that will support employees flexible work practices for quality work life balance in Akwa Ibom State Local Government Service. Also, good leadership qualities should always be exhibited by top management in order to continually create a good organizational climate. There is need for a good motivational structure, which can influence the behavior of employees and create an enabling organizational climate in Akwa Ibom State Local Government Service.

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