



Teachers' Work Management and Family Life Balance for Improved Service Delivery in Public Secondary Schools in Rivers State

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Abstract

The study investigated teachers' work management and family life balance for improved service delivery in public senior secondary schools in Rivers State. In today's challenging world, there have been increased in teachers' responsibilities at work, family and life out there. All these have placed high demands on the teacher in his work life. Teachers spending long hours in his workplace, and forgetting their immediate family and life out there. At times carrying workloads from office to home and verse versa, thereby, creating imbalance work-life. The study highlighted teachers' responsibilities, Teachers' work management and family life, benefits, challenges, and strategies. The paper concluded with the following suggestions: teachers should strike a balance between work and family work life to avoid imbalance life and low productivity, inculcate flexible work life, train to handled TWMFLB and strategies for improved teachers' service delivery.

Keywords: Work, Work Management, Work-Life Balance, Family Life Balance, Overload, Job Satisfaction, Improved Service Delivery.

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INTRODUCTION

Teachers' work management and family life balance is a critical aspect to boost teachers' efficiency, job satisfaction, creativity, innovations, good environment for students' learning/behaviour, and educational effectiveness. It has been proved by several researchers that a good work life balance results into wellness of the teachers and improved service

delivery. Nigeria educational system has suffered major setback due to lack of teachers' work management and family life balance (TWMFLB), especially in public senior secondary schools since after independence. When a teacher is unable to managed his work and family life, he ends up living in a depressed, unfulfilled and neglected life, especially after retirement from work. Teachers' work management and family life balance are vital to any successful teacher, and to any productive organization. Thus, improved service delivery can only be achieved when the teacher has good knowledge in planning, organizing, supervising, monitoring and delegate his work life. Furthermore, the teacher should also be a man who can set goals and stick to them, having good time management (avoid waste time on activities that does not matter), enjoy flexible working hours (sick leave, maternity/paternity, annual, casual, education), good team work, friendliness, etc. Viewing teachers' activities in the school, and educational leadership' behaviour, one will critics that they lack knowledge in these fields of knowledge. Lack of information in these areas, have created empty rooms for teachers not to see the urgency in balancing his work life, thereby living a confused and discontented life. A good work management and family life balance will reduce personal, family conflicts and organizational conflicts, hence, higher performances (Alen, 2009).

Consequently, when a teacher is not able to balance his work life, family and life out there, imbalance work life will allow crisis to set in, resulting in stress which can kill at any time. This in line will caused untold hardship, anxiety, unhealthy life, unresolved family problems, stubbornness to authority, and lower performance (Judge & Scott, 2006). Judging from their work load in their work place and family, teachers are overloaded. Teachers in public secondary school in Rivers State are under pressure/demands from family members, and work place due to shortage of teachers, over admission of students, lack of instructional materials, bad environment etc; hence unsatisfied life. Unsatisfied teacher life will be going about complaining and quarreling, instead of doing his work. Consequently, will be exhibiting bad characters both at home and in the school. Similarly, his absence from home, will great a big gap at home. This is one of the major reasons of broken home nowadays. The teacher is to guide against this, in balancing his work life which is paramount for a happy.

Teachers' work management and family life balance are essential for any growing organization that wants to make profits in this current dispensation. As such, one should not forget that the main purpose of any organization to be in business is to make earnings. Again, one should also be aware that the sole reason one takes up job is to meet up basic life demands, such as: food, shelter, children school fees and many more, hence, one must look for a possible way to balance the two. Presently, because of current global economic disintegration, business competition, early retirement, lack of qualified teachers, the demand for teachers, both at home and at workplace are on a high side judging from teachers' roles. Therefore, for higher efficiency, and to avoid low performance, stress, family conflict, regret of life after service and untimely death, the teacher should be able to have good work management and family life balance (Cinamon, 2006). Thus, education as an organization needs a healthy work cultures, such as; flexible work life, stressless workplace, and good motivational teachers' strategies for teachers' higher performance (Gbarage, 2019). Additionally, a teacher could be able to have good quality time with wife, children and other family members, to limit crisis at home; hence, they would be able to experience joy and love. Therefore, the teacher should try to complete his daily assignments for organizational success and to avoid overload. In another dimension, if there is crisis where the teacher works

because of imbalance work life, that workplace cannot be called an organization; because an organization is supposed to be a workplace that is well organized, and voids of crisis.

In discussing TWMFLB, this does not mean to share your time equally with work and family. But it means, one only attends to emergencies from the both sides. This can be achieved through applying different methodologies, such as: plan your work, be proactive, set goal line and stick to them, apply for flexible work hour/life, good time management and avoid time wasters, order your health and create work leisure plan, avoid over workload, team work, create time for yourself and for loved ones, know the difference between urgent, not urgent and important tasks etc. Good teachers' motivational strategies that drive teachers are also necessary to realize TWMFLB (Gbarage, 2019). To a teacher, this is the peak desire for him to strike a balance between his work, family life and other life out there. Good work management enables the teacher to manage his daily workload, personal, family and other life out there (professional, social, religious life) without conflicts, stressful life, etc. One of the main causes of teachers' work overload in classrooms amongst others is teachers' shortage. In some schools, the teacher will handle three classrooms duties; that is meant for three teachers' which includes, teaching, marking of scripts, classroom management and other school responsibilities. Teachers' imbalance work and family life can cause bipolar disorder in their life. This will be resulting to teachers' psychological trauma, stressful and life dissatisfaction. (Judge & Scott, 2006). Hence, Rivers State ministry of education board should inculcate teachers' work life balance in their work culture, in order to improved service delivery.

Nicholas and Gbarage (2019) asserted that if a teacher is overloaded, and the population of the student keep on increasing without additional teachers; a time will come when law of diminishing return will set in. That is additional resources, while one is kept constant; will result to less output. Hence, if the student population keep on increasing without additional teacher; teacher's morale will be demotivated, hereafter result to less output. School administrators need to adequately plan the activities of the school, organized, supervised, controlled, inspect and evaluate on a daily basis in order not to overload teachers. Teachers also need to give collect feedback to the supervisors /principals in other to know when they are overloaded so that the school head will know when the teacher needs assistance. Besides, the teacher should create time for his family and other activities so as to interact with his friends and colleagues outside the school hours. When this happened, the teacher will be happy and the goals of education would be achieved, and create room for teachers' job satisfaction in their workplace (Mukhtar, 2012).

In defining teachers' work management overload at school, it is the strength of a teacher to manage his excessive daily duties timely for organizational success. Such responsibilities include, but limited to; organizing, directing, planning of lesson notes, marking of assignments, assessing pupils, inputting data's, supervising external examinations, running extra-curricular activities, and other school works. A teacher's workload can be measured by the number of periods that he spends in the classroom and other school related activities. This put high demands on the teacher, hence, not able to attend to other activities outside the school. Therefore, school administrators should be able to reduce teachers' workload to enable him have flexible work life that will devoid of imbalance work life. On the opposite side, the teacher will carry workload from school to house causing family inconvenience. Consequently, reducing teachers' efficiency by over stressing him. Hence, teachers cannot be able to manage their work-life. Imbalance work life of teachers have cause

them high blood pressures, stresses, bad health life, unfordable family life resulting to job dissatisfaction. This is where work-life balance comes into the picture. The teacher should be able to skillful in managing his work life to avoid neglect of their families and social life. In the work of Shagufta (2013), he believes that good work management and family life balance is the answer to organization higher productivity and job satisfaction.

Overload school works has caused the teacher out of sight from their families, and has also led to several untold adversities in the family. Thus, the teacher will spend all his life time in the school work, even after school hours. Since the father is constantly absence from home, his wife and children will not also like to stay at home, hence, everybody will try to lead themselves. This is not a peaceful family at all. Many teachers have forgotten their wife and children at the mercy of other neighbors, while spending all their life times in the organization.

Adams and King (1996) supported that imbalance life has resulted to conflicts and uncontrollable stress, especially, the female teachers, who take care of the children, her husband, extended family, and school works. In so many cases, stress begins to stepped in causing a lots of health problem, such as, psychological problems, stroke, sleepless night, overthinking; while many have died because of not being able to manage their work and family work-life. To buttress this, unresolved conflicts in some families have opened doors for a lot of teachers' wives to leave them and go after other men, who will be available for them so that they can easily share their problems with in times of needs. Some of their children have also become wayward since the present of their father is not with them always. Do not forget, in many homes, children respect their fathers more than their mothers. Hence, workers' imbalance work life has become grave yard to teachers' future.

Education managers should offer teachers' flexible work life balance and consider teachers' job satisfaction in other to retain them (Noraani, 2013). Organization will gain high productivity when workers are satisfied with through flexible work life. Looking at this study, teachers' work management and family life balance in today's changing environment, the researcher has great interest in this work, hence, this article.

LITERATURE REVIEW

Concept of Work

Work is defined as a task one is paid for either daily, weekly, monthly, etc. It deals with something, which you are involved in the intellectual, physical and emotional sphere. Merriam Webster defines work as an activity in which one exerts strength or faculties to do or perform something. Kare (1999) in his book, "Human Bahaviour at Work" says in a workplace, "work" cannot take place in an unsafe environment, hence, the place needs to be safe for organizational success. Work meaning an activity that a person engages in regularly to earn a livelihood. Work also is defined as specific task, duty, function, or assignment often being a part or phase of some larger activity. Work in addition sustained physical or mental effort to overcome obstacles and achieve an objective or result. A teacher should be able to manage his work and family life balance for improved service delivery to attain organization goals. Hence, he should be a hardworking man and good time management.

Teachers' Responsibilities (TR)

Teachers in public secondary school in Rivers State have several responsibilities, such as, but not limited to these:

- Develop and issue educational content including notes, tests, and assignments.
- Supervise classes to ensure all students are learning in a safe and productive environment.
- Handle instructional manuals and educational technological equipment such as Avoltmeters, Voltmeters, computers, emails, etc.
- Deliver personalized instruction to each student by encouraging interactive learning.
- Plan and implement educational activities and events.
- Ensure classroom is clean and be in order.
- Prepare and distribute periodic progress reports and semester report cards
- Attend parent-teacher meetings.
- Supervise examinations, allocate and grade homework, assignments, and tests.
- Visiting students at home to monitor their progress, etc.

Teachers' Work Management Balance

Teachers' work management balance (TWMB) is the ability of a teacher to manage his work, himself, family and life out there in other to have a good work life balance without having negative effect in his life time. Managing of work by the teacher is not an easy task as we look at it. Not all teachers have the capability to manage their job. The teacher has to plan, direct and manage their work, time, with scare material resources such as, man-hour, material, money, etc.). He also monitors, supervises the students for organizational effectiveness. TWMB includes the combined methods and procedures that help education or school to schedule work more efficiently to meet students need, utilize resources and evaluate performance. In education, the school teacher should be skilled in managing his workload for achieving educational set goals and objectives (Richard et al., 2020). Achievement of organizational goals cannot be possible if one allows life challenges to push him not to have control over his daily activities. The researcher defines teachers' work management as the skills that enable teachers to direct their works, life, family and other outside activities to have work life balance. This involves planning, organizing, staffing, directing, and controlling, using scares resources like human, financial, and material to achieve organizations goals and objectives.

There is a saying that if you do not plan, you have already planned to fail. Adopting work management framework means examining the entire range of business operations, identifying the strengths and weaknesses of current processes, and improving them. Work management strategically deals with how to increase the success of the projects and to improve the processes to better support business goals. Work management is related to managing team workflow and workload that is associated with the scope of a project. It means applying the core principles of project management for teams to work in a profitable work environment.

A teacher work management is done at an individual level to manage ones' time, such as: visiting hour, break time, social, work and emails. Teachers' work management can be defined as set of services that apply workflow structure to the movement of information and the interaction of business processes and human worker processes that generate the information. In translation, work management applies to managing individual team work flows and workload, whether within the scope of a project or related to organizational operations. Work management renovates and restructures crucial business processes by integrating processes and procedures that help the organization, which includes:

- Schedule work more efficiently;
- Meet clients' needs;
- Evaluate performance

Concept of Family Work Life Balance

The concept of work-life balance comprises of four words **Family** (nuclear and extended), **Work** (career and ambition), **Life** (health, pleasure, leisure, family and spiritual development), and **Balance** (satisfaction, good functioning at work and at home with a minimum of role conflict). Work-life balance is the degree to which an individual can simultaneously balance the emotional, behavioural and time demands of paid work, family and personal duties (Clark, 2012). It is a situation in which employees give quality time and efforts to their work as well as their personal life outside the work. Work-life balance generally is thought to be realized when a person's right to a fulfilled life inside and outside the paid work is accepted and respected. Some people may refer it to the flexible working arrangements that allow both parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Marafi, 2012). It leads to good behaviour and complete integration of work, family, social life and personal life and is the extent to which individuals are equally involved in, and equally satisfied with their professional role and their family role

Researchers have proved that, virtually three-quarters of teachers (73 percent) in public secondary school reported that teaching work is stressful. As a result, they go home at the end of day's work physically and emotionally exhausted, hence, they have no choice than to bring the work to home; the females teachers suffer more. The female teachers are committed to house household work, including taking care of her children for instance (5), his husband and daily over population of students of about sixty (60) in a class. Sometimes, in charge of two to three classes. This is overload, hence, imbalance work life. When a teacher is overloaded in the family, he carries to load to work, thereby waste his work time. A teacher who fails to strike a balance between work and private life risks becoming burned out.

Work-life Balance is relating to the amount of time one spends on his job; compared with the amount of time devoted with family members and time spent doing things one enjoys. Work life balance is a method, which helps a worker to balance their personal and professional life. Work-life balance encourages a worker on the basis of priorities and maintain a balance by dedicating time to family, health, vacations, along with making a career, business travel, etc. It is an important concept in the world of business as it helps to

motivate the employees and increases their loyalty towards the company, and improved work delivery. In education, the teachers feel the same. Working life career is extremely time-consuming duty for any employee. Teachers are so much busy in the school throughout the day and sometimes, even on weekends. This gives them very little time to interact with their family and others. Because of high pressure of work/demands on; personal life, family members, social life; they get neglected. Also, stressful jobs without work-life balance resulting in employees' health deterioration and life dissatisfaction. This is where work-life balance comes into the picture. Richard et al. (2020) asserts that in the midst of work pressure, which has the potency of often generating work stress, the teacher is always at a crossroad to balance work and family.

Work life balance is a term used for the idea that one need time for both work and other aspects of life, whether those are family-related or personal interests. The saying goes that 'all work and no play makes Jack a dull boy. Work life balance is the act of balancing your work and life, but not with sharing equal amount of time to each of them. The researcher defines work life balance as a time one only attends to urgent needs both from the school, family and life outside school. It means to attend to your work assignments, and also have time to handle urgent needs from your family and life out there. This mean that, a man needs to balance two things in his life, such as: "Work" and "Life". Without good work-life balance, one will not be able to get job life satisfaction or real-life happiness. Cinamon (2006) agreed that good work-life balance enables a worker to manage conflicts in his workplace and home.

Furthermore, work-life balance is a method, which helps employees of an organization to balance their personal and professional life. Work life balance encourages employees to divide their time on the basis of priorities and maintain a balance by devoting time to family, health, vacations, etc. along with making a career, business travel, etc. It is an important concept in the world of business as it helps to handled stress management, motivate employees, increases production and employees' loyalty towards the company (Felicity, 2013). Work-life balance means you do not always have to say 'yes' to demands at your place of work and the same applies to your personal life. This is not what work-life balance is all about. Rather, you should strive to strike a balance that integrates both sides of the coin. You can draw a clear peculiarity between urgent and not so urgent tasks. Felicity (2013) concludes that work-life balance is important in enhancing employees' performance at work and home. Workers, who have balanced his work and family life are always happy in their retirement life. Those, who are not, always live a regretted life. Work-life balance concept allows an employee to maintain a fines balance life in his work, and as well as his personal matters. By having a good balance of work life, a staff can have job satisfactory work-life, which is the aims of every worker at the end of his work-life. Good work-life helps to increase productivity at workplace as the employee is relaxed about his personal commitments. It also allows the employee to give quality time with family to spend vacations, leisure time, work on his/her health, professional life, etc. Hence, work-life balance is the life of every hard worker and organizational effectiveness. In this current business setting, any establishment, who is against work-life balance will not be able to retain key staff. Consequently, Richard et al. (2020) believe that good work-life increases workers motivation. Susi (2010) opines that work life balance gives job satisfaction to employees; hence, organization that regrets work management and family life balance would not be able to meet up current business challenges.

Work–life balance is a term commonly used to describe the balance that a working individual needs between time allocated for work and other aspects of life. Work-life balance practices are organizational changes designed to reduce work family conflict. These work-life balance practices enable employees to be effective in both work and personal roles. Also, the more control an employee has on their lives, the abler they are to balance work and family.

Teachers’ Work Management and Family Life Balance

Teachers’ work management and family life balance enlighten us that a teacher has two types of life to live (i) Work life and how to manage it. This is the daily assigned work for a teacher of which, he is a paid job. (ii) Family life and how to balance it. This includes his personal, family, religious, society, professional and aged mate and club membership. The teacher has to work and still be part his family members and life out there. The two are relationship with his daily assigned work which is teaching. The teacher needs to balanced them. When I say the teacher needs to balance them, does not mean to share equal time to each other. But to attend to emergencies; shift the one that is not urgent, and delegate the one that is not normal.

Teachers’ work management and family life balance are one of the ways to attain higher performance in education for improved service delivery in public senior secondary school in Rivers State. Improved service delivery is achieved through effective work management and family life balance. The teacher as a worker, should be able to manage his work, personal and family life to avoid imbalance or life dissatisfaction in the workplace.

Teachers’ work management and family life balance is the skill of a teacher to be able to handle his duties, such as; planning, organizing, staffing, directing, controlling scare resources (that utilize human, financial, and material) and teaching effectively to achieve goals and objectives of the education; and have time to attend to life outside school environment without stress and conflict. An imbalance teachers’ work life will not allow them to put in their best for the school work. On the teacher’s health, the organization will spend more money to recover the bad health of the teacher, this is a loose to educational sector. Subsequently, imbalance work management and family life are detrimental to the teacher and the organization. Work-Life balance is the act of balancing your work and life, but not with equal amount of time to each of them. This mean that the teacher should be able to counterbalance three things: (i) work, (ii) family life and life out there so that none of them will suffer. If not, one would not get job satisfaction and real-life happiness. Most conflict, quarrelling, fighting, hatred and family divorce, etc. in family are as the result of imbalance work-life (Lockwood, 2003).

Furthermore, work-life balance means managing work and other responsibilities outside school environment. Balance work-life is crucial to the teachers and the organizations for effective productivity. Balance work-life brings about workers’ satisfaction, hence, the teacher as a worker is able to attain his set targets both in school and family. When a worker is contented at his work environment, he will sacrifice his time for the organization to succeed. Work-life balance definition includes three important themes. These include the need for employees to achieve an acceptable balance between work and family lives, a need for employer to facilitate their employees by providing programs and provide flexibility to the employees. In work-life balance, the teacher is to manage conflicts between work and family demands to his and organizational wellbeing, since imbalance work-life has negative output

for effective functioning of organization (Raj, 2013). Tremblay (2004) is of the opinion that organization should do something in offering flexible work life in order to retain staff in long time service. Thus, organization that wants to be in business in this present day should include flexible work life balance to increase staff performance. If this is done, teachers would be happy and perform well to achieve organizational goals since they would be able to attend to their personal life, family life and social life.

Work life balance practices need to be nonstop and driven as organizational work cultures. Strong and supportive organizational culture increase employee intent to remain in the organization. One of the ways teachers' work management and family life balance can be achieved is for the organization to offer flexible work life, such as: professional training, seminars, annual leaves, study leaves with pay, sick leaves, casual, celebration, maternity, paternity, emergency and achievement leaves. If this is put in place, the organization and the teacher would be happy, hence, organizational work effectiveness and higher productivity, if this is done, the organization and the teacher would be happy, hence, improved service delivery which will result to organizational work effectiveness and higher productivity. As a teacher, he needs to balance his personal, work-life and life out: extended family, societal, religious, club and professional life. On the gender setting, looking at male and female counterpart, women pay more attention to the family than work, while men give their best to the work than family. Teachers' work management and family life balance have been the cry of every teacher in educational sector over the years. Educational leaders should offer flexible work life as one of motivational strategies for teachers' condition of service to reduce work overload. School administrators should also allow teachers to close at school closing hour, and avoid unnecessary delay in the school. This will create happiness, job satisfaction and healthy condition in their life, hence, improvement of service delivery.

In life, an individual derives satisfaction in life from work and family domains when they are able to have a balance life. Teachers' work management and family life balance have been the cry of every teacher in education sector over the years. Education leaders should offer flexible work life as one of motivational strategies for teachers' condition of service and call it a day in terms of work overload. School administrators should allow teachers to close at school closing hour, and avoid unnecessary delay in the school. This will create happiness, job satisfaction and healthy condition in their life, hence, improvement of service delivery.

Benefits of TWMFLB

Benefits of Work Management

Felicity (2013) highlighted benefits for improved work life balance for enhancing teachers' performance at work and home, such as:

- Improved business agility;
- Enhanced performance and results;

- Minimize redundancy;
- Reduce waste;
- Higher efficiency;
- Higher morale;
- Give job satisfaction;
- Create happiness at workplace;
- Build good team work;
- Higher productivity which leads to one's promotion

Benefits of Family Life Balance

- Reduces work family conflict
- Provide flexible work
- Have time for relaxation
- Provide healthy living
- Have time for your family, and life out there
- Reduces employee stress,
- Job satisfaction.
- Higher performance
- Increased employee motivation.
- The family is happy
- Reduces family conflicts
- Reduces bad behaviour

Challenges for Teachers' Work life Imbalance

The purpose one picked up a job is to have good perks, such as: bonus, incentives, benefits, good pay for overtime, and in to same vein to have time to attend to other life outside school environment. In addition, to meet up basic life needs. In the same manner, educational managers should not use it as a way to drain them without teachers' knowing as a result of overload work in the school. Teachers should be able to work timely and have time with their families. The children, wife and family member will be feeling his absence from home. Hence, a teacher under stress condition cannot be able to perform his roles in the family. The wife will be complaining but the husband would not look at her face while she is dying in silence. On this note, one will not blame the woman if she makes move to balance her life in looking for a man, who can perform her husband roles in her life. This is a major cause of marriage unfaithfulness and divorce in the family. Conclusively, teachers should be able to strike a balance on their work and family life balance. Here are some of teachers' challenges that cause imbalance work life, both in the school and at home:

- Working long hours at least 6 hours in a day;
- Unrealistic deadlines and unreasonable demands from managers/supervisors;
- Unmanageable workload;

- Bad work cultures and inexperienced leadership;
- Shortage of teachers during retirement without replacement;
- Lack of break time;
- Lack of vacation;
- Lack of support from coworkers;
- Health problems;
- Lower performance at work;
- Poor working environment;
- Inadequate resources and equipment;
- Inadequate trainings to perform the work;
- Poor relationship from subordinates;
- Unsupportive supervisor and subordinate;
- Lack of certificate for promotion;
- Bad principal leadership;
- Workplace harassment;
- Geographical and cultural influence at work;
- How to meet up organizational demands;
- Financial needs, and how to get more money;
- Overload (stress) that causes psychological health challenge;
- Fears of work security;
- Extended family challenges;
- Lack of vacation, etc.

Consequences of Work Life Imbalance

Stress

Stress is a feeling of emotional or physical tension. It can come from any event or thought that makes you feel frustrated, angry, or nervous. Stress is your body's reaction to a challenge or demand. In short bursts, stress can be positive, such as when it helps you avoid danger or meet a deadline. Stress can be defined as the degree to which you feel overwhelmed or unable to cope as a result of pressures that are unmanageable.

Problems caused by stress

Here the researcher identifies some problems caused by stress. Persistent stress has symptoms which are manifested both physiologically and psychologically such as but limited to:

- Cardiovascular disease. Can be difficulty in breathing;
- Sexual health problems. In ability to meet up sexual;
- A weaker immune system and frequent headaches,;
- Stiff muscles, or backache;
- Poor coping skills;

- Irritability;
- Restlessness;
- Insecurity;
- Exhaustion;
- Difficulty in concentrating;
- Binge eating;
- Smoking, and
- Alcohol consumption.

Service Delivery

Service delivery is defined as any contact with the public administration during which customers' citizens, residents or enterprises seek or provide data, handle their affairs or fulfil their duties. These services should be delivered in an effective, predictable, reliable and customer-friendly manner. The act of packaging your product to your customers: A service delivery framework is a set of principles, standards, policies and constraints to be used to guide the designs, development, deployment, operation and retirement of services delivered. Service delivery is also defined as any contact with the public administration during which customers' citizens, residents or enterprises seek or provide data, handle their affairs or fulfil their duties. In education, service delivery is the act of focusing and providing classroom environment, where teaching can be effective strategies, materials and resources used which are tailored towards students' benefits.

Improved Service Delivery

Improved service delivery is a procedure of conveyance, a service in an effective, better-quality, predictable, reliable and in a friendly manner. It is an improvement on the existing foundation of educational service delivery. Education as a service, needs to be improved upon in a better quality, timely resourcefully, and in an acceptable service delivery processes as compared to order establishment. Therefore, the current educational systems need improved service delivery as compared to various establishments. When this is done, education policies, goals and objectives can be achieved satisfactorily.

Strategies for Teachers' Work Management and Family Life Balance for Improved Service Delivery

Felicity (2013); Kirchmeyer and Cohen (1999) identified strategies for work management and family life balance for improvement for service delivery managers of education can apply, such as:

Set goals and be proactive: Set attainable goals and be fervent about it. Do not delay your day, and let it be meaningful. Pay attention to when you are most productive at work and do your best at these periods. Shaping your day will surely upsurge productivity at work, which can result in more free time to relax outside of work

Plan your work and be proactive): Make sure that you plan your work before starting, and be proactive in anything you do. Note this, “If you fail to plan, you have already plan to fail.

Flexible Work Hour/life: In achieving flexibility in work hour management, a solid agreement has to be reached by the educational managers and the teachers. He should be given opportunity to attend to his family and personal life, such as professional training, seminars, conferences etc. If this is put in place, the organization and the teacher would be happy, hence, organizational work effectiveness and higher productivity

Time Management: Time management in this study meaning the ability that enable one to manage his work, personal, family and social life given attention to only urgencies. Activities that are not urgent can be done leisure time This is the time a worker uses to manage resources (human and material) of the organization. As a teacher, one has to be skillful in managing his work, personal, family and other life out there to avoid imbalance life. Imbalance time management of work and family life is a grave yard for a worker, who cannot apportion time to his activities. Graham (2005) sees time management as one having control over time and work Life balance.

Check your health: In Prioritize your health, your overall physical, emotional and mental health should be your main concern. If you are sick, do not be afraid to apply for sick leave. You can delegate your work to your best friend. Your life is important. If one dies, the organization will not close because one died, hence, check your health life regularly. Overworking yourself prevents you from getting better, it causes stress and confused life. Prioritizing your health first and foremost will make you a better employee and person. It can be as simple as daily meditation or exercise.

Sport/game time: Free with the outside world sometimes allows us to recover from weekly stress. This gives us space for other thoughts and ideas to emerge, such as playing games, walking and dancing, etc.

Take vacation: Take holiday such as: study leaves with pay, sick leaves, casual, celebration, maternity, paternity, emergency and achievement leaves to stay healthier. One of the benefits of going for vacation is for one to be refreshed at the end of the holiday. Hence, one should be able to leave his workplace completely and go for his vacation. Some people have the habit of going to their office during leave time. This is too bad and should be avoided.

Create time for your family: As important as one’s job, he/she should be able to create quality time for himself and family. Hence, you should arrange your activities and hobbies that make you happy. One should firmly plan for personal time, so to have time to do other things outside of work. One must be aware that no matter how topsy-turvy your schedule might be, you finally have control of your time and life. One’s employment does not mean the person should neglect personal relationships, and life out there.

Set limits and work hours: Set borders for yourself and your age group, to avoid burnout. When you leave the office, avoid thinking about upcoming projects or answering company emails. Consider having a separate computer or phone for work, so you can shut it off when

you clock out. If that is not possible, use separate browsers, emails or filters for your work and personal platforms.

Take weekend Rest: Allotted time for leisure. Especially, weekend rest. Have time for yourself to sleep.

Avoid waste time and energy: Individual should carefully avoid wasteful activities, which demand large time and energy and in return not produce output for either the work life or the leisure life. Effective time management can aid the teacher to be less stressed.

Good team work: Good team work is necessary. Delegate some work or outsource time consuming work to other individuals.

Break time: Find time to relax and forget about family and school work. A lot of teachers do not see the need to have time out there.

Organized your work: Many workers do not give priority to work and end up doing a lot of work at the last minute. Improved planning can help staffs save unnecessary time delays, which can be utilized by employees for personal work.

Stop overload work: Try as much as you can to stop overload work both at home and work.

CONCLUSION

The nature of work in many organizations have changed in recent times due to industrial restructuring, technological advancements, economic recessions, high cost of living and intensified global competition in life. Education as an organization is not left out. Educational administrators should not overload their teachers and should sometime, allow them a flexible work-life, such as; annual, casual, education, sick leave etc. in other to strike a balance between their work and family life. This will greatly reduce stress on the part of the teacher, safe his life; and reduces organizational redundancy. Good work management and family life balance will enable the organization to operate in maximum productivity through improved service delivery. On the part of the teachers, they should try their best to complete their daily assignments in the school, and avoid carrying workload from school to home; or carry family workload to school. This will negatively affect school and family. The teacher should pay more attentions to urgencies both from his family and workplace as they carry out daily work. He should not try to share equal time to school work and family in order to have a balance work-life. Teachers in education should be able to manage his work to have a good family life balance because in future, he will be retired like their predecessors. Hence, the teacher should not overlook his health, family and life outside because of high motivational magnetism and forget they health and family life. Conclusively, good work management and family life balance is the driver for improved service delivery, and organizational effectiveness in public senior secondary schools in Rivers State.

Suggestions

- Teachers should strike a balance between work and family work life to avoid imbalance life and low productivity;
- Inculcate flexible work life in the national policy of education;
- Teachers should be trained in handling work management and family life balance in order to avoid stress and its negative effect (a killer disease) on staff and productivity;
- Teachers should not be overloaded in his workplace.
- Educational managers should inculcate a corporate cultural flexible work-life such as: maternity, paternity, casual, education, sick leave, etc., that inspires good work management and family life balance for improved service delivery; and
- Teacher should be enlightened on time management.

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