

EFFECT OF WORK-LIFE BALANCE ON EMPLOYEES' PERFORMANCE IN PARASTATALS UNDER THE FEDERAL MINISTRY OF COMMUNICATIONS, INNOVATION AND DIGITAL ECONOMY (FMCIDE), ABUJA, NIGERIA

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ABSTRACT

This research investigated the effect of work-life balance on employees' performance in Parastatals under the Federal Ministry of Communications, Innovation and Digital Economy, Abuja, Nigeria. The study employed descriptive research design. Both primary and secondary sources of data were utilized in the study. The primary data were sourced through a well-structured questionnaire which was complimented by secondary sources. A sample size of 404 was derived from a population of 2900 top, middle and lower level managers of five selected agencies under the Federal Ministry of Communications, Innovation and Digital Economy (FMoCIDE) in Abuja. The study used descriptive statistics such as frequency distribution to analyze the data. The data was analyzed and tabulated with the help of the Statistical Package for Social Sciences (SPSS Version 23). Regression and a multiple regression analysis to determine the relationship between work life balance and Employees' performance were conducted. Findings revealed a positive correlation between work-life balance and employee performance. The study equally established that there exists a positive correlation between employee performance and flexible work policies. Based on the strength of the findings, the study therefore recommended that it would be prudent for employers to enhance leave policies and flexible work policies provided it won't compromise their performance. Likewise, more welfare services such as a professional counselor, recreational facilities, and childcare services are encouraged to be made available for all employees to help in reducing the work related stress.

Keywords: Work-Life Balance, Employees' Performance, Leave, Flexible Work, Welfare and Family Responsibilities.

Introduction

An employee is a very vital asset in an organization and obviously the most important resource in the process of achieving organizational goals. However, the challenges in almost every organization is how to optimize employee's performance. Employee's performance is defined as "the level of success of employees in carrying out their duties or responsibilities" (Rachmaliya & Effendy, 2017). Employees' performance is key in determining the achievement of organizational goals, hence organizations must always find the means to motivate their employees in order to achieve, the much needed, optimal performance on the job. (Sung & Choi, 2018). Among the human resources management procedures available, enriching work-life balance stands out as one of the major performing Human Resource Management (HRM) tools that increasingly promotes the enhancement of employee's performance (Hyde et al, 2019).

As the work environment becomes more dynamic by the day, it is important for employers in both public and private sectors to ensure a better work-life balance to improve employees' performance. Globalization and technological advances have led to increased competition among organizations (Evans, et al 2022), thus prompting the search for newer ways of managing the intersection between employees' personal and work life. Work-life balance, as the name imply, is a bidirectional approach that aims to achieve a balance between an employee's personal life (i.e. family, leisure, health etc.) and his/her work life (official roles/ responsibilities, official engagements etc.).

Traditionally, human resource practitioners' approach to improving performances was evaluation of previous performance and allocation of reward in exchange for improved performance. However, this does not take into consideration the intrinsic interests of employees who do the work, hence it is no longer sufficient. In recent times, organizational policies are aimed at creating a conducive environment for motivating employees both through internal and external means in order to improve and increase performance. According to Thevanes and Mangaleswaran (2018), organizations are focusing on employing several high performing human relations measures and action plans to boost employee performance and work life balance is an important tool in this regard.

The impact of work-life balance on employee performance and on the general success of any organization cannot be overemphasized. According to Orogbu, et al (2018), the individual is an integral part of the family in particular and the society in general, therefore, work life balance is an important phenomenon and is of great concern to both private and public sector organizations. The ability of an employee to have a satisfactory fit between his job and other roles is a very crucial factor in determining his performance on the job. Work-life balance policies are key factors for the success of an organization that depends on its employees for the achievement of organizational goals. Kossek, et al (2017) define work life balance as "satisfaction and perceptions of success in meeting work and non-work role demands, low levels of conflict among roles and opportunity for inter-role enrichment." The concept in this context is not restricted to prioritizing work and personal life roles of employees but also includes how it affects employees' psychological, economic and mental wellbeing. Today, work-life balance has become more and more a prevalent concern to both employers and employees of most organizations.

Work life balance means different thing to different people. For instance, Clarke, Koch and Hill (2017) states that Work Life Balance is an "equilibrium or maintaining overall sense of harmony

in life”. Work Life Balance can also be described as “satisfaction and good functioning at work and at home, with a minimum of role conflict”. The focus on the domains of work and family is vital as family and work are regarded as the most important elements of everyone’s life, and any competing demands from work and family life cause conflicts and, negatively, affects the wellbeing of workers (Frone, 2019). Therefore, a good work-life balance and positive performance can be achieved when there is no role conflict, and when people are satisfied with their work and family roles.

As mentioned earlier, this approach goes beyond prioritizing the work role and one’s personal life. It also affects the social, psychological, economical and mental wellbeing of the individual as all of these factors are reflected in the output of the individual, which affects his or her performance in the work place on the long run. Work life balance has implication on employee attitudes, behaviour, wellbeing as well as organizational effectiveness (Eby, et al, 2015). Employees try their best to be retained in the organization by putting in more time at work which may be at detriment of their personal life. All these may affect the upbringing of children, lead to broken and unhappy homes and poor social life. One of the key elements for measuring work-life balance is the analysis of the time an individual spends at work (Noda & Ito, 2016). As such, employees may need to develop personal measures to boost their intellectual mental adapting practices that attract fulfilment and viable working practices both at work and at home. On the other hand, organisations also need to match their needs/goals with those of their employees’ personal goals. This guarantees that hierarchical information turns into a key resource for endurance and thusly assists with drawing in and hold educated and gifted representatives (Van-Standen & Du-Toit, 2011; Noda & Ito, 2016). However, inabilities of organisations to assist their skilled, talented and knowledgeable employees to overcome work-life imbalances could force them to exhibit poor performance and in turn induce them to quit for lucrative offers.

Work-life balance, no doubt, correlates with employees’ work performance, as evident in the work-family theory by Clark (2020). Worker performance is regarded as the productivity of a worker as a result of his or her development (Ahmed, 2016). Employee performance is a focal point of every organisation since it is directly linked with organisational performance and economic growth (Tenakwah, 2015; Afful- Broni, 2022). Simply put, every employee is an integral part of a family or society and as such, organisations need to assist them to effectively balance their life with work roles so as to bring the best out of them for the benefit of both parties (Akhtar & Azeem, 2017; Ganiyu, 2017; Haider et al., 2018).

Operating in a highly competitive and time demanding ministry, Federal Ministry of Communications and Digital Economy is one of such institutions that must strive to balance between its employee’s work-life in order to keep them motivated for optimal performance. Employees of the Federal Ministry of Communications Innovation and Digital Economy, especially in our area of study – the parastatals under the Ministry, like in many other sectors have to cope with managing their job schedule and personal as well as family life simultaneously (Osei, 2021). Similarly, the Ministry, also like any other institutions in the society, is expected to advance great professionalism, straightforwardness, responsibility and honesty in the public sector therefore, managing the work-life balance of employees is necessary for the organisation to deliver to expectations.

The above background depicts the relevance of managing work-life balance in organisation. Unfortunately, most studies carried out in the past on similar trend have focused on organisations in developed countries (Van-Standen, & Du-Toit, 2011; Noda, & Ito, 2016), paying little attention to developing countries such as Nigeria. In other words, research on the role of this concept (i.e. work-life balance) in optimizing employee's performance in organisations, though not completely absent, is still at its infancy stage. Hence the need for this study. Put differently, this study aims to examine the effects of policies and programmes designed to attain a balanced Work-Life for employees by the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE) on performance – with special interest on the selected agencies of the ministry within the period under study.

Statement of Problem

The need for every employee to balance the work life sphere and personal life sphere remains a hurdle in every sector. Despite trending technological developments like working from home, remote working and flexible working schedules (Dizaho et al., 2016). Employees in certain organizations including FMCIDE still struggle to balance work and personal life spheres. An employee faces various work- related problems. Stress is a common problem that bedevils most of the employees. Allen and Spector (2022) attributed this to the multiple roles and responsibilities that most employees have both at work and at home. When there is no balance between work responsibilities and home responsibilities, there is usually a conflict between the two, which when not handled properly could cause stress and even depression. Allen and Spector (2022) found that multiple roles among employees have an effect on the well-being both at work and home. This results in work family conflict due to negative spillover from family to work or vice versa (Agarwala, 2017) which manifest itself in form of stress, passive-aggressive behavior, and inability to concentrate at work (Dizaho et al., 2017).

Most public-sector employees in Sub-Saharan African countries (Nigeria inclusive) have been predominantly affected by lack of flexibility, long working hours, conflicting roles and high work pressures; a situation that decreases job performances (Ojo et al., 2014). In Nigeria for instance, the obviously declining quality of workers' wellbeing has continued to reduce employee's commitments and output. The Nigerian public work space is dotted with numerous social and economic challenges such as unfavorable macroeconomic indicators, corruption practices, and poor working conditions among others. These challenges threaten the personal life roles of employees while making their work roles more challenging and difficult (Gamor et al., 2024). Generally, across sectors worldwide, few studies exist on work-life balance (WLB) and employee performance (Malik, Saleem, & Ahmad, 2020; Fatima, & Sahibzada, 2022; Chimote, & Srivastava, 2023).

In Nigeria, for instance, Aryeetey et al. (2022) did an examination on exploring work-family life balance for female experts in Nigeria association; Gamor et al. (2024) passed out a similar study on work-family conflict amid hotel employees whereas Asiedu-Appiah, et al (2015) did a study on work-life priorities, job performance and turnover intentions. However, none of these studies considered, empirically, work-life balance and how it affects employee performance, using parastatals (agencies) under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE). It is against this backdrop that this study sought to close the gap and contribute to the existing body of knowledge by examining the effect of work life balance and employee performance with a focus on some of the indicators of the concept such as leave policies,

motivation policies, welfare policies and family responsibilities in parastatals under the Federal Ministry of Communications, Innovation and Digital Economy, Abuja, Nigeria.

Objectives of the Study

The main objective of this study is to analyze and revealed the effect of work-life balance on employees' performance of employees under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE). The specific objectives are:

1. to examine the effect of organizational leave policies on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE).
2. to ascertain the effect of welfare policies on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE).
3. to explore the effect of flexible work arrangement policies on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE)
4. to investigate the effect of family responsibilities on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE).

Research Questions

The study attempt to address and answer the following research questions:

1. To what extent does organizational leave policies effects on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE).
2. What is the effect of welfare policies on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE)?
3. To what extent does flexible work arrangement policies effects on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE)
4. What is the effect of family responsibilities on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE)?

Hypotheses of the Study

As a guide to the study, the following hypotheses are stated in null forms:

H0₁: Organizational leave policy has no significant effect on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE).

H0₂: Welfare policies has no significant effect on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE).

H03: Flexible work arrangement has no significant effect on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE)

H04: Family responsibilities has no significant effect on employees' performance in the selected parastatals under the Federal Ministry of Communications, Innovation and Digital Economy (FMCIDE).

Literature Review

Concept of Work-Life Balance

Work-life balance is a concept that emanated from work-life conflict. Work-Life Conflict is the inter-role conflict that results when one's roles as an employee are incompatible with one's other aspects of life such as spousal responsibility, parental responsibilities or even other religious and leisure activities (Greenhaus et al., 2003). The concept of Work-Life Conflict recognizes that most individuals have multiple roles. Work-life balance practices help minimize the amount of Work-Life conflict and also target the antecedents; some of which include massive job requests and job burdens. Work-life balance is concerned with people having a measure of control over when, where and how they work.

Thus, Kalliath and Brough (2018) defined work-life balance as the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual's current life priorities. Grzywacz and Carlson (2017) defined it as the accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role partners in the work and family domains. Furthermore, Voydanoff (2019) posits that work-life balance is the global assessment that works and family resources are sufficient to meet work and family demands such that participation is effective in both domains. To understand work-life balance, it is important to be aware of the different demands upon us and our personal methods- our time and our energy- that we can locate to address them. Research has indicated that those workers who have some form of control over their working environment tend to suffer less stress-related ill-health. Work-life balance is a concept that involves the prioritization between work (viz career and ambition) and life which is comprised of health, leisure, pleasure and family life.

Concept of Employees Performance

Performance is described as a characteristic of individual potential and ability and in a given situation (Theresa & Henry, 2016). Employee performance implies an increase in efficiency, effectiveness, or higher quality of the completion of a series of tasks assigned to an employee in an organization or company (Murty and Hudiwinarsih, 2016). Santis et al, (2018) defining employee performance is the ability of a person to carry out activities that contribute to the development of the technical core of the organization. Companies need to be aware of the capabilities of employees, able to manage it, and in turn, be able to align with the entire company's business strategy. Smith et al (2018) states that the goal of employees to show their best performance at work can reduce stress in the work environment. When employees are angry or disappointed, their performance at work will decrease. Patwary et al (2019) show that from the perspective of employee's performance is the course of behavior as a result. Generally, many tasks that employees perform in their daily work contribute to performance. Seng and Arumugam (2017)

said that there are two aspects of performance, namely the skills and abilities of employees to better their performance in carrying out their duties. The effectiveness of employee performance can improve services whose output will contribute to the process to ultimately provide maximum results.

Al-Jammal et al (2015) defined employee performance as the level of efforts and achievements exerted by employees. Therefore, employee performance can be defined in terms of quantifiable outcomes of work behaviour and in terms of behavioural dimensions (e.g., work related communication, decision-making, attention to detail) that are less quantifiable by employee.

Work-Life Balance and Employees' Performance

The outcome of good work-life balance is very viable by creating a culture of honesty and trust where staff can admit to home problems and get support (Maxwell and McDougall, 2017). Hall and Ritcher (2019) argued that the employee needs to have clear boundaries between the two domains and some degree of separation (too much overlap between work and home can cause employee burnout and dissatisfaction). Supportive work-family culture enhances the psychological resource base for employees by increasing a perception of self-approval and flexibility which can aid individuals develop positive affection towards work (Baral and Bhargava, 2020). It also leads to self-efficacy which is a person's belief about whether they can successfully perform a task (Jex and Gudanowski, 2018). This may suggest that when people are happier with their work role and family life, they will be more likely to help others and be more enjoyable to work with. It is possible for positive spillover to occur where an employee could utilize skills used in the workplace, such as setting agendas, collecting feedback, directing and counseling, with a few modifications, in the home (DeLong, 2019).

Empirical Review

Jill et al (2017) examined the factors that influence perceptions of work-life balance in owners of entrepreneurial firms. Data for this study were collected using surveys. Work Life Conflict findings was negatively related to perceptions of work-life balance. The sample was not randomly selected, and participants were surveyed at only one point in time. Notwithstanding these limitations, the findings have implications for advancing research and theory in the areas of family business, work-life issues, and communication. The study offers two important contributions to research in family firms. First, it focuses on family business firms as a unique type of family firm which has the potential to shed light on the differences between family firms. Second, results from this study provide a picture of the predictors of work-life balance for couples who are firm owners.

Meg and John (2017) explored the relationship between individual, organizational/work and environmental influences on expatriate Turnover Tendencies for executives are costly undertakings for multinational corporations, especially when they fail. Yet little research has been done on the causes of expatriate turnover. This 155-expatriate survey assesses individual, organizational/work and environmental influences on both internal and external turnover tendencies. It was found that job autonomy and material life satisfaction were key predictors for both internal and external turnover tendencies. Only for organizational turnover did job autonomy supersede material life satisfaction as the lead predictor of turnover tendencies. American expatriates attach much importance to maintaining living standards in postings to foreign locations.

Moynihan and Noel (2018) examined relationship between explaining turnover intention in state government and tests a model of turnover intention on a large sample of Texas state employees focusing on four issues. First, the findings support a life cycle stability hypothesis, which suggests that age, experience, and geographic preferences reduce turnover intention, an effect compounded by economic/familial constraints for primary wage earners and members of large households. Second, contrary to previous research, the results show that females are significantly less likely to state an intention to quit. This finding reflects changing patterns of labor force participation, as well as the particular advantages that the public sector offers female employees. Third, the results distinguish between the relative contributions of three overlapping concepts: organizational loyalty, voice, and empowerment. Organizational loyalty and empowerment reduce turnover intention, but voice is not a significant factor. Finally, the article provides a detailed test of different personnel policies, providing particular support for diversity policies.

Vishwa et al (2015) investigated Empirical analysis of work life balance policies and its impact on employee's job satisfaction and performance. The aim of the research was to analyze the relationship between work life balance policies and employee job satisfaction. Questionnaire was filled by 240 respondents who were used for the survey. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data using correlation. The findings of this study emphasized that each of the work life balance policies on its own is a predictor of job satisfaction.

Ojo (2022) investigated work life balance practices and policies manager and employee experience in Nigeria Banking Sector. The aim of the research is to explore the extent to which work life balance policies/ practices in organization in Nigeria. Questionnaire was used as the instrument and 600 respondents were used for the survey. Spearman's correlation analysis was used to analyze the data. The finding of the empirical study shows that there is need to enlighten employee about the various work life balance. Sakthivel, Kamalanabhanb and Selvarania (2021) investigated work life balance reflections on employee satisfaction. The aim of the research was to analyze the relationship between employee satisfaction and work/life balance. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. Questionnaire was filled by 210 respondents working in IT organization. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including multiple correlation and regression. Findings of the empirical test show that high correlation exists between work task and employee satisfaction with a mediator variable namely work-life balance. Lastly, Dizaho and Othman (2013) found that the antecedents of work life balance positively impact employee's loyalty, satisfaction and performance. Additionally, Dizaho et al., (2016; 2017) in a study on the impact of work life conflict on working mother's career's development in Malaysia, also found that the incongruence of work life and personal life is highly dominant among working mothers creating work life conflict that hinders and slow down women performance and slows down their career development.

There are limited researches on the use and availability of work-life balance practices and the implementation of these programmes in developing countries. There remains much to learn about Nigeria and how best to support their capacities to support employees' work-life balance, especially for arrangement of leave during a time of increased economic pressure it is this gap in knowledge that research seeks to fill.

Theoretical Framework

The theory that underpins this paper is the spillover theory by Staines (1980). This theory posits that work and life domains are inseparable from one another and a spillover can occur from one domain into the other. That is, work can spillover from work sphere to personal life, and likewise, personal life can spillover to work sphere. Therefore, negative and positive experiences and emotions easily spill over from one domain to another creating negative or positive consequences. More proponents of the spillover theory are Aldous, 2009; Piotrkowski, 2009; Staines 2010; and Crouter, 2014; Guest, 2022). The spillover theory is based on asymmetric permeable boundaries between the family and work. It is concerned with work-related factors and family related factors (Piotrkowski, 2009). According to Guest (2022), the spillover theory explains the conditions under which there is spillover between the family microsystem and the work micro system. The spillover may either be negative or positive. If the interactions between work and family are rigidly structured in space and time, then spillover in terms of energy, behaviour, and time are negative. Whenever there is flexibility such that an employee can integrate and overlap family and work responsibilities in space and time, a positive spillover is experienced, which is crucial in attaining healthy balanced life (Guest, 2022).

Guest (2022) opined that what determines the work- life- balance is in both work and home contexts. Contextual determinants include the culture of work, demands of home, the culture of home, and demands of work. On the other hand, Individual determinants work orientation or the extent to which home or work is an epicenter of life interest, coping energy, personality, and personal control, age, career stage, and gender. The nature of the balance between work and life may be both subjectively and objectively. The objective indicators include time of uncommitted or free time outside and hours of work. On the other hand, Subjective Indicators is the states of balance or imbalance. Guest also argued that balance may occur when an individual gives equal weights to both home and work or either of the two dominates by choice. Spillover happens when one sphere of life interferes with the other. This theory explains the condition under which there is conflict between work and life responsibilities as a result of spillover effect. It is, therefore, relevant to this study as it sheds lights on factors that cause work life imbalance.

Methodology

This study adopted a descriptive survey research design. The target population for this study consists of all employees of the five selected agencies under the Federal Ministry of Communications, Innovation and Digital Economy (FMoCIDE) in Abuja, Nigeria. According to data available in the Ministry Human Resources Department of each parastatal, the number of employees is put together as 2,900 staff (FMoCIDE HR, 2025). Therefore, our specific study area is made up of participants from top-level, middle-level, and low-level positions of each of the parastatals. The study aims to gather insights and perspectives from different hierarchical levels within the agencies. The table below provides the population spread of the selected agencies under FMoCIDE as at 2025.

Table 1: Population Spread of the Selected Agencies under FMoCIDE

S/N	Name of Agency	Population
1	Nigerian Communications Commission (NCC)	1005
2	Nigerian Communications Satellite (NIGCOMSAT)	320
3	National Information Technology Development Agency (NITDA)	945
4	Galaxy Backbone Ltd (GBB)	580
5	Nigeria Data Protection Bureau (NDPB)	50
	Total	2,900

Source: Human Resources Department (FMoCIDE, 2025).

The study used Taro Yamane's (1967) formula to determine the sample size of 391 for the study. Singh and Masuku (2014), averred that there is a need to increase such calculated sample size by 10% to account for those who cannot be contacted or no returned. Therefore, the new sample size was 431. Both primary and secondary sources of data were utilized in this study. The primary data collection was through the instrumentality of questionnaire administered to the respondents which was complimented with interview and focus group discussions while the secondary data was obtained from the findings of other researches, text books, published documents and literature related to the research. The data was analyzed and tabulated with the help of the Statistical Package for Social Sciences (SPSS) version 23. In addition, a regression analysis was employed to determine the relationship between the variables of the study.

The regression equation employed was as follows:

$$Y = \beta_0 + \beta_1LP + \beta_2FW + \beta_3WP + \beta_4XFR + \epsilon$$

Whereby;

Y = Employees' performance

B0 = Constant

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of determination

LP = Leave policies

FW = Flexible working arrangements

WP = Welfare policies

FR = Family Responsibilities

ϵ = Error term

Results and Discussion

To generate data for this study, four hundred and thirty-one (431) questionnaire were administered to the respondents, out of which 404 were properly filled and returned, representing a response rate of 94% while Twenty-seven (27) copies of the questionnaires were not returned as shown on table 2 below. This response rate is adequate for the study. Mugenda and Mugenda (2023) and Kothari (2020) argued that a response rate of 50% is adequate for a study. In support of this, Babbie (2014) also noted that return rates of 50% are acceptable to analyze and publish, 60% is good and 70% is very good.

Table 2: Response Rate of Questionnaire Distributed

Questionnaire Distributed	Frequency	Percent
Returned	404	94%
Unreturned	27	6%
Total	431	100%

Source: Field Work, 2025.

The researcher sought to find out the characteristics of the respondents who participated in the study. The biographic details and general information of the respondents in terms of sex, age, and marital status, Number of children, age of children, education level, Job position and duration worked in the ministry are presented in Table 3.

The frequency distribution of the respondent's background characteristics revealed the following demographics. The male respondents had the highest percentage rate of 54 % while their female counterparts were 42%. This indicates an appropriate balance between the two gender and of course compliance with the constitution of Nigeria which requires that no gender should be more than two-thirds in any public positions. The majority of the respondents were between the age of 31 and 50 years constituting 31%. 29% were between 41 and 50 years while 22% were between 31 and 40 years. 18% of the respondents were the youth aged 20 and 30 years while only 10% of the respondents were between the age of 51 and 60 years.

The majorities, 44% of the respondents were married and 22% were single while 17% were widowed and 17% divorced. 21% of the respondents had no children, the majority, 28% had only one child and 27% had between 2 and 3 children and 24% had between 4 and 6 children. 27% of the respondents had children between the age of 12 and 17 years, 24% 18 years and over, 23 % between the age of 6 and 11, while only 12% had children below 5 years of age. However, 14 % indicated that the question was not applicable in their case. The majority of the respondents have been working in the ministry since revolution started since 44% indicated that they have worked there for a duration between 4 and 6 years. 24% have worked for a duration of between 2 and 3 years, 15% between 1 and 2 years, while 17% have been working in the ministry barely one year. This implied that there has been low employee's turnover in the ministry.

On the highest level of education, 19% had attained a university master/PhD level, 38% undergraduate level, 20% secondary school level and the majority, 23% had attained a college level. The highest proportions of the respondents were the subordinate staffs who were 59%. The middle level respondents were 30% while the senior management level respondents were 11% respectively.

Table 4: Results for Leave Policy

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
My employer gives me leave to care and support my dependents	126	0	94	96	88	2.94	1.096
My institution observes the leave policy in employment agreement	0	0	0	210	194	4.42	0.499
Sick leave helps me to take care of my emotional health	0	0	42	196	166	4.32	0.513
Study leave allows me to take time- off for study to improve on my personal growth	52	209	143	0	0	2.14	0.405
My employer usually gives me additional leave to prolong my annual leave.	230	174	0	0	0	1.22	0.419
There is a paid maternity/paternity leave in this Organization	0	0	0	210	194	4.42	0.499
Annual leave helps me to reduce work related stress	64	64	62	134	80	3.98	0.869
Aggregate Scores						3.35	0.614

Source: Field Work, 2025.

Table 4 shows a mean score of 3.35 and the standard deviation of 0.614. The mean value is high, and the standard variation indicates a low variation in the employees' responses. The high mean score is an indication that respondents had varying responses concerning the application of leave policy in the ministry. 50% of the respondents strongly disagreed that the employer gave them leave to care and support their dependents while 18% were neither agreed nor disagreed. 12% strongly agreed, and 20% agreed. The results show that the ministry observes the leave policy in the employment agreement with 58% of the respondents strongly agreeing and 42% agreeing. The sick leave helps the employees of the ministry to take care of their emotional health with 64% strongly agreeing while 34% agreeing to this fact. The study leave seems not be effective in the ministry since the majority 84% disagreed that the study leave allows them to take time-off for study to improve their personal growth. The ministry lacks a flexible leave policy since all respondents disagreed that the ministry gives them additional leave to prolong their annual leave. However, all respondents were in agreement that there is a paid maternity/paternity leave. 90% of the respondents indicated that annual leave helps them to reduce work-related stress. However, only 8% disagreed and 2% neither agreed nor disagreed.

Significant percentage on the neutral column indicates the disparity among the employees when it comes to application of leave policy. For instance, 18% on leave to care and support dependents, may imply some employees are not aware of the leave policy or it is applied selectively. 16% on

study leave allowing improvement of personal growth may imply that not all employees access this leave or some are not aware of its existence.

From the result of the interview conducted, it was confirmed that out of the numbers of employees that applied for leave as identified from their responses were solely those who benefited through connection or bribery as the leave policy was confirmed to be grossly compromised to a very large extend. On the other hand, about 20 percent of the interviewee believed that the leave policy was quite fair and just to all and sundry. Mr. Ogbole Ashefo one of the senior officers in National Information Technology Development Agency (NITDA) contends that “the policy reflected the felt needs of the employees, hence the emphasis on it”. The pattern that emerges from these is that, in terms of number, the period of leave preferences is reflected on the approval granted to beneficiaries according to their applications

Table 5: Results for Flexible working arrangement

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
I can decide the start and finish times for specific tasks assigned	98	126	115	65	0	2.906	1.260
My duties and responsibilities are co-shared	0	145	114	145	0	3.000	0.961
I can work for long hours per week to get a day off	125	133	55	32	57	1.849	1.027
Sometimes I can work while at home through telecommunication/internet	126	145	0	13	120	2.509	1.489
The ministry employs some part-time employee who helps us with the backlog.	149	130	0	117	8	1.962	1.240
I believe the ministry offers motivational packages arrangements	0	158	134	0	112	2.981	1.168
I can pool my leave days to enable me adequate time to attend to personal and family matters	0	0	120	284	0	3.849	0.361
Aggregate Scores						2.722	1.072

Source: Field Work, 2025.

Table 5 above shows a slightly low mean score of 2.722 and a standard deviation of 1.072 meaning there is high variation in employees’ responses. This perhaps is an indication of the disparity between subordinate staff and those in management levels. The majority disagreed that they have the authority to decide the start and finish times for specific tasks assigned with 3.8% strongly disagreed and 56.6% disagreed. Only 15.1% agreed while 24.5% neither agreed nor agreed that they can decide the start and finish times for specific tasks assigned.

Forty-five percent (45.3%) agreed and 45.3% disagreed that their duties and responsibilities are co-shared. The results showed that only a few employees can work for long hours per week to get

a day off as 5.7% agreed and 1.7% strongly agreed that can be such motivational and flexible. On the other hand, 41.5% strongly disagreed and 45.3% disagreed that they can work for long hours per week to get a day off.

Key informant interviews and focus group discussions revealed that motivation-driven policy and principles to beneficiaries were strictly based on individual work performance and selection of benefited staff by management without prejudice to the concerned members of staff. A director interviewed in Nigerian Communications Satellite (NIGCOMSAT), Dr. Fola Olatunji opined that the procedure followed in the selection of beneficiary members also revealed a satisfactory level of transparency and complaisance with the agency's guidelines by the committee responsible. Physical verification of records such as minute of meetings, record books, bank records and procurement records attests to the fact that employee members are now gradually being empowered to take charge of their own destiny by putting in their best to achieve high performance and in return they enjoy more in terms of personal development leading to achieving organizational goals.

Table 6: Results for Welfare Policies

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Breastfeeding mothers enjoy flexible working arrangements to take care of their babies.	0	0	0	224	180	4.264	0.445
Childcare facilities are available for nursing mothers.	0	404	0	0	0	2.00	0.000
There is adequate provision of recreational facilities in the institution	0	404	0	0	0	2.00	0.000
Professional counseling services are available to employees.	0	404	0	0	0	2.00	0.000
Family leaves are given to attend to family issues	234	0	170	0	0	0.116	0.845
The ministry arranges for a fully or partly paid holiday from time to time.	225	103	76	0	0	0.106	0.771
Aggregate Scores						1.747	0.344

Source: Field Work, 2025.

Table 6 shows a low mean score of 1.747 and a standard deviation of 0.344 which indicate less variation in responses by the respondents. 73.6% agreed and 26.4 strongly agreed that breastfeeding mothers enjoy flexible working arrangements to take care of their babies. However, results show that the ministry does not provide childcare facilities for nursing mother as 100% of the respondents disagreed with the fact that Childcare facilities are available for nursing mothers. All respondents, 100% noted that there was no adequate provision of recreational facilities in the ministry and that there are no professional counselling services available for employees. 77.4% of

the respondents disagreed that they are given family leave to attend to family issues, while 22.6% neither agreed nor disagreed. In addition, 58.5% of the respondents disagreed, 24.5% agreed, and 17% neither agreed nor disagreed that the ministry arranges for a fully or partly paid holiday from time to time.

The interview with Mr. Okoye James a staff of Galaxy Backbone Ltd (GBB) and focus group discussion results collected indicated a positive impact for all indicators. Specifically, it was confirmed that staff were given medical allowances and other health benefits. Attending the health centers established within some of the agencies have increased by about 100% while attendance at ante-natal and post-natal clinic has also shown a sign of increased by 14% compared to past experiences. Not much impact was reported in terms of number of Nurses, CHEWs, Midwives and Attendants deployed to the centers. Number of children immunized according to Mrs. Judith Okafor, a senior welfare officer in Nigeria Data Protection Bureau (NDPB) has also improved considerably. Additionally, the positive perception of respondents for distance and time to work implies a significant reduction in the degree of stress suffered in the past since the ministry introduced a well organised staff transport system. The key informant interview with the head of human resources department at Galaxy Backbone Ltd (GBB), Mr. Faruna Enokoja Godwin further revealed that welfare policies has been improved significantly in different aspects, and this was due to the fact that the new policy of work-life balance is now implemented to boost employees' performance and achieve organizational goal.

The responses gathered from the focus group discussion with some staff of Galaxy Backbone Ltd (GBB) points to the positive impact of welfare policies through the establishment of the transport sector. This is evident from the reduction in the time spent in getting to office on time as testified by Mrs. Jane Ogbolafor one of the senior officers in the Nigerian Communications Commission (NCC). She further submitted that a better welfare will automatically imply faster movement and lesser cost of transportation by staff using the most common mode of transportation introduced by the agency. Key informant interview with some of the staff of Nigerian Communications Commission (NCC) such as Mr. Abdul Al-zakzaki, Mrs. Chioma Peterson and Mrs. Leslie Chibuzor also confirmed that: breastfeeding mothers enjoy flexible working arrangements to take care of their babies; childcare facilities are available for nursing mothers; there is adequate provision of recreational facilities in the agency; professional counseling services are available to employees; and the agency arranges for a fully or partly paid holiday from time to time for all staff working in them.

Table 7: Results for Family Responsibilities

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
I find it difficult to manage work and multiple family responsibilities	0	256	148	0	0	2.868	1.001
Multiple family responsibilities contribute to my absence from work	0	252	122	30	7.6	2.793	0.988
My performance was better when I had no parental role than currently when I have parental role.	0	319	30	30	25	2.962	1.143
Family responsibilities do not affect my job performance	258	11	122	13	0	2.321	1.673
Aggregate Scores						2.736	1.201

Source: Field Work, 2025.

Table 7 shows a high mean score of 2.736 and an aggregate standard deviation 1.201 meaning there was high variation in respondent's responses. The results showed that majority of the respondents can be able to manage their work despite their multiple family responsibilities. 56.6% disagreed, while 43.4% neither agreed nor disagreed that they find it difficult to manage work and multiple family responsibilities. However, a few respondents, 7.6% strongly agreed and 17% agreed that multiple family responsibilities contribute to their absence from work. The majority, 52.5% disagreed while 22.6% neither agreed nor disagreed that multiple family responsibilities contribute to their absence from work. 15.1% strongly agreed, 17% agreed that their performance was better when they had no parental role than currently when they have parental role, but 50.9% disagreed and 17 were neutral. 58.5% strongly agreed and 3.8% agreed that family responsibilities do not affect their job performance, 22.6% were neutral and 15.1% were in agreement.

Focus group discussion and key informant interview with Alhaji Mohammed Akillu, the Managing Director, Galaxy Backbone Ltd (GBB) and some of the staff revealed through their confirmation that it was difficult to manage official work and multiple family responsibilities; and that multiple family responsibilities contributes to employees' absence from work; it was equally confirmed that employees' performance was better when they had no parental role than currently when they have parental role; and lastly, some of the respondents confirmed that family responsibilities do not affect their job performance at work.

Table 8: Results for Employees' Performance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Motivation and Flexible work arrangements influence my productivity	0	154	0	132	118	3.060	1.202
My performance is affected by trying to balance work and family responsibilities	0	167	37	165	35	3.060	1.038
Leave policies have a positive impact on my performance	0	112	14	158	120	3.920	0.853
Welfare policies have a positive impact on my performance	0	0	124	166	114	3.860	0.572
Multiple family responsibilities affect my performance	16	144	124	102	18	2.780	1.075
There is a direct correlation between employees' performance and the work life balance initiatives in the ministry.	112	108	124	42	18	2.720	1.144
Aggregate Scores						3.233	0.981

Source: Field Work, 2025.

Table 8 shows a high aggregate mean score of 3.233 and a standard deviation of 0.981. The standard deviation shows there is less variation in respondent's responses. 32% of the respondents agreed and 14% strongly agreed that flexible work arrangements influence productivity, but 54% disagreed. 44% agreed and 4% strongly agreed that their performance is affected by trying to balance work and family responsibilities. On the other hand, 46% disagreed while 6% neither agreed nor disagreed that their performance is affected by trying to balance work and family responsibilities. The majority 64% agreed and 20% strongly agreed that leave policies have a positive impact on their performance, but 12% disagreed and 4% neither agreed nor disagreed. The respondents also believe that welfare policies have a positive influence on performance with 76% in agreement, and 24% being neutral. 44% agreed and 6% strongly agreed that multiple family responsibilities affect performance. On the other hand, 18% agreed, 8% strongly agreed, while 24% neither agreed nor disagreed that multiple family responsibilities affect performance.

From an in-depth interview with Mr. Dauda Kure, the head of Human Resources Department, Nigeria Data Protection Bureau (NDPB) when asked the question, he said that "my personal experienced is lack of balance of time to attend to official functions and family responsibilities which lead to divided attention thereby affecting my performance at work place especially when I received any sad news from home, but I know others in my office who have such opportunity". Similarly, Mallam Tanko Usman a staff of Galaxy Backbone Ltd (GBB) said, "I have no serious issues with lack of proper attention to official duties and family responsibilities, but I am aware of the negative impact it can have on my daily life and productivity." However, Mrs. Dorathy Timothy a staff of NCC said "I am unable to answer this question as I do not know what exactly

what to say since government thinks we're machine working for them without any leverage time to spend with our family. Take it or leave it, my performance is grossly affected by other unofficial responsibilities e.g. child care, domestic shores, family engagements such as burials and so on"

The results of the interview conducted concerning the negative attitude of leaders towards staff performance, most of the respondents interviewed who does not want their names mentioned testified that their leaders are known for their open corrupt tendencies and this character has eaten deep into the fabric of the organisation, which is antithetical to their vision, most of their policies and programmes are selfishly taken. This attitude grossly affects their performance and efforts in meeting organizational goals and objectives.

Descriptive Statistics Analysis

Analysis of SPSS Output Version 23

Table 9: Descriptive Statistics using SPSS Output Version 23

Variables	N	Minimum	Maximum	Mean	Std. Deviation
EP	404	1.00	5.00	3.7001	1.36511
LP	404	1.00	5.00	3.3655	1.32491
FW	404	1.00	5.00	3.3911	1.31802
WP	404	1.00	5.00	3.4741	1.31519
FR	404	1.00	5.00	3.6708	1.32237
Valid N (list wise)	404				

Source: SPSS Output Version 23, (2025).

Table 9 shows that EP has a minimum value of (1.00), a maximum value of (5.0), and a mean value of (3.7001) with a well-known deviation of (1.36511). Leave policy (LP) has a minimum of (1.00) and a maximum of (5.00), with a mean value of (3.3655) and a standard deviation of (1.32491), MP has a minimum to maximum value of (1.00) to (5.00), with a mean value of (3.3911) and a well-known deviation of (1.31802). The value of welfare policy (WP) ranges from (1.00) to (5.00), with a mean of (3.4741) and a value standard deviation of (1.31519). Family Responsibilities (RP) has a minimum value of (1.00) and a maximum fee of (5.00), a mean value of (3.6708) with a standard deviation value of (1.34211). It can be observed that EP has the best trend of deviation of 1.36511, which suggesting having the most contribution to the model, whilst other variables have lower trend deviations, indicates low contribution to the model.

Normality Test

The study starts by examining the normality of the variables (data) used for this research study (distribution of the data) in the econometric review. To avoid spurious results, and for results to be more reliable, data must be normally distributed. If data are normally distributed, we adopt the Parametric Method (Linear Regression) to test the formulated hypotheses. But however, if data are not normally distributed, we adopt the Non-Parametric Method (Ordinal Regression) to test the formulated hypotheses.

Decision Criteria

If the P-values under the Kolmogorov-Smirnov test of normality is greater than 0.05, we accept the null hypothesis; but if the P-values under the Kolmogorov-Smirnov test of normality is less than 0.05, we reject the null hypothesis.

H₀: Variables are normally distributed

H_a: Variables are not normally distributed

Table 10: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
LP	.289	404	.214	.851	188	.630
FW	.301	404	.214	.833	188	.630
WP	.140	404	.214	.938	188	.630
FR	.294	404	.214	.860	188	.630
EP	.184	404	.214	.898	188	.630

Source: Author's compilation (2025) using SPSS 23

The above table presents the results from the two well-known tests of normality, namely the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is more appropriate for small sample sizes (< 50 samples), but can also handle sample sizes as large as 2000. For this reason, we will use the Shapiro-Wilk test as our numerical means of assessing normality.

Therefore, we can see from the above table that all the series are normally distributed; this is because the p-values of all the series under the Shapiro-Wilk Test are greater than 0.05. Based on this, we adopt the Parametric Method of analysis (Linear Regression Analysis) to test the four formulated hypotheses.

Correlation Analysis

The data presented before on employees' performance, leave policies, Flexible Work Arrangements, welfare policies, and family responsibilities were computed into single variables per factor. Pearson's correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. The table below indicates the correlation matrix between the factors (motivation policies, family responsibilities, leave policies and welfare policies and Employees performance. As shown on table 11 below, there is a positive relationship between Employees performance and flexible work arrangements and welfare policies of magnitudes 0.498 and 0.593 respectively and a negative relationship between Employees' performance and Leave Policies and welfare policies of magnitude -0.008 and -0.049 respectively. The positive relationship indicates that there is a positive correlation between employee performance and flexible work arrangements and family responsibilities but a negative correlation between employees' performance and Leave policies and welfare policies. All the factors had a significant p-value ($p < 0.05$) at 95% confidence level. The significance values for relationship between employees' performance and Leave policies, flexible work arrangements, Welfare policies and family responsibilities were 0.956,

0.000, 0.737 and 0.000 respectively. This implies that flexible work arrangements policies and family responsibilities were the most significant factors, followed by welfare policies while leave policies was the least significant.

Table 11: Correlation Matrix

		LP	FW	WP	FR	EP
LP	Pearson Correlation	1	0.482**	0.427**	0.343**	0.447**
	Significance (2-tailed)		0.000	0.000	0.000	0.000
	N	404	404	404	404	404
FW	Pearson Correlation	0.482**	1	0.820**	0.850**	0.839**
	Significance (2-tailed)	0.000		0.000	0.000	0.000
	N	404	404	404	404	404
WP	Pearson Correlation	0.427**	0.820**	1	0.728**	0.790**
	Significance (2-tailed)	0.000	0.000		0.000	0.000
	N	404	404	404	404	404
FR	Pearson Correlation	0.343**	0.850**	0.728**	1	0.760**
	Significance (2-tailed)	0.000	0.000	0.000		0.000
	N	404	404	404	404	404
EP	Pearson Correlation	0.447**	0.839**	0.790**	0.760**	1
	Significance (2-tailed)	0.000	0.000	0.000	0.000	
	N	404	404	404	404	404

**, Correlation is significant at the 0.05 level (2-tailed).

Note: EP= Employees' Performance; LP = Leave Policies; FW = Flexible working arrangements; WP= Welfare policies; and FR= Family responsibilities.

Source: Author's Compilation of Correlation Matrix, 2025.

Table 11 depicts the correlation analysis of the study variables. The Pearson Correlation coefficient is a means to quantify the relationship. The correlation coefficients range between -1 and 1; a "0" indicates that there is no association between the variables, but -1 or 1 indicates that there is a perfect negative or positive correlation. Table 11 shows a positive significant relationship between the dependent variable and the independent variables.

Regression Analysis

In addition, the researcher performed a multiple regression analysis to test the effect of (independent) variables on the employee performance. The statistical package for social sciences (SPSS Version 25) was used to code, enter and compute the measurements of the multiple regressions for the study.

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the proportion of variation in the dependent variable (employees' performance) that is explained by all the four independent variables (Leave Policies; Motivation policies; Welfare policies; and Family responsibilities).

Test of Research Hypotheses

Model Summary

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.781	.611	.576	2.29812	.611	17.634	4	45	.000

Source: Field Work, 2025.

The four independent variables that were studied, explain only 57.6% of the Employees' performance as represented by the R^2 . This, therefore, implies that other factors not studied in this research contribute 42.4% of the employee's performance. Thus, further research should be conducted to investigate the other factors (42.4%) that affect employee's performance in Parastatals under the Federal Ministry of Communications, Innovation and Digital Economy, FCT, Abuja.

ANOVA Results

Table 13: Analysis of variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	372.519	4	93.130	17.634	.000
	Residual	237.661	45	5.281		
	Total	610.180	49			

Source: Field Work, 2025

The significance value is 0.000 which is less than 0.05 thus the model is statistically significance in predicting how leave policies, motivation policies, welfare policies and family responsibilities affect the employees' performance in Parastatals under the Federal Ministry of Communications, Innovation and Digital Economy, FCT, Abuja. The F critical at 5% level of significance and 95% confidence is 2.31. Since F calculated is greater than the F critical (value = 17.634), this shows that the overall model was significant.

Table 14: Coefficient of Determination

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.462	8.136		.917	.364
	Leave Policies	-.237	.172	-.143	-1.377	.175
	Flexible work arrangements	.417	.079	.541	5.285	.000
	Welfare Policies	-.044	.214	-.021	-.208	.836
	Family Responsibilities	1.269	.210	.572	6.043	.000

Source: Author's Compilation, 2025.

The Multiple regression analysis was conducted to determine the relationship between employees' performance and the four variables (Leave policies, flexible work arrangement, welfare policies and family responsibilities). As per the SPSS generated in table 14 above, the equation

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \text{ become:}$$

$$Y = 7.462 - 0.237 X_1 + 0.417X_2 - 0.044 X_3 + 1.269X_4 + \varepsilon$$

Based on the regression equation established, when all factors (Leave policies, motivation policies, welfare policies and family responsibilities) are held constant at zero, employees' performance would be 7.462. The data findings analyzed also indicates that when all other independent variables are held at zero, a unit increase in Leave Policies will lead to a - 0.237 decrease in employees' performance; a unit increase in Flexible Work will lead to a 0.417 increase in employees' performance, a unit increase in Welfare Policies will lead to a - 0.044 decrease in employees' performance and a unit increase in Family Responsibilities will lead to a 1.269 increase in employees' performance. This infers that family responsibilities contribute most to the employees' performance followed by Motivation policies. At 5% level of significance and 95% level of confidence, leave policies had a 0.175 level of significance, Motivation policies showed a 0.000 level of significance, Welfare Policies showed a 0.836 level of significance and Family Responsibilities showed a 0.000 level of significance; thus, the most significant factors are motivation policies and family responsibilities.

Discussion of Findings

In this study, after data collection, presentation and analysis, the study established that the majority (86%) of the employees of Parastatals under the Federal Ministry of Communications, Innovation and Digital Economy, Abuja, Nigeria were aware of the written leave policies in the institutions. Some felt that the leave policies were adequate while other felt they were not adequate. It was also established that the ministry observes the leave policy in the employment agreement since 58% strongly agreed and 42% agreed on this. The sick leave was found to be instrumental in helping the employees to take care of their emotional health. The study leave was found to be ineffective in the ministry with the majority disagreeing that it helps to improve their personal growth. The annual leave was found to be effective in reducing work-related stress.

The study also found that only 30% of respondents are able to reasonably balance their work and life responsibilities as they indicated their work does not prevent them from attending to their families. However, majority of respondent (39%) said they are not able to balance their work and life responsibilities as they indicated that their jobs prevent them from attending to their families. All the respondents indicated that they feel motivated to render more services after returning from leave. This is agreement with Kamau, Mukaya and Wagoki (2023) who found that employees' performance improves after leaves. Moreover, leave policy was found to help the respondents to take care of their personal life. However, correlation analysis indicated that there exists a negative relationship between Employees' performance and Leave Policies. This is an indication that an institution cannot focus on leave policies alone to enhance employees' performance. This finding contradicts previous findings by Obiageli, Uzochukwu, and Ngozi (2015) and Kamau, Mukaya and Wagoki (2023) who found that there was a strong correlation between leave policies and service delivery by the employees.

The study revealed that some employees enjoyed more motivation packages and/or policies arrangements than others. The majorities have no authority to decide the start and finish times for

specific tasks assigned with 3.8% strongly disagreed, and 56.6% disagreed. It was only 15.1% who indicated they could determine their working schedule. However, 45.5% of the respondents have their duties and responsibilities co-shared. The results show that only a few employees can work for long hours per week to get a day off as 5.7% agreed, and 1.7% strongly agreed that can be such flexible the rest cannot work long to take a day off in compensation. This implies that there are disparities between subordinate staff and those in management levels and along gender as far as motivational packages arrangements are concerned. This is because breastfeeding women were found to be favoured regarding work flexibility and senior management could sometimes work remotely through phones while the majority could not. However, some employees enjoy flexibility in the form of co-sharing duties and responsibilities.

The study equally established that there exists a positive correlation between employee performance and flexible work arrangements. This contradicts Bloom and Van-Reenen (2016) findings that FWAs are not directly related to organizational performance, but is in agreement with a longitudinal study by Menezes and Kelliher (2021) that found that there exists a positive correlation between FWAs and individual employee performance. Therefore, based on this study, once flexible working arrangements are improved, employees' performance would increase.

The study shows that the ministry has not put in place many welfare services for the employees. This may confirm Okereke and Daniel (2020) finding in their study at Patani Local Government Council, Delta State, Nigeria on staff welfare and productivity which indicated that despite the awareness of the welfare policies, it is largely neglected in the Local Government Council. In this study, it was established that welfare initiatives that are known to be instrumental in balancing work life were missing.

The study furthermore revealed that there exists a negative correlation between employees' performance and welfare policies. This contradicts Lagat, (2024) study that found that employee welfare has a positive influence on employee performance. However, the findings may justify Armstrong (2006) arguments that welfare policies may not add to staff productivity, but it can help to avoid a decrease. This is because as Kamau, Mukaya and Wagoki (2023) noted, the presence of employees' welfare policies enables employees to handle their issues without necessarily affecting their productivity in the organization.

The study found that most of the respondents had family responsibilities. However, most of them, 56.6% indicated that they had no problem managing work and multiple family responsibilities. However, some respondents, 24.5%, indicated that multiple family responsibilities contribute to their absence from work. This is in line with a study on Canadian private sector employees by Higgins, Duxbury, and Lee, (2020) that showed that the conflict between family and work responsibilities lower the perceived quality not only in work life but also in family life, which, in turn, has a negative effect on organizational outcomes such as performance, turnover, and absenteeism. 32.1% of the respondents indicated that their performance was better when they had no parental role than currently when they have a parental role.

It was also found that there is a positive correlation between employee performance and family responsibilities. This is in line with the findings of an experimental study by Butler and Skattebo (2014) that found that the experience of family-work conflict caused by more family roles had an effect on performance, especially on men. This study, however, had indicated that there was no effect on performance ratings of female workers. Patel, et al (2016) had also found that there is a

positive relationship between work-life conflict caused by numerous family responsibilities and employees' performance.

Conclusion

The findings of this study established that the country government has not put in place some of the important motivation packages and welfare services such as professional counseling services, childcare services, as well as adequate recreational facilities which are crucial in balancing work life. It was found that there is a negative correlation between welfare policies and employees' performance. Therefore, this study concludes that good welfare policies are crucial in any organization, but it does not influence employees' performance. The lack of it, however, may lead to a decrease in employees' performance. The study also established that there is a positive correlation between employee performance and family responsibilities. Family responsibilities had the highest statistical significance among the four independent factors. Therefore, the study concludes that employees with family responsibilities tend to perform better at work compared to those with less family responsibilities. This is perhaps because the stress of losing the job is more than the stress of balancing work and life responsibilities.

Recommendations

Based on the strength of the findings, the study put up the following recommendations:

First, the leave policies were found to be negatively correlated to employees' performance. While live policies do not improve performance, their absence affects the performance negatively. Therefore, it would be prudent for any employer (especially, Parastatals under the Federal Ministry of Communications, Innovation and Digital Economy, FCT, Abuja) to enhance the leave policies to ensure that all employees are covered; that is, regardless of the position of the employees.

The flexible work arrangements policies are positively correlated with performance, but there was a wide gap between the employees in the senior level of management and the subordinates. Therefore, it is recommended more motivation packages such as flexible work arrangements be made available to all employees provided it won't compromise on the performance.

Welfare policies were found to be negatively correlated to performance. Therefore, this study concluded that good welfare policies are crucial in any organization, and lack of it may lead to a decrease in employees' performance. As such, it is recommended that more welfare services that such as a professional counselor, recreational facilities, and childcare services be made available for all employees. This would help significantly in reducing the work-related stress which may prevent reduction of employees' performance.

Lastly, family responsibilities were found to be positively correlated to performance. Therefore, the management of the Federal Ministry of Communications, Innovation and Digital Economy, FCT, Abuja and Nigeria government should consider establishing family holiday where employees and their dependents would be shown a sort of appreciation. This would not only help the employees to reduce work-related stress but would also be motivated to perform better at work.

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