

Work-life-balance and employee performance in the Nigeria correctional service, Akwa Ibom State

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ABSTRACT

This study examines the relationship between work-life-balance and employee performance in the Nigeria Correctional Service, Akwa Ibom State. Two hypotheses were formulated in line with the research objectives. The descriptive survey research design was adopted for the study and a sample size of eighty eight (88) respondents were drawn from a population of one hundred and thirteen (113) using Taro Yamani's formula for sample size determination. The major instrument for data collection was a structured questionnaire administered to the respondents and the data collected were analyzed using simple percentage and Ordinal Logistic Regression Analysis. The results of the findings revealed that, there was a significant positive relationship between variables of Work-life Balance (leave policy, (β_1) = 0.624, family responsibility (β_4) = 1.830 and organizational performance 0.620 in the Nigeria Correctional Service Akwa Ibom State. Based on the findings of the analyses, all the proxies of Work-life Balance had significant positive relationship with Employee performance. Consequently, it is recommended that leave policy should be made available to employees for effective and efficient work delivery. Also, as a way of motivating and appreciating the employees, holidays and vacations where employees and their families would be shown some sort of appreciation should be made available. Besides, work should be designed in such a way that will reduce and cushion the effect of stress on the employees for effective delivery.

Keywords: Work-life-balance, Leave policy, Family responsibility and Employee performance

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INTRODUCTION

Work-life balance is increasingly becoming a focal point in discussions about employee well-being and organizational success. As the line between work and personal life continues to blur, the ability to maintain a healthy balance is crucial for both employees and employers. A strong work-life balance can lead to happier, more engaged employees, which in turn can enhance overall organizational performance. Companies that prioritize work-life balance are more likely to experience increased productivity, lower turnover rates, and improved employee morale. Understanding and addressing work-life balance is essential not just for the well-being of employees but also for the sustained success and competitiveness of the organization. Work-life balance refers to the equilibrium

that individuals strive to maintain between their work commitments and personal life, including family, leisure, and health. As the boundaries between work and personal life become increasingly blurred due to technological advancements and changing work practices, organizations are recognizing the importance of promoting a healthy work-life balance for their employees. The common Work life balance policies that were developed by HR Managers are leave policies, Flexible working arrangements, welfare policies and family responsibilities but this study would only rely on leave policy and family responsibility. Leave policies entails various types of leaves for the employees. A leave refers to a number of days or hours employees of an organization are allowed to be out of their duties without

consequences. The employees who are on leave are paid full salary but are required to give reasons for the leave (Obiageli, Uzochukwu, and Ngozi, 2015). The time off duties during the leave helps them to release themselves from work stress creating a balance between their family and work activities. There are various types of leaves that can be included in leave policies. They include; annual leave, which is a formal paid leave an employee, is entitled to for the purpose of recreation after a period of qualifying services (Obiageli, Uzochukwu, & Ngozi, 2015). Parental leave, which is an official permission an employee with child caregiving responsibilities is entitled to in the course of employment; Care's leave, an official permission for someone who have a sick or injured immediate members of the family; and paid family and medical leave, which is given to an employee to attend to personal health or dependent care challenges (Gomez et al., 2010). Other leaves are study leaves and sick leave.

Family responsibilities refer to the duties and obligations individuals have towards their family members, including caring for children, supporting a spouse or partner, and looking after elderly or dependent relatives. These responsibilities can vary widely depending on cultural, social, and personal factors, but they often involve tasks such as childcare, household management, financial support, and emotional care. Balancing family responsibilities with work commitments is a key component of achieving work-life balance. Organizations that acknowledge and support employees' family responsibilities can foster a more inclusive and supportive work environment, which can lead to higher job satisfaction, improved employee loyalty, and better overall organizational performance.

Employee performance simply refers to how well an employee carries out their job responsibilities and contributes to the goals of an organization. Employee performance in an organization is very important as it is a key determinant in achieving organizational goals and objectives and it is measured by factors such as productivity, efficiency, quality of work, teamwork, adherence to deadlines and overall impact on the company. For this reason, organizations explore various ways of motivating their workforce. Every policy in an organization should be geared towards improving employee's performance thereby improving the overall performance of the organization. This is because for an organization to remain at the top of competitors, it should improve the performance of the workforce and monitor it; failure to which, an organization become liable to face several challenges which hinder organizational performance (Obiageli et al., 2015).

The relationship that exists between work life balance and employee performance has been studied by different authors. A survey of 732 companies conducted in Germany, France, USA, and the UK revealed that the principles of work life balance were associated with employee performance. However, the study also showed

a conflict between work life practices and high performance within the companies (Clark *et al.*, 2000). Longe (2019) argued that the perceived care and value attached to employees create a casual chain of processes from the intended Human Resource Practices to actual practice which triggers employee's performance. Work-life practices as espoused by many organizations rest on attracting better applicants and reducing work-life conflicts among existing employees in order to enhance organizational performance. However, the impact of these processes is moderated by a lot of factors. Therefore, this study was conducted to ascertain the influence of work-life on employee performance.

Statement of problems

Despite the growing recognition of the importance of work-life balance, many organizations struggle to implement effective strategies that support employees in managing their work and personal lives. The inadequate leave policies, and family responsibility for employees are contributing factors to work imbalance. This imbalance not only affects employees' well-being and job satisfaction but also hinders organizational performance, as stressed and overworked employees are less likely to perform at their best. Therefore, there is a need to explore and implement comprehensive work-life balance initiatives that can enhance employee well-being and performance. Employees must identify the barriers preventing them from achieving a healthy work-life balance and performance for organizations to develop policies and practices that address these challenges. By doing so, a more supportive work environment that promotes productivity, employee satisfaction, and overall organizational success would be created.

Objective of the study

The general objective is to establish the relationship between work-life-balance and Employee performance in the Nigeria Correctional Service, Akwa Ibom State (using leave policy and family responsibilities as proxies)

Research questions

- i) To establish the relationship between leave policy and Employee performance in the Nigeria Correctional Service, Akwa Ibom State
- ii) What is the relationship between family responsibilities and Employee performance in the Nigeria Correctional Service, Akwa Ibom State

Hypotheses of the study

Ho₁: To establish the relationship between leave policy and Employee performance in the Nigeria Correctional Service, Akwa Ibom State.

Ho₂: There is no significant relationship between family responsibilities and Employee performance in the Nigeria Correctional Service, Akwa Ibom State

Literature review

The concept of work life balance

The word 'work-life balance' was first introduced in the UK. During the women's liberation movement in 1986. Greenhaus *et al.*, (2003) define work-life as satisfaction one derives at work and good functioning at home with minimum conflicts. It is a complex challenging task to achieve balance in our day-to-day life that is why the organization must take good care of its employees so that they do not face work-life conflicts. The concept work life balance is commonly used in a comprehensive way to describe policies that were previously known as family friendly, though they have been extended beyond the scope of the family (Obiageli *et al.*, 2015). Different researchers have defined the term work-life balance differently using diverse dimensions (Poulose, 2014). Initially, the concept of work-life balance was conceived to refer to the conflict between family and work. According to Greenhaus *et al.* (2003), work life balance is the absence of work-family conflict or the intensity or rate of recurrence with which family interferes with work and work interferes with family. According to Greenhaus *et al.*, (2003), work-life balance is the degree to which an individual's satisfaction and effectiveness in the roles of work and family domain are well matched with the individual's life priorities.

On their part, Grzywacz, and Marks, (2000) defined work-life balance as "accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains." The employees dedicate more hours to their work as a result of business competition and uncertainty in the economy. As a result, other important issues like parenting suffer and there is an increased rate of burn-out of employees especially in large organizations (Littig, 2008). However, many organizations are gradually coming to terms with the issues of work life balance and its effects on staffs' performance as well as the challenge of attracting and retaining the best employees. Therefore, there is a need for HR managers to develop policies that solve the work life conflict; hence, motivating the employees. Life is a balancing act, and in American society, it is safe to say that almost everyone is seeking work life balance. But what exactly is work/life balance? We have all heard the term, and many of us complain that we don't have enough of it in our lives. Among men and women alike, the frustrating search for work life balance is a frequent topic of conversation, usually translated into not enough time and/or support to do, to handle, to manage our work commitments or personal responsibilities. "Juggling competing demands is tiring if not stressful and

brings lower productivity, sickness, and absenteeism, so work life balance is an issue for all employees and all organizations.

The origin of work-life balance practices spans from work-life conflict experienced by an employee. Work-Life Conflict is the inter-role conflict that results when roles of employees are incompatible with one other especially in areas such as being a spouse, parent or religious and leisure activities (Grzywacz and Marks 2000). The concept of Work-Life Conflict postulated by 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.

Longe (2019) 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 Marks, (2000) 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, Batt (2003) 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" and "Life" have been rather loosely defined in literature where work is paid employment and life is everything outside of the formal employment but is usually used to connote the realm of family or home life (Beauregard and Henry, 2009.).

According to Guest, the term Work-Life Balance is in itself a contradiction (Guest 2016). Given the fluid nature of needs and responsibilities and their changing nature at different life stages, the division of activity will neither be easy to measure nor equal, and therefore notions of negotiation, cooperation and compromise, reciprocity and complementarity might be better terms than balance (Beauregard and Henry, 2009). According to the concept of work-life balance, there seems to be an assumption that the scale of balance is tilting more towards the work sphere (that work predominates) and hence the need for a balance with life. A person can perfectly experience 'work-family balance', even though work 'weighs more' than family, and in a consistent way in the course of a whole lifetime. Each person experiences balance in a different way (Poulose, 2014). Also, one can have work-life conflict and yet still have work-life balance depending on how Work-Life Balance is defined (Poulose, 2014). The feeling of whether there is a balance or not is perceived by the individual.

It may not be there in objective terms, if one is to consider the number of hours one is working or the involvement/preoccupation with work even when one is at home. Still, the individual may experience a work-life balance. Thus, it becomes that particular individual's perception or experience of a balance.

Component of work-life balance

Leave policy

Obiageli et al. (2015) defined Leave as a number of days or hour staff of an entity are allowed to be away from their duties within a period without consequences. Some of the leave policies in most organizations include study leave, Paid Family, Carer's leave, medical leave, sick leave, Parental Leave, and annual leave. A study conducted by Obiageli et al. (2015) about "Work Life Balance and Organizational Performance in Selected Commercial Banks in Lagos State" revealed that there exist a strong correlation between leave policy and service delivery by the employees. 19.45% of the respondents strongly agreed, 40.21% agreed that service delivery improves after leave grants. This indicates that there is a general agreement that Organizational performance can relate to company's leave policy.

Family responsibilities

There is a change in demographics over the years in that. Currently, more women are seeking formal employment than before; there is more dual -earners, single parents, and elder care by employees (Dex, & Scheibl, 1999). An employee who have parental roles and other caring roles to play such as caring for the elderly has multiple family responsibilities, which in turn makes it difficult to manage work and family responsibilities. This may cause either positive or negative spillover since the two domains have flexible and permeable boundaries (Moon & Roh, 2010). In support of this Bruck, Allen, and Spector, (2002) opined that multiple roles performed by employees have an effect on the well-being both at work and at home. This may result in a work family conflict which causes negative spillover from work to family and vice versa (Ekanem *et al.*, 2023). To counter this, organizations have to come up with a mechanism for reconciling the two domains. According to Kim (2014) organizations achieve this by establishing policies such as crèches, employee counseling, recreational facilities, or family leave to employees.

Concept of organizational performance

Employee performance has been the most important consideration for every organization, be it profit or non-profit organization. It has been very important for managers to know which factors influence an employee's performance in order for them to take full advantage and

appropriate steps to initiate them. Researchers have different opinions of employees' performance (Muema et al., 2018). According to Campbell (1990), performance itself is what an employee does or does not do, including actions such as productivity, job knowledge, and engagement in work related environments. Butler and Skattebo (2004) defined employee performance as the record of outcomes produced on a specified job function or activity during a specified time period. The ability of the organization to achieve its goals and objectives on how efficient and how effective the employees are (Kim, 2014).) This definition provides the justification for organizations to be guided by objective performance criteria when evaluating employees' work-based performance. This is also helpful in evaluating the achievement of the organizational goals as well as when developing strategic plans for the organizations' future performance (Ittner and Larcker, 2012). Although many studies have found that different companies in different countries tend to emphasize on different objectives, literature suggests productivity and efficiency to be the most common measures of employee performance. Conversely, researchers have argued that no one definition is inherently superior to another and the definition that a researcher adopts should be based on the disciplinary framework adopted for the study (Cameron & Whetten, 2013).

The concept of performance lends itself to an almost infinite variety of definitions, many of which relate to specific contexts or functional perspectives. Knežević et al. (2023) gave a general definition and well-crafted definition of performance, sharing the concept of two primary components, efficiency and effectiveness. Efficiency refers to performance in terms of inputs and outputs so that the resulting higher volume for a given amount of inputs, means greater efficiency. Effectiveness refers to the performance by the degree to which planned outcomes are achieved (for example: objective to avoid interruptions of supply over a period of time can be regarded as an efficient outcome).

Many previous definitions of performance tended to focus on the size of efficiency, showing financial results as a primary measure of performance. Subsequently, this concept's definitions have evolved, especially with the emergence of the Balanced Scorecard (Kaplan, & Norton 2015) which includes not only the financial perspective, but also the internal perspective, customer perspective and innovation and learning perspective. Performance can be expressed through a balanced set of parameters describing the results and processes to achieve these results.

Relationship between work-life balance and employee performance

Researchers argued that, an organization's performance directly depends on the individuals it employs (Kaplan, &

Norton, 2015). As an organization's competitive advantage is typically based on strong human resources, it is crucial for organizations to improve employee performance to enrich the overall organizational performance. Hence, organizations seriously focus on enhancing positive work-related attitudes (eg: job satisfaction, organizational commitment) and work-related behaviors (eg: OCB, work engagement) to unleash the job performance of employees (Kaplan, & Norton 2015). In this context, several researchers argued that, it is possible to enhance the positive work-related attitudes and behaviors among employees through the work-life balance promoting HRM practices such as telecommuting, job sharing, flextime (Knežević et al., 2023).

Leave policy and Employee Performance

The relationship between leave policies and employee performance is a crucial aspect of effective human resource management. Leave policies refer to the rules and provisions that organizations have in place to allow employees to take time off from work. These policies can include various types of leave, such as vacation leave, sick leave, parental leave, and personal leave. The design and implementation of these policies can have a significant impact on both employee well-being and organizational performance. In a study of the "Work life-balance Practices on Organizational Performance at Eco Bank Kenya," Barneth & Hyde (2021) investigated Employee performance after going for leave. The study showed that 72.3% of the respondents strongly agreed, while 23.4% agreed that they felt motivated after going for leave. This is an indication that leave policies positively influence Organizational performance since a motivated employee is a productive worker.

Family responsibility and organizational performance

The relationship between family responsibilities and employee performance is a critical area of focus in the modern workplace. Family responsibilities encompass a range of duties that employees may have towards their family members, including caring for children, supporting a spouse or partner, and assisting elderly or dependent relatives. These responsibilities can have a profound impact on employees' work lives, influencing their job satisfaction, stress levels, productivity, and overall well-being. Organizations that recognize the importance of supporting employees in managing their family responsibilities often see positive outcomes in terms of organizational performance (Ekanem *et al.*, 2023). When employees feel supported by their employers in balancing work and family life, they are more likely to be engaged, motivated, and committed to their work. This support can come in various forms, such as flexible work schedules, remote work options, family leave policies, and access to childcare services. Support for family responsibilities has

been shown to reduce stress and burnout among employees, leading to lower absenteeism and turnover rates. Employees who can effectively manage their family duties are less likely to experience conflicts between work and personal life, resulting in a healthier work-life balance. This not only enhances their individual performance but also contributes to a positive workplace culture where employees feel valued and respected. Moreover, organizations that prioritize family-friendly policies and practices can enhance their reputation as employers of choice, attracting top talent and retaining valuable employees. In a competitive job market, such policies can serve as a differentiating factor that enhances the organization's appeal to potential hires. A supportive environment also fosters loyalty and a sense of belonging among employees, further strengthening organizational performance. The relationship between family responsibilities and organizational performance is a vital consideration for companies aiming to foster a supportive, productive, and engaged workforce. By acknowledging and accommodating employees' family responsibilities, organizations can create a work environment that not only promotes employee well-being but also drives overall success and competitiveness.

Theoretical review

Work-family border theory

This theory is devoted only to work and family domains. The outcome of interest in this theory is the work-family balance, which refers to "contentment and good operation at work and home, with a depth of role clash" (Kim, 2014). Central to this theory is the idea that "work" and "family" constitute different domains or spheres which influence each other. Given their opposite purposes and cultures, work and home can be likened to two different countries where are differences in language or word use, differences in what constitutes acceptable behaviour, and differences in how to achieve tasks. For the working theory of this study, we will situate this research on the work-family border theory.

Border theory in comparison to boundary theory is a relatively newer theory that improves our understanding of the relationship between work and family in modern societies (Lerutla, and Steyn, 2022). Similar to boundary theory, border theory considers work and family as two different spheres; however, it emphasizes the understanding of the influence each sphere has on the other (Lerutla, and Steyn, 2022). This theory focuses on identifying the factors that create work and family conflict, and tries to find ways to manage these two spheres and the border between them, in order to reach a balance between work related roles and family related roles. Based on explicit study of these two fundamental theories, Lerutla, and Steyn, (2022) explains that individuals can select different boundary management strategies on a

continuum ranging from segmentation to integration. In other words, individuals may select one of the divisional strategies: keeping distance between work and family life and treat work and family roles as different roles that playing one role requires leaving another role; or integrating work and family domains, and try to manage a balance between these two spheres.

Empirical review

A number of studies have been carried at that is related to work life balance. Typically, Ransome (2017) 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.

Gomez et al., (2010) investigated the influence of work life balance and job satisfaction on organization commitment of health care employee. This was aimed at exploring the influence of work life balance and job satisfaction has on organization commitment among healthcare employee. Questionnaire was distributed to 275 respondents in the healthcare sector. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including correlation and reliabilities. The finding of the empirical test shows that employee in the health care sector have a moderate level of perceived work life balance, job satisfaction and commitment. There is a positive relationship between work life balance, job satisfaction and organization commitment.

Poulose, (2014) investigated the concept of work-life balance policies and practices in three sectors of the Nigerian Economy namely the Banking, Educational and Power Sector. The types of Work Life Balance initiatives available in the three sectors were explored and the barriers to implementation of the Work Life Balance initiatives were identified. Quantitative method was used to investigate the work-life balance practices in three sectors of the Nigerian Economy. This was achieved using an in-depth case study analysis of these sectors. The data set comprised of responses from both managers and employees in the Banking sector with five hundred and eighty six copies of the questionnaire retrieved. The Educational sector comprised of both managers and employees with five hundred and thirty one copies of the questionnaire retrieved; while five hundred and seven copies retrieved from the Power Sector. The findings reveal that there is diversity in terms of how respondents perceive the concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) was used to analyze

the quantitative data including Anuva. There is a wide gap between corporate Work Life Balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies in the studied sectors.

METHODOLOGY

This study adopted the survey research design to explain the influence of work-life-balance on employee performance. The population of this study was 113 full-time staff in Nigeria Correctional Service, Akwa Ibom State. A sample of 88 workers was selected using Taro Yamani formula, (1973).

$$\text{Formula} \quad n = N/1+N (e)^2$$

N	=	population
n	=	sample size
e	=	error term

Stratified sampling technique was adopted for the study for copies of questionnaire to be proportionally allotted to different cadre of employees in the study organization. The primary data-gathering instrument developed and used by the researcher was the structured, closed-ended questionnaire. The questionnaire items were scored based on the 5-point Likert scale of 1 to 5, thus; 1 represents Strongly Disagree (SD), 2-Disagree (D), 3-Neutral (N), 4-Agree (A), and 5- Strongly Agree (SA). The hypotheses were tested using Ordinal Logistic regression.

RESULTS

The data analyses would not only form the basis for answering the various research questions, but would also enable the acceptance or rejection of the hypotheses of the study.

Data presentation

The total copies of questionnaire that were accurately filled and returned were 88 out of the 77 that were allocated and distributed (Table 1). This constitutes 88% of the total copies of questionnaire and was found relevant for use. Despite efforts by the researcher to ensure adequate and correct completion of the questionnaire by self-administering, 19 copies of questionnaire were returned incompletely filled, hence were discarded. The responses were then analyzed using the Statistical Package for Social Sciences (SPSS).

Analysis of research questions and responses

The analyses in this section are done as per the research

Table 1. Copies of Questionnaire Administered and the Response Rate.

S/N		questionnaire distributed	questionnaire retrieved useable	Percentage (%)
1.	Eket Custodial Centre	24	21	27
2.	Ikot Abasi Centre	15	12	16
3.	Ikot Ekpene Centre	22	21	27
4.	Uyo Centre	27	23	30
Total		88	77	88

Source: Compiled from questionnaire response, (2025).

Table 2. Leave policy and employee performance in the Nigeria correctional service, Akwa Ibom State?

Leave policy	Strongly Agree Freq and (%)	Agree Freq and (%)	Undecided (%)	Disagree Freq and (%)	Strongly disagree (%)	Total (n) (%)
My employer gives me leave to care and support my dependent	23 (29)	32 (42)	5 (6)	8 (10)	9 (12)	77 (100)
My institution observes the leave policy in employment agreement	24 (31)	26 (34)	4 (5)	8 (10)	15 (19)	77 (100)
Sick leave helps me to take care of my emotional health	23 (29)	32 (42)	5 (6)	8 (10)	9 (12)	77 (100)
Study leave allows me to take time- off for study to improve on my personal growth	22 (29)	33 (43)	2 (3)	14 (18)	6 (7)	77 (100)

Source: Field Survey, 2025

Table 3. Family responsibilities and employee performance in the Nigeria Correctional Service, Akwa Ibom State.

Family responsibilities	Strongly Agree Freq and (%)	Agree Freq and (%)	Undecided (%)	Disagree Freq and (%)	Strongly disagree (%)	Total (n) (%)
I find it difficult to manage work and multiple family responsibilities	23 (29)	32 (42)	5 (6)	8 (10)	9 (12)	77 (100)
Multiple family responsibilities contributes to my absence from work	22 (29)	33 (43)	2 (3)	14 (18)	6 (7)	77 (100)
My performance was better when I had no parental role than currently when I have parental role.	23 (29)	30 (38)	5 (6)	10 (10)	9 (12)	77 (100)
Family responsibilities does not affect my job performance	24 (31)	26 (34)	4 (5)	8 (10)	15 (19)	77 (100)

Source: Field Survey, 2025

questions and hypotheses formulated for this study. They analysis is to ascertain the highest positive response rate to the questions on the questionnaire.

Research questions: What is the relationship between leave policy and employee performance in the Nigeria Correctional Service, Akwa Ibom State?

For the question on how my employer gives me leave to care and support my dependent in the Nigeria correctional Service (Table 2) shows that 55 respondents, representing 79% agreed, While 6% of respondents were undecided, 17 respondents representing 22% disagreed respectively. For the question on whether my institution observes the leave policy in employment agreement, 50 respondents representing 65% agreed that the institution had room for good consultation and guidance among its staff. While 5% were undecided on whether this practically took place at the institution, 23 respondents representing 30% disagreed. Responding to the question on sick leave helps me to take care of my emotional health, 55 respondents representing 79.% agreed While 5% were undecided, 17 respondents representing 22% disagreed that sick leave helps me to take care of my emotional health. Responding to the question on Study leave allows me to take time- off for study to improve on my personal growth, 55

respondents representing 79% of respondents agreed that sick leave helps me to take care of my emotional health. While 2% respondents were undecided, 20 respondents representing 25% of respondents disagreed that sick leave helps me to take care of my emotional health. This implied that most respondents who were made up of the Nigeria Police Force acknowledged that leave police enhances organizational performance.

Research questions: On what is the relationship between family responsibilities and employee performance in the Nigeria Correctional Service, Akwa Ibom State?

For the question on whether they find it difficult to manage work and multiple family responsibilities, 55 respondents (71%) agreed that they find it difficult to manage work and multiple family responsibilities. While 6% were uncertain, 17 respondents (22%) disagreed the company did (Table 3). Multiple family responsibilities contributes to my absence from work, 55 respondents (71%) agreed that putting in extra time in the job lowered their job morale. While 3% were uncertain, 20 respondents (26%) strongly disagreed it did (Table 3). For the question on my performance was better when I had no parental role than currently when they have parental role, 53 respondents (69%) agreed that their performance was better when they

Table 4. Relationship between leave policy and employee performance in the Nigeria Correctional Service, Akwa Ibom State

Parameter Estimates						
	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval Lower Bound Upper Bound
Threshold[leave policy = 1.00]	2.624	.443	35.140	1.000	1.756	3.491
[leave policy = 2.00]	3.972	.486	66.878	1.000	3.020	4.924
[leave policy = 3.00]	4.428	.503	77.472	1.000	3.442	5.414
[leave policy = 4.00]	6.061	.564	115.331	1.000	4.954	7.167
Location employee performance	0.592	.134	107.219	1.000	1.128	1.655

Link function: Logit.

Table 5. Relationship between family responsibilities and employee performance in the Nigeria Correctional Service, Akwa Ibom State.

Parameter Estimates						
	Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval Lower Bound Upper Bound
Threshold[fam.Res. = 1.00]	1.830	.342	21.320	1.000	.909	2.251
[fam.Res = 2.00]	2.979	.388	59.002	1.000	2.219	3.739
[fam.Res = 3.00]	3.458	.407	72.125	1.000	2.660	4.256
[fam.Res = 4.00]	5.109	.469	118.658	1.000	4.190	6.028
Location Employee performance	1.637	.107	112.528	1.000	.927	1.347

Link function: Logit.

had no parental role than currently when I have parental role. While 6% were uncertain, 19 respondents (22%) disagreed when respondents were further asked on family responsibilities does not affect my job performance 50 respondents (65%) agreed that certain family responsibilities does not affect my job performance. While 5% of the respondents were uncertain about this, 23 respondents (30%) disagreed.

Test of Hypotheses

The hypotheses were tested using the Ordinal Logistic Regression. The hypotheses were tested at 0.05 level of significance. The null hypotheses will be rejected if the probability value (p-value) is less than 0.05 ($p < 0.05$).

H₀₁: There is no significant relationship between leave policy and employee performance in the Nigeria Correctional Service, Akwa Ibom State.

From the analysis, the coefficient for the first hypothesis (β_1) = 0.2.624, suggesting a strong positive predictor between leave policy and employee performance (Table 4). The result was statistically significant $\exp(\beta_1) = (0.592; n = 77; p = 0.000)$. Based on this, it is assumed that leave policy influence organizational performance since the p-value is less than 0.05 ($p = 0.001 < 0.05$). Leave policy was a significant positive predictor of employee performance. For every one unit increase in leave policy there is a predictive increase of 0.592 in the log odds of being at a higher level of employee performance.

H₀₂: There is no significant relationship between family

responsibilities and employee performance in the Nigeria Correctional Service, Akwa Ibom State.

From the analysis, the coefficient (R) for the fourth hypothesis (β_4) = 1.830, suggesting a strong correlation between welfare policies and employee performance. The coefficient $\exp(\beta_4)$ (value of 1.637) shows that for every one unit increase in welfare policies there is a predictive increase of 1.637 in the log odds of being at a higher level of employee performance (Table 5). Since the p-value is less than 0.05 ($p = 0.000 < 0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant relationship between welfare policies and employee performance.

DISCUSSION

From the analysis, the coefficient for the first hypothesis (β_1) = 0.2.624, suggesting a strong positive predictor between leave policy and employee performance. The result was statistically significant ($\beta_1 = 0.592; n = 77; p = 0.000$). Based on this, it is assumed that leave policy influence employee performance since the p-value is less than 0.05 ($p = 0.001 < 0.05$). Leave policy was a significant positive predictor of employee performance. For every one unit increase in leave policy there is a predictive increase of .592 in the log odds of being at a higher level employee performance.

From the analysis, the coefficient (R) for the second hypothesis (β_4) = 1.830, suggesting a strong correlation between family responsibility and employee performance. The coefficient (value of 1.637) shows that for every one

unit increase in welfare policies there is a predictive increase of 1.637 in the log odds of being at a higher level of employee performance. Since the p-value is less than 0.05 ($p=0.000<0.05$), the null hypothesis is rejected and the alternative hypothesis is accepted. Therefore, there is a significant relationship between welfare policies and employee performance. A study conducted on Canadian private sector employees by Higgins, Duxbury, and Lee, (2000) showed that the conflict between family and work responsibilities lower the perceived quality not only in work life but also in family life. This, in turn, has a negative effect on organizational outcomes such as performance, turnover and absenteeism. The outcome of this study imply a positive impact of family responsibilities on employees' performance. Butler & Skattebo (2004) showed that the experience of family-work conflict caused by more family roles had no effect on performance ratings given to female workers. However, men with such work-family conflicts were found to perform poorly. Family-Work Conflict, Job Performance, and Family/Work Variables." The findings of this study contradicted the one carried out by Butler & Skattebo (2004). It showed that there is a positive relationship between work life conflict caused by numerous family responsibilities and employees' performance.

Conclusion

This study investigated the relationship between work-life balance dimensions and employee performance in the Nigeria Correctional Service, Akwa Ibom State. The Questionnaire was used as the main instrument for data collection. Two work-life balance dimensions namely; leave policy and family responsibilities were considered and discussed as they relate to employee performance. Two null hypotheses were formulated and tested using the Ordinal Logistic Regression analysis. All the hypotheses were tested at 0.05 level of significance. The result of the two hypotheses tested were as follows: The first null hypothesis stated that there is no significant relationship between leave policy and employee performance in the Nigeria Correctional Service, Akwa Ibom State. The result of correlation analysis showed a correlation coefficient of (β_1) = 0.2.624 between leave policy and employee performance $\beta_1 = (0.592; n= 77; p= 0.000)$. This indicates a strong correlation. Thus, the alternative hypothesis that there is a significant relationship between leave policy and employee performance in the Nigeria Correctional Service, Akwa Ibom State was accepted and the null hypothesis was rejected. The second null hypothesis stated that there is a significant relationship between family responsibilities and employee performance in the Nigeria Correctional Service, Akwa Ibom State. The result of the correlation analysis showed a correlation coefficient of (β_4) = 1.830. This result gave an indication of a significant positive relationship between family responsibilities and employee performance in the organization. The result's coefficient

implies a strong correlation between the variables. Thus, the alternative hypothesis that there is a significant relationship between family responsibilities and employee performance in the Nigeria Correctional Service, Akwa Ibom State was accepted and the null hypothesis was rejected.

Recommendations

The recommendations are presented in relation to the findings of the study and may be generalized to the National government and private sectors.

- i) The leave policies were found to be positive correlated to employees' performance and their absence affects the performance negatively. Therefore, it would be prudent for any employer to enhance the leave policies to ensure that all employees are covered; that is, regardless of the position of the employees for instance, maternity leave, sick leave, parental leave etc.
- ii) Family responsibilities were found to be positively correlated to performance. Therefore, the county 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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