British Journal of Management and Marketing Studies
ISSN: 2689-5072
Volume 8, Issue 1, 2025 (pp. 185-202)
www.abjournals.org

WORK-LIFE BALANCE STRATEGIES AND EMPLOYEE PERFORMANCE IN NIGERIA'S POST-COVID-19 ERA

Edet Okon[1], Charles Effiong[2], and Morgan Morgan[3]

[1]The University of Salford, Salford Business School, Manchester, United Kingdom.
Email: oedet401@gmail.com

[2]Business Management, University of Calabar.
Email: charles.effiong@unical.edu.ng

[3]Business Management, University of Calabar.
Email: m-morgan24@yahoo.com

Cite this article:

Okon, E., Effiong, C., Morgan, M. (2025), Work-life Balance Strategies and Employee Performance in Nigeria's Post-COVID-19 Era. British Journal of Management and Marketing Studies 8(1), 185-202. DOI: 10.52589/BJMMS-REIF4QNX

Manuscript History

Received: 29 Jan 2025

Accepted: 18 Mar 2025

Published: 28 Mar 2025

ABSTRACT: *The purpose of this study was to determine the effects of strategies such as flexible working hours, remote working, technology upgrades and innovativeness, and training on work-life balance (WLB) on employee performance. This research employed a quantitative methodology. The survey instrument (questionnaire) was used to assess 310 employees across twenty service sector organisations in South-South and South–West Nigeria. Confirmatory factor analysis (CFA) was used to measure instrument construct validity, whereas structural equation modelling (SEM) was used to estimate the relationship between WLB strategies and employee performance. The results revealed that flexible working hours, remote working, technology upgrades, innovativeness, and training on WLB have a significant positive effect on employee WLB and performance. Based on this study, firm managers should employ diverse WLB strategies to increase employee WLB and performance and address post-COVID-19 economic challenges. Organisations should prioritise technology upgrades, innovation, and WLB training when implementing flexible working hours to increase productivity.*

KEYWORDS: Remote work, Flexible working, Technology innovation, Employee performance, Work–life balance (WLB), Post-COVID-19 era.

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

British Journal of Management and Marketing Studies
ISSN: 2689-5072
Volume 8, Issue 1, 2025 (pp. 185-202)

INTRODUCTION

Work-life balance (WLB) has become a pressing global concern, particularly considering the evolving workplace dynamics accelerated by technological advancements and the COVID-19 pandemic. Globally, organisations grapple with maintaining productivity while ensuring employee well-being amid challenges such as economic instability, technological overreach, and shifting workforce expectations (Lestari et al., 2024). Technological progress once heralded as a means of simplifying work, has paradoxically led to extended working hours, amplified work intensity, and blurred boundaries between professional and personal lives (Mezaluna et al., 2024). The pandemic exacerbated these issues, forcing organisations to adopt strategies such as remote work, flexible schedules, and digital tools to sustain operations. While these adaptations provide flexibility, they also create unique challenges, such as increased stress, digital fatigue, and difficulty in balancing personal and professional commitments (Putri & Sugiarto, 2024).

The situation is further complicated on the African continent by systemic issues such as high unemployment rates, economic uncertainties, and underdeveloped technological infrastructures (Marecki, 2024). Many employees face additional pressures from cultural expectations, a lack of robust labour policies, and inadequate organisational support to promote WLB. These factors contribute to work environments where achieving a healthy balance between work and life remains elusive for many (Ihwughwavwe & Shewakramani, 2024). Post-COVID-19, African organisations increasingly recognised the need for innovative WLB strategies to increase employee productivity and retain talent in a competitive global market (Rachmawati et al., 2024).

In Nigeria, the post-pandemic era has brought these challenges into sharp focus. The service sector, a critical component of the Nigerian economy, has experienced significant disruptions due to the pandemic. Employers have embraced measures such as remote work and flexible schedules, but the implementation of these strategies often lacks structure and sustainability (Mohamad et al., 2024). Employees, on the other hand, struggle with inadequate training in WLB, limited technological resources, and cultural norms that prioritize work over personal life (Opatrná & Procházka, 2023). These challenges accentuate the urgent need to investigate effective WLB strategies tailored to the Nigerian context, particularly those adopting flexible working hours, remote work, technological upgrades, and employee training to achieve WLB and increase employee performance.

The significance of examining WLB strategies lies in their potential to increase employee WLB and transform employee performance. Flexible working hours and remote work arrangements have the potential to empower employees by granting them greater control over their schedules, reducing commuting stress, and enabling better alignment of work with personal obligations (Uzochukwu et al., 2023). Technological upgrades and innovations can facilitate seamless communication and task management, but their success depends heavily on employees' ability to utilize these tools effectively (Agunda et al., 2024). Therefore, training programmes that equip employees with the necessary skills to navigate these technologies are vital for achieving a sustainable work-life balance (Ofili & Obiunu, 2023).

Despite extensive research on WLB globally, there is a notable gap in the literature regarding its application in Nigeria's service sector, particularly in the post-COVID-19 context. Most existing studies focus on developed economies, where organizational structures and

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

socioeconomic conditions differ significantly from those in Nigeria (Rony et al., 2023; Solihu et al., 2023; Badaruddin et al., 2024). Furthermore, while studies highlight the benefits of WLB in improving employee performance (Aisyah et al., 2023; Hulu & Baene, 2024), there is limited empirical evidence exploring how specific strategies such as the integration of technological innovations and training programs can address the unique challenges faced by Nigerian employees. This study aimed to fill this gap by examining the impact of WLB strategies on employee performance within Nigeria's service sector in the post-COVID-19 era. Specifically, the study sought the following:

[1] To assess the impact of a flexible working hours strategy on employee performance;

[2] To examine the influence of remote work strategies on employee performance;

[3] To investigate the effects of technological upgrades and innovativeness strategies on employee performance; and

[4] To determine the effect of training on WLB on employee performance.

REVIEWS OF LITERATURE

Concept of Work-Life Balance (WLB)

Work-life balance (WLB) examines how employees control work behaviours and manage challenges in integrating work and personal life (Sahay et al., 2024). WLB represents the equilibrium between the time and energy individuals devote to their professional responsibilities and personal life activities. It is a state where employees effectively manage work demands alongside personal and family obligations (Saputra et al., 2024). WLB shows how employees allocate time between work tasks and family (Singh et al., 2024). Imbalances in WLB can cause reduced efficiency, productivity, and happiness; strained family relationships; and heightened job stress (Uzochukwu et al., 2023). Achieving WLB requires individual action, organizational support, and cultural shifts, fostering flexible work arrangements and emphasizing well-being (Soelistya, 2024).

Strategies for Effective WLB in the Post-COVID-19 Era

The post-COVID-19 period shifted organizational approaches to WLB, promoting flexible work, remote options, technological upgrades, and innovative solutions (Uzochukwu et al., 2023). Effective WLB strategies are vital for employee well-being and sustained productivity (Aisyah et al., 2023).

Flexible Working Strategy

Flexible working (FWk) is a work arrangement that allows employees to adjust their work schedules, workloads, or processes to better balance personal and professional responsibilities (Sylvia et al., 2024). FWk enables variations in work hours, days, and workloads, accommodating employees' personal lives and enhancing balance. This strategy is designed to create a harmonious work–life balance (WLB) by accommodating individual needs and preferences (Wicaksono et al., 2024). It includes strategies such as part-time schedules or alternating weeks between work and home (Ochieng & Kamau, 2021). FWk reduces stress,

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

improves productivity, and lowers hiring costs (Agunda et al., 2024). Examples include working fewer hours daily, alternating workdays, or modifying workloads (Opatrná & Procházka, 2023). Research shows FWk's significant impact on performance and productivity. Ochieng and Kamau's (2021) study revealed higher productivity among employees with flexible schedules. Ihwughwavwe and Shewakramani (2024) highlighted FWk's role in enhancing job satisfaction, quality of life, and motivation in Pakistan's telecommunications sector. Similarly, Sylvia et al. (2024) reported that FWk increases psychological empowerment and performance. Overall, FWk enhances productivity, satisfaction, and motivation while fostering WLB (Lestari et al., 2024).

Remote Working Strategy

Remote working (RWk) allows employees to perform responsibilities outside traditional offices, leveraging technology to balance professional and personal lives (Sree, 2024). During the pandemic, RWk became essential for maintaining productivity while minimizing transmission risk. It enables work collaboration and flexible scheduling (Hossain et al. 2024). However, employee personality plays a role, with extroverts preferring office work and introverts favouring home-based work (Hulu & Baene, 2024).

Empirical studies highlight RWk's impact on performance. Prasad and Satyaprasad (2023) noted RWk's contribution to organizational productivity and individual performance, facilitating WLB. Prasetyaningtyas et al. (2021) confirmed RWk's positive effect on WLB and performance in Jakarta's baking industry. However, Sree (2020) noted that RWk might increase stress due to prolonged home presence. Studies have also revealed RWk's benefits, including job satisfaction and improved WLB (Prasad & Satyaprasad, 2023). While some research highlights its advantages, others emphasize challenges such as reduced direct communication (Gibbs et al., 2021). Successful RWk requires tailored strategies, technological support, and effective communication (Shah et al., 2024).

Training on WLB

Training in WLB is a programme and initiative designed to equip employees with the knowledge, skills, and strategies necessary to effectively manage their work and personal life responsibilities (Jabeen & Jabeen, 2024). It aims to enhance employees' ability to balance job demands with family and personal needs while maintaining productivity and well-being. WLB training enhances task management, goal setting, and communication effectiveness, adapting employees to shifting work conditions (Sree, 2024). Such training modifies attitudes towards WLB and increases job satisfaction (Aruldoss et al., 2022). Jabeen and Jabeen (2024) highlighted training's effectiveness in reducing work-family conflict and enhancing WLB. Similarly, Shah et al.'s (2024) systematic review identified work-family culture as a key WLB influencer, with training proposed as a solution. Aruldoss et al. (2022) confirmed training's moderating effect on job satisfaction, highlighting its critical role in improving WLB and performance.

Technology Upgrade and Process Innovation

Technology upgrades and process innovations involve the integration of advanced technological tools and methods into organizational workflows to improve efficiency, productivity, and work–life balance (Marzec et al., 2023). Technological advancements reshape work practices, balancing demands through innovations such as digital approvals and

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

virtual meetings (Wibowo, 2024). These advancements enhance WLB by facilitating family communication during work (Nagy, 2020). However, process innovation helps in adopting smarter work methods that reduce stress and increase efficiency (Faldu & Kumar, 2020). Jackson et al. (2020) identified mixed impacts of technology on WLB. While it fosters family time and efficiency, it may extend work hours. Studies by Wibowo (2024) demonstrated the role of technology in speeding decision-making and reducing work-related stress. Mobile technology allows real-time family updates, enhancing WLB for executives (Nay, 2020).

Employee Performance

Employee performance indicates how effectively an individual fulfils their job responsibilities and contributes to organizational goals. It measures work quality and task completion aligned with job expectations (Mezaluna et al., 2024). Performance reflects job-related accomplishments (Mezaluna et al., 2024). Research underscores its importance, linking it to organizational success and employee satisfaction. High-performance benefits organizations (increased productivity) and individuals (appraisal and satisfaction) (Aisyah et al., 2023). Organizations must invest in training and development to enhance underperforming employees' performance (Wibowo, 2024; Sree, 2024). Investing in strategies such as FWk, RWk, training, and technology has fostered improved WLB AND performance, ensuring holistic growth and productivity in Nigeria's post-COVID-19 era.

Empirical Evidence of the Relationship between WLB and Employee Performance

The relationship between work-life balance (WLB) strategies and employee performance has garnered significant attention in academic and organizational studies. Mohamad et al. (2024) examined the influence of WLB on employee performance among financial institution staff in Klang Valley, Malaysia. Their findings highlighted that effective WLB practices, such as flexible working hours and remote work, enhance job satisfaction, productivity, and organizational loyalty. Similarly, Agunda et al. (2024) focused on public universities in Kenya and reported that WLB practices such as leave policies and workload adjustments positively impact employee performance and reduce burnout. The findings underscore the need for tailored WLB strategies such as flexible working hours and remote working to address sector-specific challenges.

Badaruddin et al. (2024) explored the dual influence of WLB and professional development on employee performance. They reported that training in WLB practices, when paired with opportunities for professional growth, significantly enhanced employee motivation and task completion rates. Hulu and Baene (2024) investigated flexible work arrangements in the context of PTs. Mahkota Group, TBK, revealed that such arrangements improved not only employee performance but also employee psychological well-being. These studies collectively emphasize the multifaceted benefits of WLB strategies across diverse sectors.

Ihwughwavwe and Shewakramani (2024) conducted an evaluative study in Nigeria's health and safety industry and reported that WLB practices, particularly remote working and flexible schedules, improved employee retention and reduced job-related stress. Lestari et al. (2024) extended this analysis by examining job satisfaction as an intervening variable. Their study revealed that communication, motivation, and balanced workloads enhanced employee performance through increased job satisfaction.

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

Marecki (2024) provided insights into the broader implications of WLB, demonstrating its role in improving employee productivity and overall well-being. Mezaluna et al. (2024) corroborated these findings, focusing on the impact of balanced workloads in reducing stress and fostering organizational commitment. Putri and Sugiarto (2024) emphasized that job satisfaction plays a mediating role, finding that WLB strategies directly improve employee performance in the Indonesian context. Similarly, Rachmawati et al. (2024) highlighted the interplay between motivation, job satisfaction, and WLB, revealing that WLB practices not only improved workplace productivity but also enhanced the organizational atmosphere.

Saputra and Gorda (2024) examined the mediating role of organizational commitment in the relationship between WLB and employee performance. Their findings stressed the importance of fostering a supportive organizational culture to maximize the benefits of WLB strategies. Singh et al. (2024) explored remote working's role in harmonizing productivity, illustrating that structured WLB practices mitigated challenges associated with remote work while enhancing efficiency. Soelistya (2024) identified the workplace environment as a crucial factor, revealing that supportive settings amplified the positive effects of WLB on performance.

Despite the extensive research on WLB and its impact on employee performance, certain gaps warrant further investigation. Most studies emphasize developed economies or specific industries, leaving gaps in understanding how WLB strategies function in unique contexts, such as Nigeria's service sector in the post-COVID-19 era. While Ihwughwavwe and Shewakramani (2024) provide valuable insights into Nigeria's health sector, the broader applicability of WLB strategies across other industries, particularly the service sector of the Nigerian economy, remains underexplored. This study aims to fill these gaps by examining the specific impact of WLB strategies on employee performance across Nigeria's service sector in the post pandemic era. Drawing from the literature reviewed, the following hypotheses were formulated in line with the study objectives.

H_1 A flexible working hours WLB strategy has a significant effect on employee performance.

H_2 The remote working WLB strategy has a significant effect on employee performance.

H_3 Technology upgrades and an innovative WLB strategy have a significant effect on employee performance.

H_4 Training on WLB practice strategies has a significant effect on employee performance.

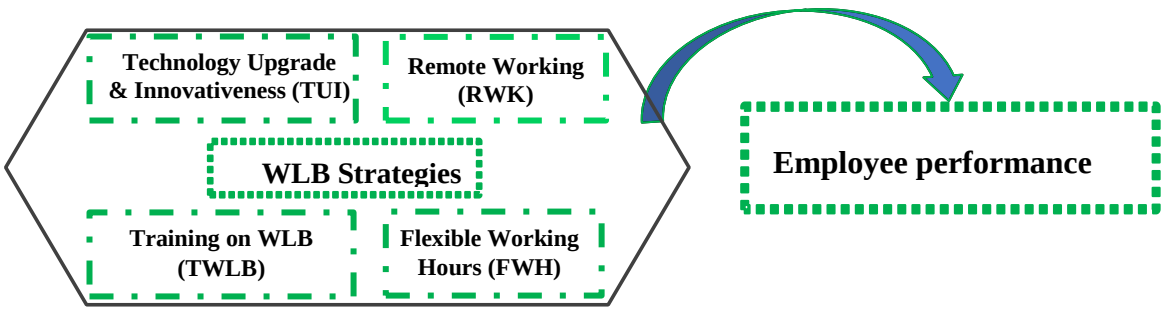

Figure 1: Conceptual framework

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

Research Methodology and Design

The study employed a quantitative approach with a survey method, targeting 310 employees and managers from twenty service sector organizations in southern-southern and southwestern Nigeria. This sector and region were selected because of their economic significance and diverse cultural contexts, offering a robust basis for evaluating work-life balance (WLB) strategies and employee performance in the post-COVID-19 era. A census method was employed for sampling to ensure comprehensive participation from the manageable population. A structured questionnaire was developed to assess WLB strategies via five-point Likert scales adapted from established literature.

The questionnaire included scales for various constructs. The Flexible Working Hours Scale, informed by works such as Hossain et al. (2024) and Prasetyaningtyas et al. (2021), measures perceptions of work-hour flexibility and its influence on WLB. The Remote Working Scale, which is based on studies by Hulu and Baene (2024) and Prasetyaningtyas et al. (2021), assesses the frequency, satisfaction levels, and impact of remote work on WLB and performance. The Technology Upgrade and Innovativeness Scale, adapted from Marzec et al. (2023), evaluates organizational investments in technology and innovation, linking these investments to employee WLB and performance. The training on the WLB scale, guided by Jabeen and Jabeen (2024), examines the availability and effectiveness of WLB-related training programs as a strategy to increase employee performance.

To measure employee performance, a scale inspired by studies such as Mezaluna et al. (2024) and Soelistya (2024) incorporated indicators such as productivity, efficiency, and job satisfaction. The items were tailored to align with the study's objectives. The initial questionnaire contained 27 items across the five variables but was refined to 20 items after a confirmatory factor analysis (CFA) was conducted to ensure validity and reliability. CFA removes items with low factor loadings, and the final instrument achieves acceptable reliability, with Cronbach's alpha and composite reliability (CR) values exceeding .70 (Abu-Rumman et al., 2020). The structural equation model (SEM) was employed to test the hypotheses and estimate the relationships between WLB strategies and employee performance. SEM was chosen for its ability to analyse multiple variables simultaneously, accounting for both observed and latent variables. This approach enhances analytical depth, capturing the effects of WLB strategies, such as flexible working hours, remote working, technology adoption, and WLB-focused training, on employee performance in Nigeria's post-COVID-19 era.

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

RESULTS

Descriptive Statistics

The descriptive statistics for the study involved a sample size of 310 participants. The flexible working hours strategy yielded values ranging from 1--5, with a mean of 4.16, a standard deviation of 1.85, and a variance of 3.41. The remote working strategy scored a mean of 4.66, a standard deviation of 1.59, and a variance of 2.54. Technology upgrades and innovativeness strategy had a mean of 4.27, a standard deviation of 1.60, and a variance of 2.57. The training on WLB practices strategy had a mean of 4.37, a standard deviation of 2.69, and a variance of 7.24. Employee performance had a mean of 4.84, a standard deviation of 1.84, and a variance of 2.55. These statistics reveal a positive perception of WLB strategies, with high mean values reflecting participants' agreement or endorsement. The demographic breakdown provides additional context. Male respondents constituted 63.87%, whereas females represented 36.13%, indicating a gender disparity. The majority (50.32%) were aged 31–40, reflecting a mid-career focus, whereas 80.97% held HND/B.Sc. qualifications, signifying a well-educated sample. Marital status was evenly split between married (50.97%) and single (46.13%) respondents, suggesting diverse perspectives on family and work-life obligations. This demographic profile, predominantly male, mid-career, and educated, offers critical insights into how different groups engage with WLB strategies, underscoring their relevance to employee performance in a post pandemic environment.

Table 1: Results of Descriptive Statistics

Constructs	N	Minimum	Maximum	Mean	Std. Deviation	Variance
FWH	310	1	5	4.164	1.847	3.410
RWk	310	1	5	4.661	1.594	2.540
TUI	310	1	5	4.272	1.604	2.573
TWLB	310	1	5	4.366	2.690	7.238
EP	310	1	5	4.836	1.836	2.547
Demographic						
Sex	*Number of respondents*			%		
Male	198			63.87		
Female	112			36.13		
Age bracket	310			100		
18-30	70			22.58		
31-40	156			50.32		
41-50	53			17.10		
51 and above	31			10.00		
Educational Qualification	310			100		
SSCE, GCE, OND/NCE	25			8.06		
HND/B.Sc	251			80.97		
PGD, MBA/M.Sc	27			8.71		
Others specify	7			2.26		
Marital status	310			100		
Single	143			46.13		
Married	158			50.97		
Divorce/Separated	9			2.90		
Valid N (listwise)	310			100		

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

British Journal of Management and Marketing Studies
ISSN: 2689-5072
Volume 8, Issue 1, 2025 (pp. 185-202)

www.abjournals.org

Normality Test

The Kolmogorov–Smirnov and Shapiro–Wilk tests were used to evaluate distribution normality, with p-values above 0.05 indicating normality (Hair et al., 2014). Table 2 shows the results: the Kolmogorov–Smirnov values (0.077, 0.064, 0.057) and Shapiro–Wilk values (0.086, 0.076, 0.051) for flexible working hours, remote working hours, technology upgrades, and training on WLB practice strategies all exceeded 0.05. The skewness values (-.106, -.128, -.104, -.127) and kurtosis values (-.198, -.181, -.247, -.185) remained within acceptable thresholds. As neither skewness or kurtosis surpassed 1.00 or 2.00, the data distribution adhered to normality criteria, affirming the normal distribution of the data.

Table 2: Summary of the Normality Test Results

	Constructs	Kolmogorov–Smirnov			Shapiro–Wilk				
		Statistic	Df	Sig.	Statistic	Df	Sig.	Skewness	Kurtosis
	FWH	.182	310	.077	.982	310	.086	-.106	-.198
	RWk	.180	310	.064	.984	310	.076	-.128	-.181
Employee	TUI	.207	310	.057	.987	310	.051	-.104	-.247
performance	TWLB	.190	310	.067	.982	310	.073	-.127	-.185

a. Lilliefors Significance Correction

Multicollinearity Test

The multicollinearity test, which uses tolerance > 0.2 and variance inflation factor (VIF) < 5.0 (Hair et al., 2014), revealed no high intercorrelations among the predictors. Table 3 reports tolerance (0.499, 0.472, 0.697, 0.698) and VIF (1.507, 1.691, 1.477, 1.435) values for flexible working hours, remote working hours, technology upgrades, innovativeness, and training in WLB. All tolerance values exceeded 0.2, and the VIFs remained below 5.0. Eigenvalues (.154, .142, .161, and .151) were not near zero, and condition index values (7.325, 9.057, 7.323, and 11.871) remained under 15, confirming that there were no multicollinearity issues.

Table 3: Summary of the Multicollinearity Test Results: Heteroscedasticity Test

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics		Eigen	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF	Values	CIV
1	(Constant)	8.188	1.236		6.626	.000				
	FWH	.423	.059	.290	7.190	.000	.499	1.507	.154	7.325
	RWk	.351	.071	.208	4.966	.000	.472	1.691	.142	9.057
	TUI	.426	.053	.281	7.141	.000	.497	1.477	.161	7.323
	TWLB	.896	.051	.534	17.496	.000	.698	1.435	.151	11.871

a. Dependent Variable: Employee efficiency

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

British Journal of Management and Marketing Studies
ISSN: 2689-5072
Volume 8, Issue 1, 2025 (pp. 185-202)

www.abjournals.org

Table 4: Results of the Heteroscedasticity Test

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-3.176	1.113		-2.854	.138
	FWH	.252	.568	.081	.443	.183
	RWk	.143	.482	.073	.297	.246
	TUI	.233	.542	.063	.443	.173
	TWLB	.134	.364	.091	.368	.247
a. Dependent Variable: Absolute R						

A heteroscedasticity test, specifically the Glejser test, was conducted to assess residual variance inequality over observation periods. If the significance values surpass 0.05, this indicates no heteroscedasticity issues, and values below 0.05 imply problems. Table 4 details the test results, revealing significance values for flexible working hours, remote working hours, technology upgrades, innovativeness, and training on WLB constructs (0.183, 0.246, 0.173, and 0.247, respectively), all of which exceed 0.05. Irrefutably, no heteroscedasticity issues were present.

Table 5: Results for the Factor Structures of the Measurement Instrument

Variables	**Items Codes**	**SFL**	**AVE**	**CR**	**Cronbach Alpha A**	**Collinearity Statistics**	
						Tolerance	**VIF**
FWH	FWH1	0.778					
	FWH2	0.742					
	FWH3	0.731	0.532	0.834	0.858	.417	1.518
	FWH4	0.871					
	FWH5	0.767					
RWk	RWk1	0.831					
	RWk2	0.752					
	RWk3	0.769	0.611	0.811	0.798	.461	1.622
	RWk4	0.852					
	RWk5	0.812					
TUI	TUI1	0.861					
	TUI2	0.776					
	TUI3	0.883	0.593	0.862	0.893	.422	1.531
	TUI4	0.874					
	TUI5	0.749					
	TWLB1	0.868					
TWLB	TWLB2	0.899					
	TWLB3	0.887	0.633	0.878	0.874	.418	1.557
	TWLB4	0.739					
	TWLB5	0.884					
EP	EP1	0.899					
	EP2	0.861					

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

	EP3	0.776		
	EP4	0.883		
	EP5	0.861		
Summary of model fit indexes				
	CMIN/DF	RMSEA	CFI	GFI
	2.732	0.059	0.937	0.913

The questionnaire's reliability and validity were evaluated via confirmatory factor analysis (CFA) with AMOS version 23, which assesses standardized factor loadings (SFLs), composite reliability (CR), and average variance extracted (AVE). WLB strategies (flexible hours, remote working, technology and innovativeness, and training) were tested against employee performance. Following Hair et al. (2014), the analysis retained (SFL) above (>.70), (CR) exceeding (>.50), and (AVE) above (> .50) in the model, indicating a sound measurement structure. Cronbach's alpha ranged from 0.798--0.893, confirming scale reliability.

Table 5 shows flexible working hours with an SFL of 0.731--0.871, an AVE of 0.532, and a CR of 0.834; remote working hours with an SFL of 0.752--0.852, an AVE of 0.611, and a CR of 0.811; technology upgrades and innovativeness hours with an SFL of 0.749--0.883, an AVE of 0.593, and a CR of 0.862; and WLB training hours with an SFL of 0.739--0.899, an AVE of 0.633, and a CR of 0.878. The fit indexes (RMSEA 0.059, CMIN/DF 2.732, CFI 0.937, GFI 0.913) indicated a well-fit model (Hair et al., 2014), with acceptable tolerance (>0.2) and VIF (<5.0) values.

Path Analysis for the Questionnaire Measurement Model

Figure 2 illustrates the path analysis of the questionnaire's measurement model. It demonstrated the scrutiny and validation of four work-life balance strategy variables, flexible working hours, remote work, technology upgrades and innovativeness, and WLB training in conjunction with employee performance. The outcomes support strategies that impact employees' performance.

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

British Journal of Management and Marketing Studies
ISSN: 2689-5072
Volume 8, Issue 1, 2025 (pp. 185-202)

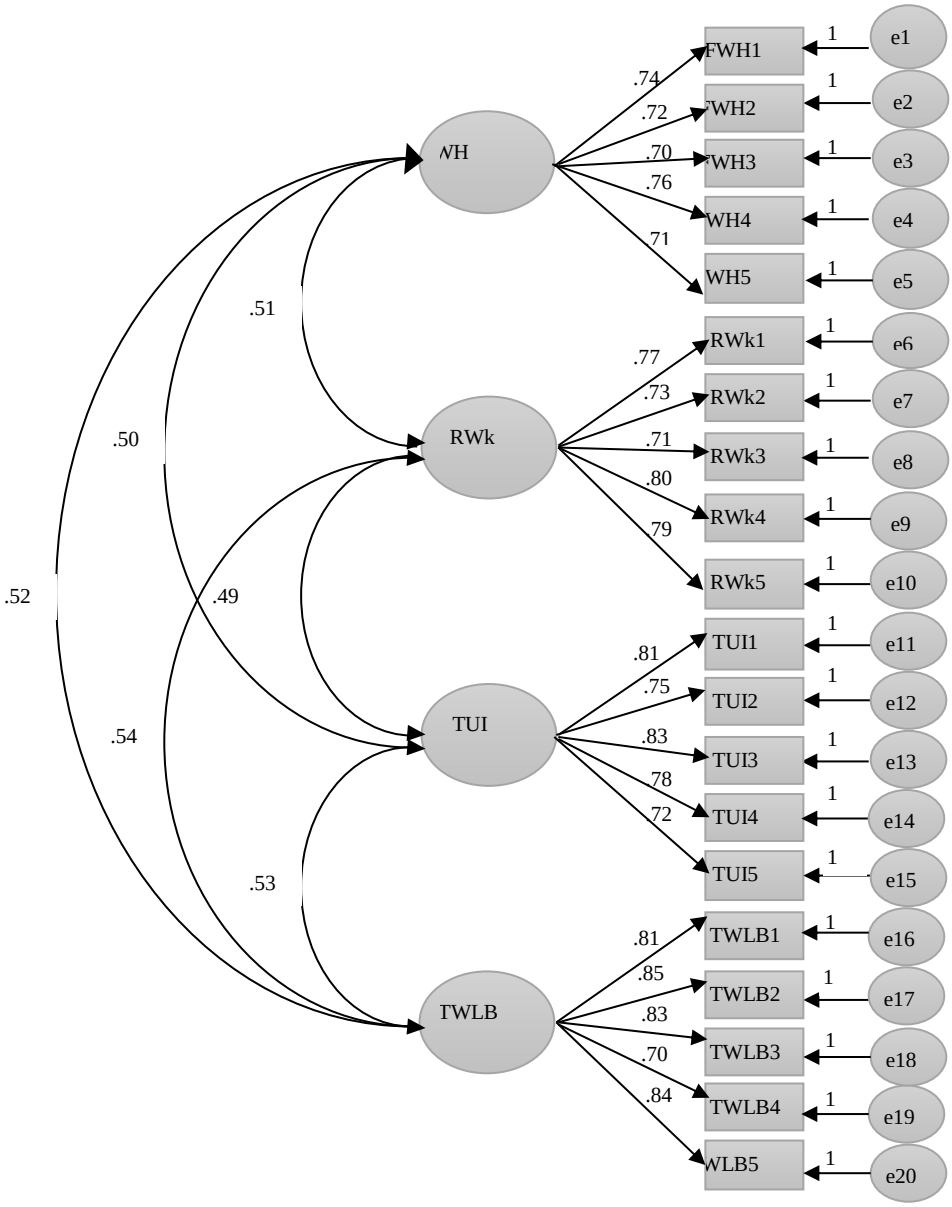

Figure 2: Graphical illustration of the path analysis for the questionnaire measurement model

Structural Path Analysis of the Study Model

The structural path analysis in Figure 3 examined the relationships among flexible working hours (FWH), remote work (RW), technological upgrades and innovation (TUI), and work-life balance training (TWLB) on employee performance. The standardised beta weights revealed that FWH (0.56), RW (0.51), TUI (0.54), and TWLB (0.50) significantly influenced employee productivity. FWH had a 56% impact, highlighting its importance for productivity. RW contributed 51%, demonstrating its effectiveness post-COVID-19. The TUI, with a 54% impact, underscored the value of technological innovation, whereas TWLB training influenced

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

productivity by 50%, emphasising the role of WLB strategies in Nigeria's post-pandemic workplace dynamics.

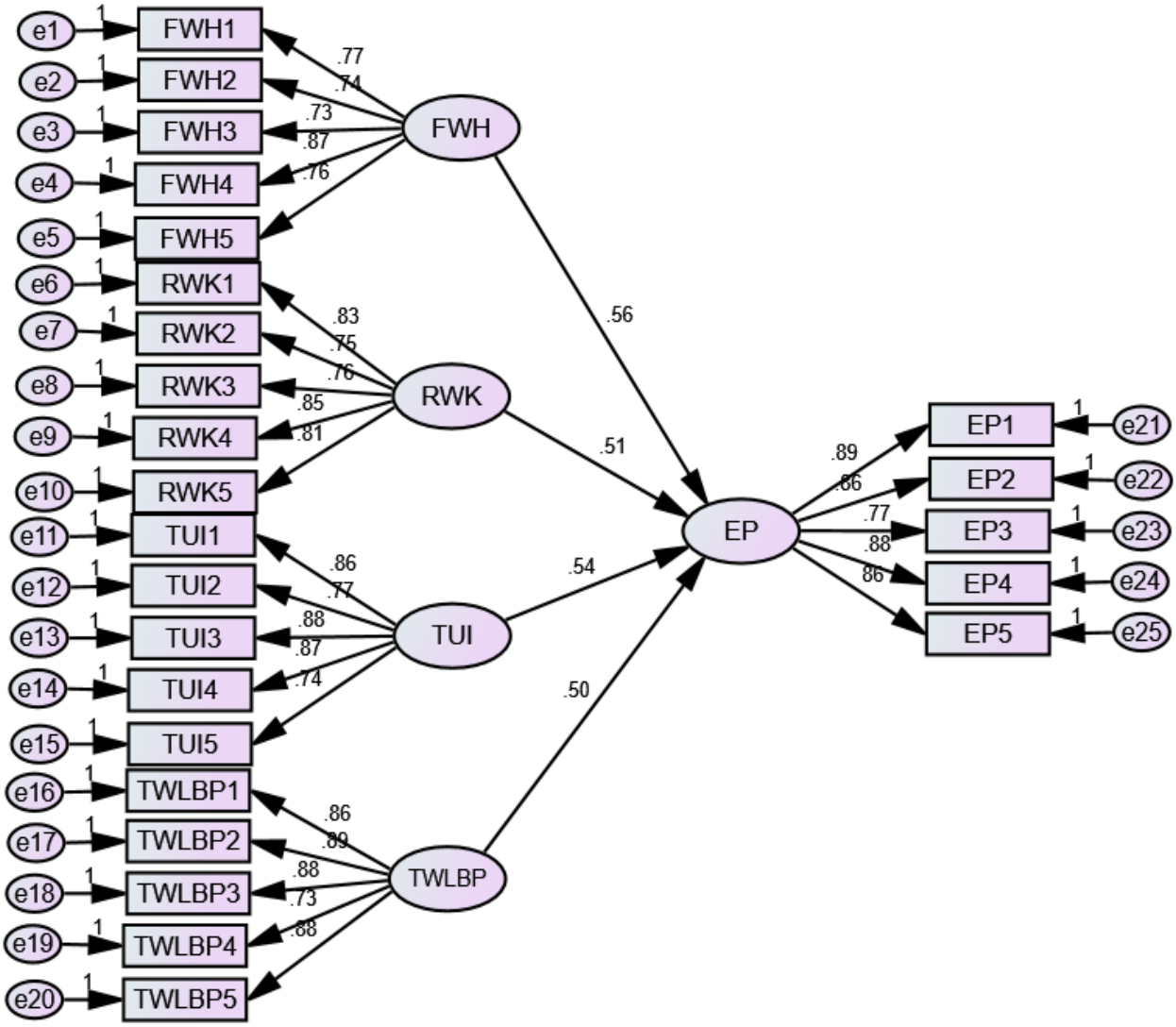

Figure 3: Structural path analysis of the study model

Results for the Test of Hypotheses

The results of the hypothesis test are summarised in Table 6. The first hypothesis (H1) confirms that flexible working hours positively influence employee performance (β = 0.56; p=0.00), with a 0.56% improvement linked to increased flexibility. Hypothesis two (H2) demonstrates that remote working significantly increases performance (β = 0.51; p=0.00), indicating a 0.51% increase with increased remote work options. Hypothesis three (H3) establishes that technology upgrades and innovativeness enhance performance (β = 0.54; p=0.00), with a 0.54% increase for every 1% improvement in technology. Finally, hypothesis four (H4) confirms that training in work-life balance (WLB) practices significantly improves performance (β = 0.50; p=0.00), with a 0.50% increase associated with a 1% increase in training. These findings affirm that work-life balance strategies, including flexible hours, remote working, technological

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

innovation, and WLB training, positively and significantly affect employee performance in Nigeria's post-COVID-19 era.

Table 6: Results for the Test of Hypotheses Discussion

Hypotheses	Variables	Path	Variables	Standardised beta (β)	p-value	Result
H_1	*EP*	<---	*FWH*	0.56	0.000	*Supported*
H_2	*EP*	<---	*RWk*	0.51	0.000	*Supported*
H_3	*EP*	<---	*TUI*	0.54	0.000	*Supported*
H_4	*EP*	<---	*TWLB*	0.50	0.000	*Supported*

DISCUSSION OF RESULTS

The outcomes of this investigation have further clarified the significance of WLB strategies for employee performance and add to the ongoing discourse on the matter. Specifically, the study's results revealed that the implementation of flexible working hours has a notably positive effect on employee performance. This conclusion was derived from the analysis, which revealed a standardised beta value of 0.56 and a p-value of 0.000, supporting the initial hypothesis (H1) that flexible working hours significantly impact employee performance. These findings align with those of Hulu and Baene (2024), who reported that flexible work arrangements, including flexible working hours, have a significant positive effect on employee performance at PTs. Mahkota Group, TBK.

The study also confirmed that remote working significantly affects employee performance, as indicated by a beta value of 0.51 and a p-value of 0.000, validating hypothesis H2. Singh et al. (2024) similarly reported that remote work increases productivity by increasing flexibility and reducing commuting stress. Additionally, the results of hypothesis (H3) indicate that advancements in technology and innovativeness positively influence the performance of employees. This conclusion was drawn from the standardised beta value of 0.54 and a p-value of 0.000, signifying positive statistical relevance. These findings support the initial hypothesis that technological upgrades and innovativeness significantly impact employee performance. Badaruddin et al. (2024) highlighted the role of technology in improving employee performance, stating that advancements in digital tools and innovative practices contribute to better task efficiency and productivity.

Moreover, training in WLB had a significant positive effect on employee performance. Thus, the results align with the initial hypothesis (H4), affirming that training in WLB significantly affects employee performance. This was corroborated by a standardised beta value of 0.50, achieving statistical significance at a p-value of 0.000, thereby supporting the initial hypothesis. This finding aligns with that of Lestari et al. (2024), who highlighted that structured WLB training programmes increase job satisfaction by helping employees manage work and personal lives effectively.

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

CONCLUSION

The present study explored the effect of work-life balance (WLB) strategies on employee performance in Nigeria's service sector post-COVID-19. The study confirmed that WLB strategies are essential for enhancing employee performance in Nigeria's service sector. The findings established that organisations should adopt flexible working hours, embrace remote working, leverage technological innovations, and provide WLB training programs to achieve optimal performance in the post-pandemic era. The study revealed that having flexible working hours in an organisation positively influences employee/organisation performance. Moreover, a flexible arrangement allows for some space management and reduces footholds in the office environment. Additionally, training in WLB has a significant effect on employee performance. Hence, achieving high performance in the post-COVID-19 era means making and implementing policies that will create employee work-life harmony.

Drawing from the findings of this study, it is therefore recommended that managers of organisations should adopt a mixed approach to balance the work-life of employees for greater performance and adopt these WLB strategies, as empirically described in this study, to manage employees' work conflict and work-life imbalance in the post-COVID-19 pandemic era if they want to improve performance and productivity. Managers should also focus on varied incentives; this move helps businesses regain strong positions given that some countries' PEST environments are still unstable.

LIMITATIONS OF THE STUDY

The study focused on four constructs of work-life balance (WLB): flexible working hours, remote working, technology upgrades and innovativeness, and training on WLB. Consequently, other relevant variables not captured in the study pose a limitation. Additionally, the study concentrated on Nigeria's service sector, which limits the generalizability of the findings to other sectors or regions. The reliance on self-reported data may introduce biases, and the cross-sectional design restricts the ability to observe the long-term effects of WLB strategies.

Disclosure statement: The authors have no competing interests.

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

REFERENCES

Abu-Rumman, A., Al-Abbadi, L.H., & Alshawabkeh, R. (2020). The impact of human resource development practices on employee engagement and performance in Jordanian family restaurants. *Problems and Perspectives in Management,* 18(1), 130-140. https://doi.org/10.21511/ppm.18/281/29.2020.12

Agunda, M. A., Were, S., & Mboya, M. A. (2024). Work-life balance practices and employee performance in public universities in Kenya. *Journal of Human Resource & Leadership., 4*(3), 19–35. https://doi.org/10.70619/vol4iss3pp19-35

Aisyah, C., Suryaningsih, A., & Putri, D. a. A. (2023). The effect of work-life balance on employee performance in manufacturing Companies (Case study at PT. Gemilang Mitra Sejahtera). Journal of Contemporary Administration and Management (ADMAN), 1(1), 26-33. https://doi.org/10.61100/adman.v1i1.19

Aruldoss, A., Berube K. K., Travis, M.L. & Parayitam, S. (2022). The relationship between work-life balance and job satisfaction: Moderating role of training and development and work environment. *Journal of Advances in Management Research.* 19(2), 240-271. https://doi.org/10.1108/JAMR-01-2021-0002

Badaruddin, B., Surianto, S., & Fatmasari, F. (2024). Work-Life balance and professional development: Their impact on employee performance. *PARADOKS Jurnal Ilmu Ekonomi, 7*(4), 409–424. https://doi.org/10.57178/paradoks.v7i4.986

Faldu, R. & Kumar, T. k. U. (2020). Impact of technology on work-life balance in the banking industry in Gujarat State. *International Bilingual Peer Reviewed Reference Research Journal*. 7(28), 165-168. https://doi.10.13140/RG.2.2.27412.42888

Gibbs, M., Mengel, F. & Siemroth, C. (2021). Work from home & productivity: Evidence from personnel & analytics data on IT professionals. IZA Discussion Paper No. 14336'. http://dx.doi.org/10.2139/ssrn.3846680

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis (7th ed.)*. Pearson Education.

Hossain, M. Z., Islam, H., & Purnima, F. H. (2024). The flexibility paradox: Does remote work improve or blur Work-Life balance? *European Journal of Management, Economics and Business., 1*(2), 41–55. https://doi.org/10.59324/ejmeb.2024.1(2).05

Hulu, F., & Baene, E. (2024). The influence of work life balance and flexible work arrangements on employee performance at Pt. Mahkota Group, TBK. *MSJ Majority Science Journal, 2*(2), 162–171. https://doi.org/10.61942/msj.v2i2.176

Ihwughwavwe, S. I., & Shewakramani, R. (2024). The Impact of Work-Life Balance on Employee Performance: An evaluative study of the health and safety industry in Nigeria. *International Journal of Humanity and Social Sciences*, *2*(1), 39–73. https://doi.org/10.47941/ijhss.1673

Jabeen, N. S., & Jabeen, N. D. (2024). A study on work life balance. *EPRA International Journal of Economics Business and Management Studies*, 157–160. https://doi.org/10.36713/epra18135

Jackson, D., Young, V. & Sander, A. (2020). Information and communication technologies and work-life balance: Practical recommendations for employers and individuals. 1-13, https://doi.10.5772/intechopen.94429

Lestari, Y., Marwanto, I. H., & Rahayu, B. (2024). The Effect of Work Communication, Work Motivation and Work-Life Balance on Employee Performance with Job Satisfaction as an Intervening Variable. *At-Tadbir Jurnal Ilmiah Manajemen*. https://doi.org/10.31602/piuk.v0i0.15528

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

Marecki, Ł. (2024). Impact of work-life balance on employee productivity and well-being. *Journal of Management and Financial Sciences*, *50*. https://doi.org/10.33119/jmfs.2023.50.9

Marzec, M., Szczudlińska-Kanoś, A., Freund, B., & Miceikienė, A. (2023). Innovative work-life balance after COVID-19. *International Journal of Contemporary Management*, *59*(3), 32–64. https://doi.org/10.2478/ijcm-2022-0017

Mezaluna, M., Jurana, J., Pattawe, A., & Latifa, L. (2024). The effect of work-life balance and workload on employee performance. *International Journal of Environmental Sustainability and Social Science*, *5*(5), 1226–1237. https://doi.org/10.38142/ijesss.v5i5.1171

Mohamad, S., Azmee, D. S. S., Shafferi, S. Z. M., Alam, N. S. N., & Fauzi, N. H. A. (2024). The influence of Work-Life Balance on employee performance among financial institution staff in Klang Valley, Malaysia. *International Journal of Business and Technology Management*, 6(3), 418-437. https://doi.org/10.55057/ijbtm.2024.6.3.39

Nagy, B. (2020). "Mummy in a Call": Digital technology and executive women's work-life balance. *Social Inclusion.* 8(4), 72-80. https://doi.0.17645/si.v8i4.2971

Ochieng, O. J. & Kamau, L. W. (2021). Examining the impact of flexible working arrangements on productivity in Africa. *Journal of Human Resource and Leadership.* 6(1), 22-29.

Ofili, E. C. & Obiunu, J. J. (2023). Organisational pressure and quality of work life of staff of University in Delta North Senatorial District Nigeria. *European Journal of Open Education And E-Learning Studies.* 8(1), 74-85. https://doi.org10.46827/ejoe.v8i1.4627

Opatrná, Z., & Procházka, J. (2023). Work-life balance policies and organizational financial performance: a scoping review. Employee Relations, 45(7), 103–120. https://doi.org/10.1108/er-09-2022-0417

Prasad, K., & Satyaprasad, V. (2023). The relationship between remote working and work-life balance with mediating and moderating effects of social support: An empirical study of information technology employees. *International Journal of Organizational Leadership*, *0*(0), 235–253. https://doi.org/10.33844/ijol.2023.60366

Prasetyaningtyas, S. W., Heryanto, C., Nurfauzi, N. F. & Tanjung, S. B. (2021). The Effect of Work from Home on Employee Productivity in the Banking Industry. *Journal of Applied Management (JAM).* 19(3), 507–521. http://dx.doi.org/10.21776/ub.jam.2021.019.03.05.

Putri, M. W., & Sugiarto, A. (2024). Influence of work life balance on employee performance through job satisfaction as an intervening variable (Study of CV Pujasani Boyolali Employees). *JENIUS (Jurnal Ilmiah Manajemen Sumber Daya Manusia)*, *7*(3), 523–535. https://doi.org/10.32493/jjsdm.v7i3.40447

Rachmawati, E., Sumartono, E., Rini, A. S., Wiliana, E., & Faqih, M. (2024). The interplay between employee motivation, Work-Life balance, and job satisfaction in enhancing workplace productivity. *Global International Journal of Innovative Research*, *2*(6), 1383–1396. https://doi.org/10.59613/global.v2i6.211

Rony, M. K. K., Numan, S. M., & Alamgir, H. (2023). The association between work-life imbalance, employees' unhappiness, work's impact on family, and family impacts on work among nurses: A Cross-sectional Study. *Informatics in Medicine Unlocked*, 38, 101226. https://doi.org/10.1016/j.imu.2023.101226

Sahay, N. M. P. R., & Lall, N. D. S. B. (2024). Work-Life Balance of Working Women: Impact on job performance and promotion. *Deleted Journal*, *2*(03), 307–316. https://doi.org/10.47392/irjaem.2024.0045

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX

Saputra, N. I. & Gorda, N. O. S. (2024). The role of organisational commitment in mediating Work-Life balance on employee performance. *Jurnal Manajemen*, *28*(2), 272–292. https://doi.org/10.24912/jm.v28i2.1885

Shah, D., Bansal, A., Chitranshi, J., & Rajagopal, K. (2024). Unlocking the work–life equation: Critical analysis of telework factors for optimal balance in the IT/ITES sector. *Global Business Review*. https://doi.org/10.1177/09721509241268966

Singh, B., Kaunert, C., & Vig, K. (2024). Harmonizing productivity of employees via Work-Life balance in remote working. In *Advances in logistics, operations, and management science book series* (pp. 162–178). https://doi.org/10.4018/979-8-3693-0612-3.ch008

Soelistya, D. (2024). Enhancing work life balance for improved employee performance: The mediating role of the workplace environment. *Prosiding Seminar Nasional Forum Manajemen Indonesia - e-ISSN 3026-4499*, *2*, 21–35. https://doi.org/10.47747/snfmi.v2i1.2293

Solihu, A. A., Iyobhebhe, I., & Sam, A. (2023). The impact of Work-Life Balance on employee work quality improvement in Nigeria. *European Journal of Human Resource*, 7(1), 46–67. https://doi.org/10.47672/ejh.1516

Sree, D. K. (2024). Work-Life Balance during COVID-19 Pandemic and Remote Work. *International Journal of Information Technology and Management*, *17*(1), 49–55. https://doi.org/10.29070/1558mt94

Sylvia, N., Bakata, B., Justine, W., & Eric, A. P. M. (2024). Effect of Work-Life balance on employee performance in selected humanitarian organizations in South Sudan. *International Journal of Research Publication and Reviews*, *5*(3), 627–630. https://doi.org/10.55248/gengpi.5.0324.0624

Uzochukwu, A., C., Iyke-Ofoedu, M. I., & Obiora, O. A. (2023). Effect of work- life-balance on organizational performance in the Banking Industry in Nigeria. *International Journal of Advanced Multidisciplinary Research Studies*, 3(2), 209-216

Wibowo, T. S. (2024). Impact of Work-Life balance and work Engagement on innovation work Behavior. *Indonesian Journal of Business Analytics*, *4*(1), 171–180. https://doi.org/10.55927/ijba.v4i1.8054

Wicaksono, A. S., Hendri, M. I., Daud, I., & Rosnani, T. (2024). The effect of communication, work discipline and work life balance on employee performance. *Jurnal Ilmiah Manajemen Kesatuan*, *12*(4), 1219–1226. https://doi.org/10.37641/jimkes.v12i4.2728

Article DOI: 10.52589/BJMMS-REIF4QNX
DOI URL: https://doi.org/10.52589/BJMMS-REIF4QNX