DOI: 10.36108/laujoces/6202.61.0202

Relationship between Work-Life Balance Practices and Job Performance in the Construction Industry in Nigeria

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Abstract
The increasing complexity of the construction industry challenges professionals in balancing personal and work demands, and the absence of structured Work–Life Balance (WLB) practices may reduce job performance. This study quantitatively examines the relationship between WLB practices and job performance among 100 construction professionals in Lagos State, Nigeria, using a cross-sectional survey with 80 valid responses. Descriptive statistics, including the Relative Practice Index (RPI), and Mann–Whitney U tests were applied. The results show that flexible working arrangements recorded an RPI of 0.65, paternity/maternity leave 0.64, organisational understanding 0.64, taking leave as required 0.61, paid parental leave 0.60, availability and usage of WLB policies 0.60, and health and wellness programmes 0.59. Spearman correlation analysis yielded weak rs = −0.137 to 0.466 includes a negative value, which contradicts the description of "positive relationships. Childcare support correlated at 0.466 and 0.352 with work quality and timely task completion respectively. Paid parental leave correlated at 0.454 and 0.304 with the same measures. Health and wellness programmes produced coefficients of 0.321 and 0.269. Part-time work correlated at 0.389, and telecommuting at 0.235 and 0.250. Rapid task completion showed coefficients between -0.137 and 0.191, indicating predominantly weak and non-significant relationships. The study concludes that WLB practices influence work quality and timely delivery more strongly than task execution speed, and construction firms should strengthen flexible work arrangements, leave policies, and employee support systems.

Keywords: Construction Industry, job performance, relationship, work-life balance (WLB) practices

Introduction
The construction industry is widely associated with high levels of stress due to its demanding and challenging work environment (Gómez-Salgado *et al.*, 2023). This often results in work–family conflict, where job roles and responsibilities interfere with personal and family life (Moreira *et al.*, 2023). In developing countries such as Nigeria, economic challenges including corruption, unemployment, skill shortages, and inadequate social infrastructure further intensify this conflict (Akpa *et al.*, 2019). These conditions contribute significantly to the imbalance between work and family responsibilities.

Work pressure has also been found to negatively affect job performance (Preena, 2021), which may be linked to findings that skill shortages in the construction industry are partly driven by long working hours and the pressures associated with construction activities (Osuozegbo *et al.*, 2025). Consequently, the increasing complexity of the construction environment, coupled with the need for firms to remain competitive, continues to place additional strain on workers (Akpa *et al.*, 2019). Although Work Life Balance (WLB) has gained considerable research attention in developed

countries, there is limited empirical evidence on its impact within the construction industry in developing nations such as Nigeria (Oyewobi *et al.*, 2020). This highlights a significant gap in understanding the relationship between WLB and job performance in the Nigerian construction sector. Therefore, this study seeks to examine this relationship among construction workers in Nigeria. Previous studies have established that the adoption of WLB strategies in organisations enhances employee satisfaction, commitment, and reduces turnover (Preena, 2021).

Work-Life Balance has been defined in various ways by different scholars. Dimitrakaki (2025) described it as the extent to which individuals are able to balance their personal and professional responsibilities. Similarly, Shah and Gawande (2024) defined WLB as the ability to effectively manage multiple roles across personal and professional domains. Gragnano *et al.* (2020) associated WLB with maintaining equilibrium or harmony in life, while Marambage and Maduwansha (2021) emphasised the ability to simultaneously manage various life responsibilities. In the construction industry, achieving organisational performance increasingly requires employers to prioritise WLB, especially given the sector's culture of long working hours and weekend work (Ahiabu *et al.*, 2024). Marambage and Maduwansha (2021) further highlighted that WLB involves both employees maintaining balance and employers providing supportive policies and flexible work arrangements. Several factors influencing WLB in the construction industry have been identified in the literature. Obara (2022) noted that while information and communication technologies (ICT) enhance communication, they also blur work boundaries by extending work beyond regular hours. Extended working hours, which are common in construction, have been found to negatively affect WLB (Holden and Sunindijo, 2018). Long commuting distances also contribute to poor WLB, as workers with extended travel times often struggle to meet family obligations (Nata *et al.*, 2024), experience reduced sleep, and spend less time with their families (Sherry *et al.*, 2021). While remuneration positively influences job satisfaction (Serreqi, 2020), it alone is insufficient to improve WLB (Faisal *et al.*, 2022). Consequently, WLB is increasingly being considered independently of career satisfaction, although both remain interconnected (Marecki, 2024; Ghaleb, 2024).

Job performance has also been widely discussed, with most scholars agreeing that it relates to the effective and responsible completion of assigned tasks (Haider *et al.*, 2018). A healthy WLB, supported by job satisfaction and positive psychological well-being, contributes significantly to improved performance (Faisal *et al.*, 2022). Organisations can enhance WLB by creating supportive work environments, which in turn improves employee well-being and organisational outcomes (Nassani *et al.*, 2024). Furthermore, improved WLB enables employees to develop psychological capital and demonstrate higher levels of creativity and productivity (Apraku et al.,2020). The introduction of WLB strategies, such as flexible working arrangements, has been shown to support business continuity while enabling employees to work more independently and productively. However, their effective implementation in the construction sector remains uncertain (Okafor *et al.*, 2025). Inadequate implementation of such strategies may lead to job insecurity and stress among employees (Mani *et al.*, 2020). Globally, organisations are increasingly integrating WLB into their human resource strategies to help employees manage stress and attract skilled talent in competitive labour markets (Abe *et al.*, 2018; Hirschi *et al.*, 2019). Effective WLB strategies, when combined with competitive compensation, can enhance an organisation's ability to attract and retain talent (Murfat *et al.*, 2025). In addition, individual coping strategies such as cognitive restructuring techniques humour, acceptance, and positive reappraisal have been

identified as important for achieving WLB (Paslan and Kamil, 2025). Behavioural approaches such as time management, goal-setting, and prioritisation also play a key role. Ultimately, aligning WLB initiatives with organisational human resource strategies is essential for enabling employees to effectively manage both their personal and professional responsibilities (Ganiyu *et al.*, 2020).

Materials and Methods

The study adopted a quantitative research approach, utilizing structured questionnaires to collect data from respondents. According to Mujeeb et al. (2025), this method provides an accurate description of the phenomenon under investigation and enables a meaningful presentation of variables. Respondents were selected from construction firms in Lagos State, which was chosen due to the high volume of construction activities in the area. A convenience sampling technique was employed to facilitate access to respondents and ensure efficient administration of the questionnaire. A total of 100 questionnaires were distributed to targeted respondents with substantial knowledge of work–life balance. Out of these, 85 were retrieved, and after careful screening, 80 were found to be usable, while the remaining were excluded due to incomplete responses. Data were collected using a structured questionnaire adapted from prior studies on work–life balance in the construction industry (Adah et al., 2023). The instrument consisted of three sections: the first section captured respondents' demographic information; the second assessed the level of adoption of work–life balance (WLB) strategies in both private limited firms and sole proprietorships in the Nigerian construction industry; and the third examined the significance of job performance in relation to WLB practices. Responses were measured using a 5-point Likert scale ranging from 1 (not practiced) to 5 (highly practiced). Data analysis was conducted using SPSS. Descriptive statistics were used to summarize respondents' characteristics and rank the adoption of work–life balance strategies. The Mann–Whitney U test, an inferential statistical method, was applied to determine the statistical significance of differences between groups. In addition, Spearman's rank correlation was used to examine the relationship between work–life balance practices and job performance. Ethical considerations were strictly observed: participation was voluntary, respondents were informed of the study's purpose, and confidentiality and anonymity were assured. All data collected were used solely for academic research purposes.

Results and Discussion

Reliability analysis revealed a strong internal consistency for the Work–Life Balance (WLB) practices scale, with a Cronbach's alpha of 0.904, indicating excellent reliability. However, the Job Performance construct recorded a lower Cronbach's alpha of 0.525, suggesting moderate to weak internal consistency. This implies that the WLB items are highly consistent in measuring the intended construct, while the job performance items may require further refinement to improve reliability. In terms of respondents' demographic characteristics, the majority were within the age range of 31–40 years (42%), followed by those aged 21–30 years (26.3%). Regarding educational qualification, most respondents held a bachelor's degree (51.3%), while 16.3% possessed a National Diploma. In relation to professional roles, 31.3% were construction managers and 26.3% were civil engineers. Furthermore, 61.3% of the respondents were employed in private limited firms, while 38.8% worked in sole proprietorship firms. With respect to working hours, 68.8% of respondents reported spending 1–8 hours at work daily, while 28.8% reported 9–16 hours.

To investigate work–life balance (WLB) practices in construction firms in Lagos State, Nigeria, a total of 100 participants were targeted for the survey. This sample size is supported by Albert et al. (2026). The respondents were drawn from a population informed by reports indicating that

Lagos State has over 1,300–1,400 registered construction firms, making it the highest concentration of construction activities in Nigeria (Rentech Digital, 2025). The participants were asked to indicate the extent of implementation of WLB practices.

Table 1: Work-life balance practices

Work-Life Balance (WLB) Practices	Private Limited Firm				Sole Proprietorship				Total				Mann	Asymp
	N	RPI	RK	RM	N	RPI	RK	RM	N	RPI	RK	RM	U	Sig.
Working Arrangements														
Part-time work	49	0.54	15	MP	31	0.37	19	LP	80	0.46	19	LP	424.5	0.00
Flexible working arrangement	49	0.64	9	MP	31	0.65	1	MP	80	0.65	1	MP	734	0.80*
Work from home on an ad hoc basis	49	0.46	20	LP	31	0.35	20	LP	80	0.41	20	LP	539.5	0.02
Job share	49	0.65	7	MP	31	0.49	11	LP	80	0.57	9	MP	478.5	0.00
Compressed week	49	0.52	16	MP	31	0.48	13	LP	80	0.50	16	MP	685	0.45*
Annual hours	49	0.63	10	MP	31	0.49	11	LP	80	0.56	10	MP	540.5	0.03
Telecommuting	49	0.52	16	MP	31	0.54	6	MP	80	0.53	15	MP	713.5	0.64
Leave Policies														
Study Leave	49	0.68	4	MP	31	0.43	18	LP	80	0.56	11	MP	379.5	0.00
Paid parental leave	49	0.66	6	MP	31	0.54	6	MP	80	0.60	5	MP	592	0.09*
Paternity/Maternity leave	49	0.7	3	HP	31	0.58	2	MP	80	0.64	2	MP	588.5	0.08*
Career break	49	0.56	14	MP	31	0.55	5	MP	80	0.56	11	MP	756.5	0.98*
Taking leave as required	49	0.65	7	MP	31	0.56	4	MP	80	0.61	4	MP	637.5	0.22*
Use flex days or rostered days as half-day	49	0.49	19	LP	31	0.46	16	LP	80	0.48	17	LP	690	0.48*
Rostered days off	49	0.6	12	MP	31	0.47	15	LP	80	0.54	14	MP	567.5	0.05*
Health and Wellness														
Health and wellness programme	49	0.67	5	MP	31	0.51	9	MP	80	0.59	7	MP	517.5	0.01
Family Support														
Childcare arrangements/benefits	49	0.6	12	MP	31	0.51	9	MP	80	0.56	11	MP	635.5	0.21*
Holidays														
Flexible holidays	49	0.61	11	MP	31	0.54	6	MP	80	0.58	8	MP	647.5	0.25*
Non-paid extra holidays	49	0.5	18	MP	31	0.44	17	LP	80	0.47	18	LP	662.5	0.32*
Organizational Support and Culture														
Organizational understanding	49	0.71	1	HP	31	0.57	3	P	80	0.64	2	MP	543	0.03
Availability and usage of WLB policies	49	0.71	1	HP	31	0.48	13	LP	80	0.60	6	MP	446.5	0.00

Note: P= Practiced, NP= Not practiced, LP= Less Practiced, MP= Moderately practiced, HP= Highly practiced, RPI= Relative Practiced Index, RK= Rank, RM= Remark, N= Number of Respondents, Asymp sig = Significance level, p-value ≥ 0.05* (No significant difference)

Table 1 presents the Relative Practice Index (RPI), rank (RK), remark (RM), and Mann–Whitney U test values for twenty (20) WLB practice variables. The RPI was interpreted as follows: RPI ≤ 0.30 indicates not practiced (NP); 0.31 ≤ RPI ≤ 0.49 indicates less practiced (LP); 0.50 ≤ RPI ≤ 0.69 indicates moderately practiced (MP); and RPI ≥ 0.70 indicates highly practiced (HP). Work–life balance (WLB) practices in private limited firms indicate that paternity and maternity leave, paid leave, and study leave are adequately observed. However, health and wellness initiatives are

only moderately practiced. The least adopted practice in these firms is the use of flex days or rostered half-days, which is rarely implemented.

Table 2: Relationship between Work–life balance Practices and Job performance

Spearman Correlation Coefficient				
Work-Life Balance (WLB) Practices		**Job Performance**		
		Completion of assigned tasks quickly	The quality of work is acceptable	Complete assigned tasks within pre-planned timelines
	N	$\mathbf{r_s}$	$\mathbf{r_s}$	$\mathbf{r_s}$
Working Arrangements				
Part-time work	80	-0.039	.389**	0.198
Flexible working arrangement	80	0.149	0.21	0.215
Work from home on an ad hoc basis	80	-0.137	0.033	-0.089
Job share	80	0.089	.272*	0.203
Compressed week	80	0.139	0.025	0.056
Annual hours	80	0.133	0.188	-0.063
Telecommunicating	80	0.103	.235*	.250*
Leave Policies				
Study Leave	80	0.066	0.136	0.179
Paid parental leave	80	0.191	.454**	.304**
Paternity/Maternity leave	80	0.137	.408**	.253*
Career break	80	-0.012	0.063	-0.131
Taking leave as required	80	0.157	.268*	0.18
Use flex days or rostered days as half-days	80	-0.023	0.087	-0.049
Rostered days off	80	0.051	0.172	0.136
Health and Wellness				
Health and wellness programme	80	0.013	.321**	.269*
Family Support				
Childcare arrangements/benefits	80	0.167	.466**	.352**
Holidays				
Flexible holidays	80	0.149	0.21	0.215
Non-paid extra holidays	80	0.041	0.12	0.007
Organizational Support and Culture				
Organizational understanding	80	0.115	0.159	0.213
Availability and usage of WLB policies	80	0.108	.270*	0.181

** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed)

The Relationship between Work–life balance Practices and Job performance as shown in table 2 using spearman's rank correlation. According to Faremi *et al.* (2021), r = 0 implies no relationship, $0.10 \leq r \leq 0.29$ implies a weak relationship, $0.30 \leq r \leq 0.49$ implies a moderate relationship, and $r \geq 0.50$ implies a strong relationship**.** The first job performance stating "completion of assigned tasks quickly" has significantly no relationship to part-time work ($\mathbf{r_s}$ =-0.039), work from home on an ad hoc basis ($\mathbf{r_s}$ = -0.137), career break ($\mathbf{r_s}$ = -0.012), use flex days or rostered days as half day ($\mathbf{r_s}$ = -0.023). There is a significantly weak relationship to the flexible working arrangement ($\mathbf{r_s}$ = 0.149), job share ($\mathbf{r_s}$ = 0.089), compressed week ($\mathbf{r_s}$ = 0.139), annual hours ($\mathbf{r_s}$ = 0.133),

telecommunicating ($\mathbf{r_s}$ = 0.103), study leave ($\mathbf{r_s}$ = 0.066), paid parental leave ($\mathbf{r_s}$ = 0.191), paternity/maternity leave ($\mathbf{r_s}$ = 0.137), taking leave as required ($\mathbf{r_s}$ = 0.157), rostered days off ($\mathbf{r_s}$ = 0.051), health and wellness programme ($\mathbf{r_s}$ = 0.013), childcare arrangements/benefits ($\mathbf{r_s}$ = 0.167), flexible holidays ($\mathbf{r_s}$ = 0.149), non-paid extra holidays ($\mathbf{r_s}$ = 0.041), organisational understanding ($\mathbf{r_s}$ = 0.115), and availability and usage of WLB policies ($\mathbf{r_s}$ = 0.108).

This study accords with Okafor *et al*. (2025), findings, that Construction firms, even smaller private organizations, are becoming more conscious of the need to address work-life balance. From the ranking of the twenty (20) WLB practices, the top six (6) WLB practices carried out by construction industries in Lagos state are flexible working arrangement; organisational understanding, paternity/maternity leave; taking leave as required; paid parental leave; availability and usage of WLB policies. The least six (6) WLB practices are telecommunicating; compressed week; use flex days or rostered days as half days; non-paid extra holidays; part-time work and work from home on an ad hoc basis. This finding aligns with Tunji-Olayeni *et al.* (2021), who reported that improvements in work–life balance (WLB) can significantly influence women's participation in paid employment, particularly within the construction industry. Similarly, Jabbar *et al.* (2025) noted that flexible working arrangements give employees greater control over their schedules, thereby reducing work–family conflict, improving job satisfaction, lowering absenteeism and turnover, and enhancing overall work–life balance. In the Nigerian context, Osuizugbo *et al.* (2025) emphasized that the construction sector is characterised by long working hours and complex job demands, making it essential to implement policies that promote flexible scheduling to improve workers' WLB. Awareness of WLB policies within organisations is also critical. Findings by Shyamadanthi and Kaluarachchige (2023) show that the integration of WLB strategies and organisational understanding positively influences job satisfaction and employee retention. Organisations that demonstrate a strong commitment to WLB are more likely to embed such practices into their operational strategies (Jabbar *et al.*, 2025). Conversely, firms with low organisational awareness of WLB tend to neglect employee well-being, often resulting in labour shortages (Osuizugbo *et al.*, 2025).

Paternity and maternity leave have also been identified as important WLB practices that can improve employee productivity and reduc turnover intentions (Aghimien *et al.*, 2022). Supporting this, Osuizugbo *et al.* (2025) highlighted that construction firms are often motivated to retain skilled workers through such provisions, although regulations differ across countries. Furthermore, effective maternity leave policies contribute to building a more diverse and resilient workforce, extending beyond basic employee rights. In addition, Mahdi *et al.* (2025) emphasised that family-Friendly workplace policies enhance productivity, attract and retain talent, improve physical and mental well-being, and reduce absenteeism. However, parenting responsibilities introduce additional demands that can affect work–life balance (Li and Guo, 2023), and Riquelme-Segura *et al.* (2025) found that while couples without children often experience better WLB, the presence of children is associated with increased work–family conflict. Paid parental leave therefore becomes essential, as it allows employees to manage family responsibilities effectively, which in turn strengthens their commitment to work (Firman and Hermawan, 2025; Uka and Prendi, 2021).

The relationship between WLB practices and job performance in this study shows varying levels of association. According to Casper *et al.* (2024), although many organisations provide WLB policies, their application in the construction industry remains limited due to the nature of the

work. Evidence suggests that employees who utilise paid leave return to work with improved motivation, focus, and reduced stress, leading to better performance (Irfan *et al.*, 2021). In support of Franzoi *et al.* (2024), employees returning from paternity or maternity leave are better able to manage family demands and experience reduced stress levels. Additionally, programmes that support mental health, physical fitness, and stress management have been linked to reduced burnout and improved job performance (Lee *et al.*, 2023).

Despite these benefits, the study found a weak relationship between certain WLB practices, such as flexible working arrangements, paternity/maternity leave, taking leave as required, rostered days off, and health and wellness programmes versus job performance, while paid parental leave showed a moderate relationship as supported in (Pizarro and Gartzia, 2023) study. This suggests that while WLB practices are important, their impact on performance may vary depending on the nature of the practice and workplace conditions. The level of awareness and adoption of WLB practices in the Nigerian construction industry remains relatively low. This can be attributed to demanding work conditions, limited awareness among industry stakeholders, and entrenched cultural norms (Oyewobi *et al.*, 2020). The slow adoption of WLB initiatives is further influenced by the labour-intensive and time-sensitive nature of construction projects, which often prioritise output over employee well-being. As noted by Hejase *et al.* (2024), many organisations have yet to fully implement these strategies due to a lack of knowledge or insufficient motivation to prioritise workforce well-being.

Conclusion

This study examined work–life balance (WLB) practices and their relationship with job performance among construction workers in Lagos State. The findings show that WLB practices are generally at a moderate level within the industry. The most common practices identified include flexible working arrangements, organisational understanding, paternity and maternity leave, taking leave when necessary, and paid parental leave. The study also found that there is a significant level of agreement between private limited firms and sole proprietorships in how these practices are applied. In terms of job performance, WLB practices were found to have a positive relationship with the quality of work. However, they showed little or no relationship with how quickly tasks are completed, while the relationship with meeting planned timelines was inconsistent. Overall, the findings suggest that WLB practices play a role in improving work quality and supporting workers' well-being, even though their influence may not be the same across all aspects of job performance. Based on the findings, construction firms should pay more attention to strengthening work–life balance practices, especially those that directly support workers' well-being. There is a need to improve the implementation of flexible working arrangements, leave policies, and supportive organisational practices. Firms should also consider providing more financial and welfare support, such as paid parental leave and childcare benefits, as these were found to be linked with better job performance outcomes. In addition, integrating WLB policies into human resource management can help improve productivity and employee retention. Finally, further studies should look into why some WLB practices do not positively influence certain aspects of job performance and explore other performance indicators that may provide a better understanding of this relationship.

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