Work-Life Balance Programs and Performance of Female Academics in Federal University of Agriculture, Abeokuta, Ogun State

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In Partial Fulfillment of the Requirements for the Award of Master of Science Degree (M.Sc.) in Human Resource Management.

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Certification

This is to certify that this Thesis was carried out by **Temilola Olubunmi OSIBANJO** with matriculation number **LCU/PG/002714** of the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University Ibadan, Oyo State, Nigeria.

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Dedication

I dedicate this thesis to God Almighty for making this dream a reality

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Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work.

Abstract

Having work life balance is the most challenging issues faced by employees and employers in recent time. With the increase in work pressure due to advancement in technology, how well the female employees can manage their professional life and personal life has become a concern for both HR practitioners and researchers. The study examined the effects of work-life balance programs on the performance of female academics in Federal University of Agriculture Abeokuta, Ogun State. 127 copies of questionnaire were administered to the Female Academics of Federal University of Agriculture, Abeokuta, Ogun State. Findings revealed that telecommuting has significant influence on research output at (β= 0.741, R^2=0.548, t-statistics=14.874>1.96, P-value =0.000 <0.05), significant influence on teaching engagement at (β= 0.809, R^2=0.654, t-statistics=19.057>1.96, P-value =0.000 <0.05) and a significant influence on community service engagement at (β= 0.495, R^2=0.245, t-statistics=4.814>1.96, P-value =0.000 <0.05). It was discovered that teaching engagement has the most predictive value, followed by research output, and community service engagement. Similarly, Flexi-time arrangement significantly influences research output at (β= 0.801, R^2=0.548, t-statistics=15.149>1.96, P-value =0.000 <0.05), significantly influence teaching engagement at (β= 0.801, R^2=0.641, t-statistics=16.259>1.96, P-value =0.000 <0.05) and a significant influence on community service engagement at (β= 0.593, R^2=0.351, t-statistics=5.820>1.96, P-value =0.000 <0.05). It was discovered that teaching engagement has the most predictive value, followed by research output, and community service engagement. Also, Healthcare provision has significant influence on research output at (β= 0.810, R^2=0.657, t-statistics=17.035>1.96, P-value =0.000 <0.05). Significant influence on teaching engagement at (β= 0.606, R^2=0.367, t-statistics=6.015>1.96, P-value =0.000 <0.05). Finally, research output has the most predictive value, followed by community service engagement, and teaching engagement. Flexi-time arrangement among the female faculty members should be encouraged.

Keywords: Employee, Female Academics, Performance, Work-Life Balance Programs
Word Count: 276

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Chapter One

Introduction

1.1 Background to the Study

Before now, women in Africa were typically involved in domestic duties such as childrearing, housework, cooking, laundry, farming, mending, caring for their children, and submitting to their husbands' authority. In recent time, Women across the globe are now taking professional jobs and economic activities such as teaching, Engineering, Lecturing, Trading, Nursing, Administrator, Scientist, Technologist, Banking jobs and some degree of employment in both private and public sectors.

However, there has been an increase in awareness of the stress that these professional job place on families and employees' lives, particularly women[1]. Due to the increased workload that comes with career advancement, family obligations may then be abandoned for academic purposes[2]. Some research suggested that the combined responsibilities of academic women as wives, mothers, and lecturers were a cause of stress. In a similar vein, while the husbands relax at bars and other establishments, academic women return home to take care of household duties and raise their children. For instance, in secondary and postsecondary institutions, women make up a sizable portion of the teaching staff in the educational sector[3]. Furthermore, the demands placed on female academics in this atmosphere, where there is a high level of competition and pressure to provide quality services, are significant.

Globally, female lecturers are found in many disciplines and departments of various faculties/colleges in various Universities. The Institution are supposed to contribute positively to the overall growth of their nation in addition to producing high caliber labor. Consequently, the women have been recognized as qualified and hired to play

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equal roles alongside their male counterparts in achieving the university's specified objectives[4].

A study focusing on work, well-being and stress illustrates this link, finding that "45% of men and 50% of women would turn down a promotion if the new position would leave them with less time for their personal or family life." Also, work-life programme issues are factors that affect employee retention with the company. Gender inequality, childbearing, flexibility of time, parental role, access to study leave, a lack of mentors, grants for research, staff schools, single motherhood, access to quality healthcare, time for recreation, and managing work and family are some of the biggest work-life balance program challenges that women face. These have created a significant barrier to high level women performance in Nigerian Universities.

However, if some of the aforementioned problems can be overcome, good research output, effective teaching engagements, and active participatory in Community Service development and high level of productivity for women would be achievable. Women who balance work and family must use coping strategies that will not affect either. Every woman ought to have the ability to seek out education, work, keep good health, and participate in all parts of society. However, women and girls over the globe are compelled to adhere to traditional gender norms, which frequently result in unequal access to fundamental services and serious violations of their human rights[5]. Furthermore, compared to their male colleagues, female academics in Nigeria face higher pressure at work. The 'publish-or-perish' syndrome, the workload of teaching and research, the writing of papers for conferences, seminars, and workshops, the marking of scripts, meeting deadlines, the supervision of students' projects, and other similar academic works are all examples of the pressures that come with teaching in a university. Related contributing factors include participating actively in departmental

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and faculty-level emergency meetings, attending meetings for postgraduate theses and dissertations, and being a member of several administrative committees[6]. Working several jobs may cause women to become nagging mothers and wives who are hard and almost insufferable to everyone around them[7]. Despite the huge and comprehensive body of literature on women in academia, little attention has been paid to understanding the coping strategies employed by female academic in work-life and performance which is the reason for this study in Federal University of Agriculture Abeokuta, Ogun State. Past studies have shown that women generally have many problems throughout their lives, from conception to death, largely as a result of the conventional notions that surround them. Women's chances are also commonly restricted by gender conventions that label them as mothers, careers, or house wives [8,9]. Work-life balance programs and Performance of female employees has started giving organizations and homes concern due to its importance; it has effects on various sectors of both the employees, which eventually affect the Institutions. Employee motivation and productivity is low when work/life initiatives are absent, company commitment to work/life initiatives is closely aligned with employee motivation and productivity. Even though past studies have examined the factors that determine female academics engagement such as promotion opportunities, reward system and management support. Not much studies currently available on work life programme and performance of female academics especially in the area of teaching, research output and community engagement. It is against this background that this study is set to bridge the identified gap.

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1.2 Statement of the Problem

The workplace pressure continues to increase in the society globally. Female Employees dual role all over the world continue to experienced problems as they trying to balance family, work, and other private matters that relates to their life[10]. The

demand to meet target at work, family related pressure, and the pressure to balance the two has affected most employee's well-being. As a result, employers are using a lot of money on healthcare costs. Organizations continue to register high employee turnover as it becomes difficult to retain high-quality employees in a competitive environment[11]. A study conducted in the USA revealed that job-related stress costs the Industry approximately 300 billion dollars annually in the form of turnover, absenteeism, diminished productivity and medical, insurance and legal expenses. While the concept of work life balance has been embraced in developed countries, studies conducted in African countries indicate a need for an effective work life balance[12, 13]. The female employees face various work- related problems. Stress is a common problem that bedevils most of the female employees. Researchers attributed this to multiple roles and responsibilities most female employees have both at work and at home[14]. When there is no balance between work responsibilities and home responsibilities, there is usually a conflict between the two, which when not handled properly causes stress and even depression. It was found that multiple roles among female employees have an effect on the well-being both at work and home[15]. This may result in a work family conflict which causes negative spillover from family to work or vice versa which manifest itself in form of stress, passive-aggressive behavior, and inability to concentrate at work. Inability to manage heavy workload is also a problem which affects female employee performance since it is a major cause of occupational stress[16]. Previous studies have classified stress factors which affects female employee performance into four categories. First, the working conditions which include weekend duty, shift problems, long working hours, inadequate pay, safety issues and discriminations. The second stress factor is relationship at work and third is ambiguity in responsibility and authority. Finally, organizational structure and climate such as major change in the workplace,

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communication policy, and lack of participation in decision-making is among the stress factors that affect female employee performance. This may explain the below-average performance by the female employees in many institutions[17].

Scholars in this area of work life programme and performance have focused on private sectors in Nigeria, especially in commercial banks and telecommunication sector. However, less has been done on work life programme and performance of female academics in the area of teaching, research output and community engagement in the Educational institutions in Nigeria. It is against this background that this study is set to bridge the identified gap.

1.3 Aim and Objectives of the Study

The aim of this research is to examine the effects of work-life balance programs and performance of female academics in Federal University of Agriculture Abeokuta, Ogun State. In order to achieve this goal, the research is set to examine following specific objectives are to:

i. examine the effect of Telecommuting on performance (Teaching Engagement, Research Output and Community Service) of female Academics in Federal University of Agriculture Abeokuta.

ii. investigate the influence of Healthcare Provision on performance (Teaching Engagement, Research output and Community Service) of female Academics in Federal University of Agriculture Abeokuta .

iii. determine the effect of Flexi time on performance (Teaching Engagement, Research output and Community Service) of female Academics in Federal University of Agriculture Abeokuta

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1.4 Research Questions

This thesis is aimed at providing answers to the following research questions;

i. What significant role does Healthcare Provision have on performance (Teaching Engagement, Research output and Community Service) of female Academics in Federal University of Agriculture Abeokuta?

ii. What is the effect of Telecommuting on performance (Teaching Engagement, Research Output and Community Service) of female Academics in Federal University of Agriculture Abeokuta?

iii What influence does Flexi time have on performance (Teaching Engagement, Research output and Community Service) of female Academics in Federal University of Agriculture Abeokuta?

1.5 Hypotheses

The following null hypotheses made in relation with the research objectives and questions to guide the study.

H_01: Telecommuting does not play a significant role on performance (Teaching Engagement, Research Output and Community Service) of Female Academics in Federal University of Agriculture Abeokuta.

H_02: Flexi time does not play a significant role on performance (Teaching Engagement, Research output and Community Service) of female Academics in Federal University of Agriculture Abeokuta.

H_03: Health Care Provision does not play a significant role on performance (Teaching Engagement, Research output and Community Service) of female Academics in Federal University of Agriculture Abeokuta.

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1.6 Significance of the Study

The following will find great value in this study: (Public and Private Universities, organizations, academia and the society). Various private organizations in Nigeria, both profit- and non-profit-oriented, will also receive strategic insights from the study on how to manage work-life balance programs effectively and productively for increased levels performance. Naturally, these will also facilitate an increase in total output level. Furthermore, this study aims to fill some gaps in the existing literature on work life balance programs and performance in addition to contributing to the body of knowledge. It will test the conceptual model that assesses the impact of a worklife balance program on female academic performance at the Federal University of Agriculture in Abeokuta, Ogun State, Nigeria in more detail, advancing the field of study. Additionally, it will also serve as reference material and platform for further studies in the area of research work. Private and other Public University most specifically female employee will benefit on how to improve on their performance while combining work life balance programme with their academic job.

1.7 Scope of the Study

This study intends to ascertain the effects of work-life balance programs and performance of female Academics in Federal University of Abeokuta, Ogun State. The choice female is because of their multi-task capacity and dual functions in the society. It will provide a robust explanation to the work-life balance programs as it affect the performance of all female Academic staff of Federal University of Abeokuta, Ogun State.

1.8 Limitation of the Study

The major limitation of this research will be getting information from respondents who are supposed to fill the questionnaire for accurate data analysis but are currently on

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National strike. Time factor and financial implication of using social media to conducting the study may limit the research work as well. The researcher intends to engage group WhatsApp platforms such as Committee of Deans and Directors (CODAD), National Association of University Women (NAUW) platforms and google forms in the questionnaire administration, this will help to enhance the respondent rate obtained for data analysis in this study.

1.9 Operational Definition of Terms

Efficiency: The ratio of the output to the input of any system. Economic efficiency is a general term for the value assigned to a situation by some measure designed to capture the amount of waste or "friction" or other undesirable and undesirable economic features present. It can also be looked as a short run criterion of effectiveness that refers to the ability of the organization to produce outputs with minimum use of inputs.

Employee Attitudes: Mental state of readiness for motive arousa

Employee Satisfaction: This refers to the positive or negative aspects of employee's altitude towards their jobs or some features of the job.

Extrinsic Motivation: Extrinsic motivation is reward-driven behavior. In extrinsic motivation, rewards or other incentives like praise, fame, or money are used as motivation for specific activities. Unlike intrinsic motivation, external factors drive this form of motivation.

Female Academics: They are the female teaching staff who work at Federal University Abeokuta; they may be permanent employees, contract workers, confirmed employees, or unconfirmed employees

Intrinsic Motivation: Intrinsic motivation refers to behavior that is driven by internal rewards. In other words, the motivation to engage in a behavior arises from within the individual because it is naturally satisfying to you. Intrinsic motivations therefore refer

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to motivation that is driven by an interest or enjoyment in the task itself and exist within the individual rather than relying on any external pressure.

Motivation: It is the process of stimulating people to actions to accomplish the goals. In the work goal context, the psychological factors stimulating the people's behavour can be desire for money.

Organizational Goals: A concept, which refers to the focus of attention and decision-making among employees of a sub-unit.

Performance: There are the output of the activities of the staff in the organization in terms of teaching, research and community engagement.

This type of motivation comes from outside of the individual. Common extrinsic motivations are rewards like money and grades, coercion and threat of punishment. Competition is in general extrinsic because it encourages the performer to win and beat others not to enjoy the intrinsic rewards of the activity.

Organizing: This involves the complete understanding of the goals of organization, the necessity of proper co-ordination, and the environmental factors that influence the goals and employees within the organization.

Work-Life Balance Programs: They are the parameters that Federal University Abeokuta put in place to make their staff enjoy the working environment.

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Chapter Two

Literature Review

2.1 Conceptual Review

2.1.1 Concept of Performance

Performance refers to completing, carrying out, or accomplishing anything that has been requested or undertaken. Performance in this study will be defined as completing tasks with known accuracy, completeness, cost, and speed**.** Performance as productivity, where quality, quantity, cost, and time were the components of productivity. This will be evaluated in terms of duty related attendance, tasks accomplishment, and product quality[1]

Motivation is defined as the readiness to engage in particular types of behavior, but we also probe whether public employees agree with the idea of performance pay and think its rewards hard effort. In the principal agent analysis as well as in the opinions that management conveyed to us in our interviews the staff's readiness to exercise discretion at work in favor of the organization was very crucial. We examined whether employees thought that PRP encouraged them to go beyond the call of duty and to take greater initiative in their work. According to the principal agent analysis, agreement with the principle entails acknowledging its legitimacy annex anti incentive. Agreement that it rewards outstanding work catches a different nuance: that one values acknowledgement by one's supervisor. This may be more appealing to people drawn to the intrinsic rewards of their employment, which may be particularly significant in the health and education services[2].

Though proper financial incentives, management's job is to increase employee productivity in order to achieve superior performance and obtain a competitive edge in the globalized marked. Every organization uses productivity, performance, quality

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motivation, and services while managing its workforce. Additionally, it is important to motivate employees with sufficient incentive schemes and reward programs because doing so will inevitably encourage them to take initiative and adopt the proper attitude toward their work.

Employers of labor, however, use incentives method in highly dynamic organizations to make sure that the brightest minds are maintained for the benefit of the organization. Therefore, increasing productivity requires providing employees with enough financial incentives that are commensurate with their output. The mission statements and goals of organizations frequently reflect this emphasis. The financial incentive (material) and non-financial incentive (non-material) components of remuneration are available to management. Based on the findings of this study, financial incentives will be restricted. An incentive is something that encourages someone to take an action. Long-and shorter financial incentive programs are included in the financial elements of employee remuneration. Employees who are dealing with personal issues have a significant impact on the workplace today. According to research on the relationship between work and family issues, issues at home could influence work performance and vice versa[3].

Experts in employee support predict that 20% of every workforce may experience personal issues that have an impact on their ability to do their jobs. It is possible that some of these issues are financial in nature. According to research, 10 to 15% of the workforce suffers from financial issues to the point that they have a detrimental impact on workplace productivity[4]. Even these issues may largely be pecuniary in origin, they also affect how well her areas perform, and vice versa. According to research, employee stress relates to personal financial matters and costs American firms billions of dollars in lost worker productivity each year. It has been estimated that the annual

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cost of overall stress and stress-related issues exceeds $150 billion. Although certain bottom line cost estimates can be found in the literature, most business are not fully aware of the costs associated with having employees that are stressed out as a result of their own financial worries and troubles, they may be aware of how the cost of handling garnishments affects their bottom line[5]. Due to their need to boost productivity and save other expenditures, employers are now more interested in personal financial issues of their employees. Employers should pay close attention to employees. Employers should pay close attentions to employee's personal financial issues because they have a direct impact on the workplace.

Human resources can cause business grief if improperly managed. However, if correctly managed, the same human resources might offer a competitive advantage. Companies are now looking to their employees to help them address business difficulties[6].

According to studies, business prefer that the human resource management function concentrate on issues relating to productivity and cost control in the workplace. One of these is employee financial matters. According to some recent studies, there may be a connection between employee productivity and personal financial wellness. Employees might be better able to concentrate on their work if they weren't under financial hardship." There is more recognition of the importance of personal money as a significant life feature". According to a six-year study based on joint research at Tandem Computers, Corning, and Xerox, paying attention to employees' personal lives could boost workplace efficiency[7]. The ford foundation study "confirms, for the first time, that ignoring people's lives outside of work causes people to live fragmented lives, and organizational get half people", according to the Center for Organizational Learning. The study's findings showed that it is possible to pursue a dual agenda in the

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workplace, one that takes both the needs of the employee and the employer into account and results in a setting that fosters productivity[8].

People who are financially ill have been evaluated in a small number of research on personal financial wellness. Only a few recent studies have been undertaken with financially problematic people who got credit counseling, and many research on individuals and families with financial problems have included bankruptcies. Credit counseling companies may have done proprietary research with their clients for internal purposes, but this data has rarely been made public. In recent years, both the credit counseling and the collection industries have experienced rapid expansion. These patterns, together with the high rates of bankruptcy, are signs of people and families having financial troubles[9].

The credit counseling sector offers a chance to research those who are thought to be more likely to experience financial worries, stress associated to those worries, and financial issues. It will be possible to determine if there has been any overflow from a person's personal issues, such as financial concerns, to their place of employment by looking at currently employed individuals who have participated in credit counseling for three assistance in financial issues. Rarely have the human aspects that affect productivity been studied. Additionally, financial stress among employees has been linked to poor productivity traits like tardiness, blunders, accidents, loss of focus, and reduced production[10].

According to research, the negative consequences of employee stress on companies can take many different forms, including time taken away from work to address employees' personal financial issues, higher health care expenses, and a greater propensity for worker compensation claims. According to some recent studies, there may be a connection between employee productivity and personal financial wellness.

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The majority of earlier research on financial well-being and productivity, however, was done with workers who were not having financial issues.

To "disentangle the relationship of financial troubles to other human problems and the consequent impact on worker productivity," further research is required[11].

Researchers and educators advise financial education in the workplace as a way to increase levels of personal financial wellness among employees while reducing business operational costs because the link between personal financial challenges and worker productivity has been established. However, convincing evidence of employee financial issues, related stress, a lack of financial health, and any relationships to job outcomes are required in order to effectively advocate for the requirement of financial education and counseling programs in the workplace[12].

Different metrics of production efficiency are referred to as performance. A manufacturing process's performance is defined as the output to input ratio, or output per unit of input. The production performance of businesses and countries is greatly influenced by productivity. Raising national productivity can enhance living standards since it increases people's ability to buy products and services, enjoy leisure activities, improve their housing and education, and increase corporate profitability. Depending on the goal of the productivity measurement and/or the availability of data, there are numerous possible definitions of output[13].

2.1.2 Concept of Academic Performance in the Universities

The result of education is academic performance, which measures how well a student, lecturer, or institution has accomplished its educational objectives. Numerous research have examined the impact of lecturers' or teachers' teaching efficiency on students' learning outcomes as indicated by their academic achievement[14,15,16]. Teaching, research, and community service are the main fundamental responsibilities of

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universities worldwide. The bulk of academic staff members, it would seem, are more enthusiastic and interested in teaching than in conducting research. When compared to colleges with higher global rankings, this may have contributed to Nigerian universities producing less research that is of poor quality and yield. The webometric ranking of universities around the world serves as evidence for this. No institution in Nigeria has, for the most part, ever been listed among the top twenty universities in the world [17,18]. In order to develop their professional skills and have an impact on a field and society as a whole, academic staff members at higher education institutions, particularly universities, are given the opportunity to concentrate on a particular area of inquiry, develop a research program, and then share their knowledge with students and others.

2.1.3 Research Output

The relationship between a system's outputs and the inputs used to produce those outputs is what is meant by the term "research productivity." Research productivity is the totality of research works performed by Academics in universities and related contents within a given time period[19,20]. Universities contribute significantly to the expansion and advancement of enterprises, both private and public, through their research, advancing both domestic and international development. Universities have established research departments or units that are in charge of organizing research activities. Universities are seen as being generators of fresh information throughout the world. They are regarded as modern research-based knowledge producers and entrepreneurial engines. In the context of Nigerian universities, academics are teachers ranging from graduate assistant cadre to professorial cadre [21].

Research gives teaching faculty members a solid academic foundation on which to build their careers. This is due to the fact that research advances academic knowledge

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and strengthens the abilities required for efficient information transfer. It also motivates academics to put in a lot of effort, closes research gaps, and opens up new opportunities. In today's knowledge-based society, it is widely acknowledged that research plays a crucial role in improving a country's prosperity and the welfare of its residents[22,23]. It may also refer to "efficiency" and, more crucially, "effectiveness," terms that describe the whole output or outcomes of performance. Therefore, research productivity is a way for academics to add to the corpus of knowledge already in existence. This can take the form of journal articles, technical reports, books, book chapters, patent rights, student supervision, and student training. Any subject of specialization's research papers offer up-to-date knowledge for advancement, development, and a better society. Regardless of gender, it plays a big role in staff promotions, even to the level of professor. The quantity of articles published in reputable refereed journals and conference proceedings serves as a measure of research accomplishment[24]. The quantity and caliber of papers published in recognized journals, books, book chapters, conference proceedings, and other academic staff members' works are indicators of the research output in academia[25,26]. Academics at Universities are evaluated primarily on their research productivity, which is typically quantified by the number of articles published in reputable journals, especially in relation to merit raises, promotion, and tenure. Academics exhibit a wide range of research aptitudes, opportunities, attitudes, and, most significantly, research outputs. Academics mostly use publications to disseminate their research output. Academics might gain respect in local and worldwide academic circles by publishing their research.

As it relates to promotion, tenure, and other academic success factors, research production frequently played a significant part in achieving success in academic circles in higher education[27,28]. The amount and velocity of knowledge acquisition can be

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increased by publishing ground breaking findings in prestigious journals and award-winning books, which serve as a gauge of research output. Additionally, research publications measured by the number of peer reviewed journal papers generated in a given year are the result or output of academic research. Publications can be measured by additional works besides the number of articles, like books, book chapters, monographs, and conference papers[29].

2.1.4 Teaching Engagement as an Indicator for Performance

Teaching engagement is one of the important performance factors for academics. Measures of teaching engagement include duration of instruction, effectiveness of delivery, thoroughness of course covering, quantity of courses taught, and overall student success.

Over the past several decades, a number of educators, researchers, and policy makers have questioned the precise influence of teaching involvement on student learning and accomplishment[30].

Similar to this, other research have revealed a favorable association between students' academic progress and teaching engagement[31]. The teaching position entails planning and giving courses, supervising the senior project, and grading scripts. Other duties include the creation of teaching materials for students, collaboration with students, and the development and promotion of novel teaching techniques.

Hirsh found that the majority of academics fall short when it comes to teaching engagement, despite the importance of academics' teaching engagement to all university stakeholders. They frequently do not attend class regularly or interact with students for barely half the recommended number of hours per week. Lack of a work-life balance program could also be to blame for this[32,33].

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2.1.5 Community Service Engagement as an Indicator for Performance

Nigeria firmly shares this belief that knowledge generation and exchange through university-community engagement research is a way of progress and national development among developing countries [34]. Despite being closely related to the first and second tasks, community service is typically referred to as the third task. In recent years, community service has increased in value, particularly in nations with fledgling democracies[35,36,37]. Community engagement is typically done outside of the institution, although research, teaching, and learning typically occur there most of the time. With the goal of having a good impact on people's lives at the community level, it necessitates physically applying newly acquired information to real-world situations.

One of the core purposes of higher education is community engagement, whereby institutions use their resources and expertise to address issues important to their communities. Despite being intimately interwoven into teaching and research activities, community service has taken up residence next to them. Academic staff works to improve community health, financial literacy, social service, and health, as well as to decrease crime[38,39,40]. Rapid changes demand that a university develop a stronger relationship with its surroundings, a quicker response to, and greater flexibility in satisfying the expectations of the community. By serving organizations in the private and public sectors, community service improves learning and R&D processes. In close proximity to study and research activity, community service has taken up residence[41,42]. However, there are little or no incentive mechanisms in the institutional policies to support or encourage university community engagement. There is currently no institutional prize for community participation in most institutions in Nigeria, despite the fact that teaching and research production are generally heavily recognized in promotion assessments of academics[43]. In addition, the majority of university

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engagements are formal and have little to no connection to the nearby community. University incentive programs do not recognize community engagement as a legitimate kind of scholarship[44]. Additionally, it has been noted that most university professors have fallen short of expectations due to low morale and unfavorable attitudes, especially towards their core tasks. (Research output, teaching, and community engagements[45]. Hence, the study tends to examine the effect of job-hopping intention on academic engagement (teaching, research output, and community engagements).

2.2 Concept of Work Life Balance

The Genesis of Work/Life Balance is a state of equilibrium in which the demands of both a person's job and personal life are equal. The term "work/life balance" was coined in 1986, but it took some time for it to become widely used[46]. Different scholars have given different definitions of work-life balance. Some definitions will be provided in order to widen our perspectives. Work-life balance is contentment and successful operation at both work and at home with the least amount of conflict[47]. Work life balance is a process of managing work and personal responsibilities.

In countries where revenue is primarily created and dispersed through labor markets, the relationship between institutional and cultural times and spaces for work and non work is known as "work-life" balance[48]. Work life balance is drive for satisfaction of employees. The requirement for work-life balance is recognized by many firms as a means if retaining talented employees, reducing work-family friction, and improving employee stress levels, job satisfaction, and life balance. Through work-life balance, an effective organizational culture increases employees' desire to stay with the company.

Work-life balance may have an impact on employees' sentiments toward their companies and their personal lives. When we consider the words job and family, we

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see that work frequently takes priority over all other aspects of our life and the desire to advance professionally may cause us to put our own well-being on the back burner. However, striking a healthy work life balance is essential to enhancing not only our physical, emotional, mental health but also our career[49]. Work/life balance has emerged as a key problem in the workplace in a culture where obligations and responsibilities collide. Work/life balance issues may present a win-win solution for forward thinking human resource professional looking for creative methods to strengthen their organization's competitive advantage in the marketplace. In 2001 study by the Radcliff policy Center, family time was ranked first among work/life priorities by 82% of men and 85% of women in 20 to 39 age brackets [50,51].

In contrast, according to a 2001 survey by Rutgers University of Connecticut,90% of working individuals expressed concern about spending enough time with their family. Due to the fact males and females have different obligations at work and outside of it, there are gender differences in the needs for work-life balance[52,53]. Proved that women needed a better work life balance than men did. A person gets happiness from their family in life. Human resource professionals need to have a better understanding of how work and family connections interact and how this has an impact on the workplace due to the changing nature of families and the increasing diversity of family structures in the workforce in the new centry[54]. Work life balance is the equilibrium life balance is the equilibrium reached when a person prioritizes their personal and professional obligations equality. Increase responsibility at work, working longer hours, increased responsibilities at home, having children, increased productivity, and decreased absenteeism are some of the frequent causes of a bad work-life.

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2.2 Determinants of Work-Life Balance

The majority of people view their work obligations as essential of life happiness pines and do not only do them for the money. Researchers connect this to the daily structure, social identity, and expectations that comes with professional position [55].

The elements that affect work life balance include both those that a person may change and those that require organizational initiative. Some people are content to put in long hours at work in order to further their careers, while others are content if their family is given priority, ailing both is still a major concern for many. It is possible that absence of balance helps identify it more clearly. In any situation, interference or conflict result when the desired types of balance is not reached.

a. **Individual Factors**

Over achievers, perfectionists, and compulsive workers are stereotyped as work a holics who put in more time than is necessary while neglecting other interest. Even when it is not necessary, those who are overworked put in lengthy hours but are dissatisfied with the results. Other important factors in determining a work life balance include the worker's healthy, personality type and level of resilience, as well as their professional stage, age under gender[56].

b. **Organizational Factors**

Work demand in terms of time spent at work and any intensity or pressure are organizational measures that effect work life balance. The organization also shapes the workplace culture. Long commutes, strict managers, uncooperative coworkers, and rigid schedules are factors in the issue. Connectivity has made this issue worse. Even if these disruptions happen outside of business hours or while a remote employee is spending time with family, remote workers are frequently expected to be reachable by their employers.

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c. **Home as a Source of Imbalance**

Work itself is poorly defined, as life outside the workplace also consists of other types of work. This is true of all who operate at home- or family-based business but has become a unique pandemic problem. A lot more people at home are expected to be over or available than in the past. The needs of home and its culture are considered to be factors of work-life balance when it comes to duties performed as unpaid but necessary labor[57].

Why it is wrong to look at work-life balance as an achievement. For instance, role-related expectations are important, along with the presence of dependent children or older adults. Women may be implicitly expected to take care of domestic matters after working hours. Similarity, the care of children and early family members may be an unspoken or accepted obligation of one working family member.

d. **Need for Work Life Balance**

The outcomes of imperfect work-life balance faced in the day-to-day life are:

i. Stress: Employee must continuously perform and learn to adapt to the changing market conditions. The ongoing pressure from the superior to reach the goals just compounds this. Employees are forced to give up their personal space as a result. The entire process is causing employee stress, which is the core of many other issues.

ii. Physical Issue: In the past, there has been a significant increase in the number of

employees experiencing physical problems like hypertension, diabetes, and heart attacks. Due to their lengthy and demanding workdays, female employees are the most negatively affected and are more likely to experience serious gynecological issues including cancer and abortions.

iii. Relationship Issues: when employees spend more time at work, they no longer

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offer their spouses, parents, or kids the time they need.

iv. Hangover: increasing employees contact by working longer hours at the office even if they are at home, the employees frequently continue to think about their jobs. Professional rage has a knock-on impact home

v. Unethical Behavior: in order to cope with stress, employees often engage in unethical behavior, such as drinking, smoking, using drugs, having improper relationships, etc. Additionally, there is a potential that the worker will use unfair methods to complete the work by any means necessary.

vi. Disturbed Families: employees' families are the hardest harmed. Fighting to reach the goal may occasionally lead to disregarding the family. Families that have split up has increased significantly.

vii. Lower Performance: there is constant conflict among staff. Home problems are an issue when they are at work, and vice versa. Unaware of it, the workers become frustrated and are unable to give their vocation their full attention.

viii. Organization in Jeopardy: it all begins with stress, and ultimately, staff performance and ability are at risk. The circumstance could result in either the individual losing interest in the company or the organization failing to meet its objectives. The organization as a whole is at danger in any scenario.

2.2.2 Concept of Work-Life Balance Programs

Work-life balance programs are fast gaining popularity in developed countries, It can be characterized as any advantages, guidelines, or initiatives that assist staff in balancing the responsibilities of the office with their personal lives[58,59]. In other words, work-life balance initiatives employ a two-pronged strategy to help people achieve both meaningful success and satisfaction in their daily lives. The term "work-life balance programs" therefore can be defined from the perspective of an individual's

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experience or aspiration, with a focus on time-pressed white-collar workers. It can also be defined as an adjective to describe private practices such as healthcare provision, telecommuting, flexible work arrangements, or public policies such as parental leave that are intended to achieve work-life balance programs in the workplace[60]. Programs that promote work-life balance, whether from an individual or adjectival standpoint, tend to minimize the variety of perspectives on the elements of work, life, and program. Additionally, most definitions of work-life balance programs try to minimize its importance by framing it only in terms of human responsibility and choice, omitting the institutional, cultural, and practical limitations on people's agency[61]. For example, work-life balance programs from the perspective of an individual's experience or aspiration defined work-life balance programs as the Initiatives that promote work-life balance define it as "the happiness and effective functioning at both work and home with little role conflict." However, it must be acknowledged that this explanation is overly straightforward and falls short of capturing the essence of the work life program. In fact, it seems that clerk is implying that a worker's life only consists of their home workplace. Using the same methodology, which involves developing work-life balance programs from the viewpoint of a person's experience or goal[62]. Work life balancing programs measure an individual's degree of satisfaction based on the amount of time invested, level of commitment, and level of satisfaction obtained from juggling work and family responsibilities. Once more, this description falls short of giving a comprehensive understanding of what the term "work-life balance program" means. Adopting an adjectival strategy, work life balance initiatives are defined as "organizational dependent care, flexible work options and family or personal leaves[63]. These practice include flexible work hours (for example, flex time, which allows workers to vary their start and finish time provided a certain number of hours is

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worked; compressed work week, in which employees work a full week's worth of hours days and take the fifth day off), working from home (teleworking), sharing childcare, and other arrangements.

This concept, however, raises serious ethical issues because it could be seen to imply that the existence of such regulations within a company inherently ensures that its employees will adhere to work-life balance programs. This is not necessarily the case, though, as it ignores the unique experiences of these people. Additionally, it has been claimed that framing work-life balance programs from an adjectival perspective can obscure the advantages companies stand to gain from such practices because it suggests that such rules are primarily in place for employee benefit[64]. This is however not accurate as researches have shown that where employees leads a programmed life, the employers also gain immensely. Programs to promote work-life balance will always be divisive because the idea behind them is flawed. In general, the word "program" when taken literally suggests that work-life balance programs are an individual's equal degree of participation in both work and non-work activities. This argues that in order to attain a work-life balance program, people must have orderly, divided lives that are equally divided between work and non-work activities. However, she contends that the European/Western concept of orderly, divided lives cannot account for the messy reality of family and community life and the blurring of boundaries as she discovered from her research on Indian call centers[65]. Further justifying the argument that work-life balance programs does not necessarily imply a tidy, segmented life as opined by most western scholars, a study into the perception of Asians and what the concept of work-life program means to them. The way that Asians and Westerners view work-life balance programs is very different. From a personal standpoint, Chandra discovered that programs for work-life balance in most Asian

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nations tend to be linked to gender difficulties. For instance, the socialization process further promotes the conventional gender-based division of work that is still the norm in the majority of Asian nations. Furthermore, regardless of whether they work full-time, women are typically the only ones who handle domestic responsibilities[66]. Additionally, many workers (especially women) take satisfaction in bragging about how well they can balance work and home. Therefore, work-life programs are seen more as a person's ability to plan and professional lives than as a problem with policies. Contrarily, the socialization process in Western nations actively de-emphasizes gender stereotyping to the point where the distinction between gender stereotyped male and female labor has become muddled. Men frequently give up their employment to support their marriages, thus this is common. Consequently, gender is not a factor in how work-life balance programs are perceived in the west. This so because putting in a lot of overtime is sometimes viewed as a devotion to one's employment. As a result, asking for less hours worked is sometimes viewed as a show of weakness. As a result, many employees in Asian nations attempt to continue the program by contracting out their household duties or relying on help from their parents and in-laws. Working lengthy hours is relatively uncommon in the west, as most Western nations appear to favor shorter workdays, which is offset by moderate wage makeup for shorter working hours. The implications of this is that workers in the West have more time to devote to their families and other interest outside of the workplace, but those in Asian nations must finds difficult ways to schedule their personal and professional life. Finally, from the perspective of an organization, although work life balance regulations and initiatives exist In Asian countries on paper, the reality is different. For instance, there is a significant discrepancy between the rules as written and as they are put into practices, even though the majority of organizations post their work life programs

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policies on their corporate websites. Also, when compared to Western nations, the majority of Asian nations offer very little in the way of maternity benefits. Even when they are available, most workers choose not to take advantage of paternity benefits because they believe that this is more of a woman's responsibility. The aforementioned information leads to the conclusion that achieving work-life balance programs is a decision. The achievement of work life balance programs is untimely an employee's personal duty, he continued even though organizational regulations can offer flexibility and improve the employee's choices. An individual's efforts to attain minimal levels of conflict between work and non-work demands are simply referred to as a "work life balance program." It must be noted, however, that this approach has been criticized by other scholars who contend that adopting such as an approach implies a false dichotomy because work, whether formal or informal, paid or unpaid, should not be viewed as a separate element that must be programmed with life because work is part of life regardless of its form. Work family programs (WFP) are frequently related to an employee's overall upkeep. As a result, there is not straight forward definition of WFP that everyone can agree on. The idea differs depending on one's age, values, interest environment and personality. There are three blatantly similar qualities among the numerous models, despite the fact that the definitions of a work family program differs. Employees can first establish a schedule between their paid employment and other facets of their lives. Second, business might offer WFP programs to help staff members complete the program. Thirdly, the WFP activities offered by the organization are affordable and have little impact on their operational requirements. The analysis of the work family program has been sparked by the harmonization of these characteristic. It is not novel for work to endanger employees' lives; the long workday Culture is not only prevalent but also detrimental to workers' quality of life.

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The early discussion of the work-family program and how these injuries effect employee lives. The study focused on the moodiness that occurs at home as a result of excessively long workdays, the guilt that parents particularly experience for not providing enough care for their young children, as well as children's school activities. Therefore, irritable co-worker not make good mother, wives, lovers, father or neighbor. We are some potential fixes for these alleged issues? Solutions to cut down on long work hours were sought in job redesign and improved management that tried to humanize the work place from the early human relations literature of the 1930s through the behavioral psychology intervention of the 1950s to the socio-technical systems of the 1970s. These case is made in favor of reducing work hours in order to provide workers the chance to schedule their personal and professional lives[67]. The UK Workplace Employment Relations Survey demonstrates that work family program rules are becoming more prevalent in response to this. A closer look at these policies reveals that the work family programme discussion has a distinctive view of life that places a strong emphasis on caring obligations. Employees' were centered around their childcare is almost always mentioned discussions of life, with the occasional mention of caring for elderly dependents. In actuality, these rules focus on improving the working circumstances for female employees. Despite the fact both male and female employees may encounter work that negatively affects their lives, work family program policies and care is possibly explained as the result of two connected interests, namely those of the government and employers. Although neither the government nor employers are primarily concerned with employees self-fulfillment the work family program denotes a holistically and satisfactory designed existence[68,69]. The government is more concerned with the future labor force's ability to procreate a time when birth rates are down than it is with the quality of life for its workers. A baby crisis is

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predicted due to the forecast of childlessness on a scale not seen since the First World War and the potential catastrophic implications as young female employees are forced to put off their ambitions to start families due to work demand. Additionally, just five European nations experienced a natural population's rise 2004. For the others, migration led to pollution growth. Birth only accounted for 0.2 million of the 1.2 million populations growth in the EU in 2003. The government is worried that as the populations of working age declines and the ratio of elderly rises, the governments' revenue base would decrease while spending will rise. In light of this, the challenge is for the government to provide a remedy, and intervention strategy that would allow workers, especially women to earn money and spend it. On the other side, the problem for employees is that workers, especially female workers do have children, and with an aging labor force, a mechanism needs to be set up to recruit the reserve army of moms into the workforce. The debate around work family policies undoubtedly began when firms with alleged retention and recruitment issues became aware of the growing number of moms who had to juggle work and childcare obligations. Thus, the implementation of family friendly policy recommendation made by the government and practiced by companies is to give employees more flexibility in their work schedules, such as part-time or flexible hours[70].

Flexible working arrangement are provided to assist work family initiatives and help firms appear employee friendly while still satisfying business demands. The fact is that companies are interested in flexible working arrangements for their own reasons. Employers must depart from the traditional "9 to 5" workday in order to serve a 24/7 economy. Additionally, other helpful work-family program supports like crèches cost more for business and are less common. For women, especially in Nigerian University, attempting to balance career and home obligations while also feeling pleased is a huge

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difficulty. The basic conditions of Employment Act of 1974 (Labour Act, 1974), which establish maternity leave and breastfeeding breaks, is the only piece of Nigerian government legislation that promotes limited family friendly policies, in contrast to the other nations mentioned above that are well known for their renowned work family program policies and practices, even if it is thought to be lopsided. Therefore, the majority of organization in Nigeria work family program policies are a reflection of the labor laws[71].

The organizations feel it is not their duty to assist workers in balancing work demands with family responsibilities. As a result, prior research has demonstrated that companies who do not address the issues of work family programs for their employees face the danger of experiencing high turnover rates and losing talented and qualified workers. Work/life balance programme is benefits in work environment to have a corporate culture that encourages employees to look at business in an entirely different way and supports and accepts employees as individuals with priorities beyond the workplace. Programs that promote work-life balance boost productivity and employee motivation. Work-life balance has impact on employees' views toward their firms and their personal lives[72].

2.2.3 Telecommuting as a Work Life Balance Programmes

According to its definitions, it is a "Work arrangement in which employees executive their normal work at a location other than the typical workplace, backed by technology connection. According to statistics Canada survey of a number of telecommuters and survivors, telecommuters were content, respected their work schedules, and were able to set them up so that they did not conflict with personal obligations[72]. Women of various IT companies in India, conductive work environment, flexible working hours and working from home are the top three professional enhancement factors regarding

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work life balance. A poll of 400 banking employees revealed that while work life balance programs can promote a smooth work flow inside the company, the degree of satisfaction might be raised if financial incentives were added to these programs. In addition to the organization's efforts to promote work life balance, other elements influencing relationships at work may also have impact on job satisfaction. Poor relationships with the supervisor, subordinates, or co-workers as well as challenges in delegating tasks, may increase anxiety and neuroticism, which lowers job satisfaction and has detrimental consequences on mental health[73]. On the other hand, it was noted that since co-workers have a significant impact on employee attitudes and their support is linked to job satisfaction, businesses need to pay more attention in order to strengthen these bonds and get better organizational results. Only 12% of employees at the major commercial banks in Kenya who participated in a survey on employee satisfaction believed that the rewards system they were using had an impact on their performance and the organization's growth, while 39% believed that their supervisor's feedback and support had a significant impact on their motivation levels[74,75]. Therefore, it is believed that organizational support is essential to raising employee engagement and satisfaction levels.

Telecommuting enable employees are better able to balance competing demands if they are allow to schedule their time. Boundary theory and role transition have shown that workers have various preferences for integrating vs segmenting work and home roles, therefore some work life strategies may not help in minimizing conflict if they do not match employees' preferences for managing both roles. For instance, while work-from home arrangements may be advantageous to some employees, they might also conflict with an employee's position if that employee has a large family. According to a study done in a "virtual office," workers who have more control over

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the place and time they work are satisfied with their job. Teleworkers not only exhibit higher job satisfaction, but also lower turnover and work-life conflict. Additionally, this policy enables to select the best work location for them. This make it possible for employees to complete some or all of their job away from the primary work site, supported by resources[76].

Instead of going to the office, more and more people are doing at least portion of their normal work from home. Employees may benefit from this agreement, which is frequently referred to as "telework" or "telecommuting," because it enable them to plan their workday around their personal and family obligations, lower their work related expenses, cut down on travel time, and work in a less demanding and disruptive environment, Actually, making accommodations for workers who are unable to leave their homes due to specific disability may be beneficial[77,78]. Employees who telework have the added freedom to take advantage of their own peak productivity periods, which can positively affect a company's bottom line. Despite these advantages and the public attention that telecommuting has received, very few collective bargaining agreement have telework clauses. Because not all professions are receptive to such an agreement, there are not man telework agreement. Employers may also be concerned about the upfront expenses of implementation, potential legal responsibilities, and challenges in managing and evaluating the performance of teleworkers. Work-at-home policies could be opposed by trade union if they believe that doing so will increase isolation, impair job security and promotion prospects, and weaken protections for their health and safety[78].

2.2.4 Flexi-Time as a Work Life Balance Programmes:

Known variously as schedule flexibility or flexibility, flextime Work arrangement is a system of work arrangements in which employees decide when time of day they start

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and finish working[79]. However, there would be a set time during which all employees must report for duty known as core hours. Employees can choose when to start and finish their work with this strategy, as long as the tasks allocated to them are finished within the allotted time. Flexible work arrangement allotted personnel to pick the time and location of their workday as long as all of their obligations are met. Flextime are to replace normal job activities. Typically, this depends on the organization's policies to 8increase employees' flexibility with regard to the times and locations where tasks can be completed[80].

Flextime, job sharing, condensed work weeks, flexible shift work, part-time work, telecommuting and controlled scheduling meetings are among the common flexible work arrangements. Among the several forms of flexible work arrangements are: Information and Knowledge Management, which advocates for flexible working hours, suggests that Western culture has been developing new work related theories, ideas, technologies, and practices that are replacing the outdated, obsolete management techniques. They suggest innovative work schedules, such as doing away with the conventional 8 hours of office work every day from rigorous 9:00 a.m. to 5:00 p.m., five day per week, from graduation until the retirement age 57. This is related to implementing flexibility in the existing, prevailing monotonous working techniques. There are two effects of this[81,82].

First, there are some prerequisite adjustments that must be made in order to have such a set-up in the business, such as new forms of work organization and management along with the adoption of a culture that makes flexible practices not just hospitable but successful. Second, it is an effect that links a worker's personal demands (such as family obligations) with corporate objectives by introducing some uniqueness in work practices and procedures. Flexibility in the workplace and productivity FWAs are

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schedules like flextime, part-time work, job sharing, and reduced work weeks. FWAs are necessary as a result of technology innovations, market volatility, increasing competition, and changing family demographics, including a growth in the number of women working in formal jobs, single parent families, and guardians caring for the elderly. Although many companies have not yet implemented FWAs, it should be highlighted that business are incr3easingly allowing their personnel a high degree of independence and FWAs to manage and control their own schedules and locations for work. FWAs are anticipated to draw candidates with excellent credentials. Despite the fact that FWAs are available, it is not a given that employees will use them; rather, their adoption and usage vary with different factors like age, managerial control, and career aspirations, which show that some flexible options result in positive outcomes while others result in negative outcomes. FWAs have a favorable relationship with job satisfaction, which influences worker performance. Employee mobility is impacted by FWAs because individuals must reschedule their daily obligations while balancing the demands of their jobs, personal needs, household responsibilities, and organizational demands. Daily operations, however, may constantly be scheduled and rescheduled, which could reduce employees' productive hours and, in turn, their output. The strategies employed to minimize time conflicts for employees while designing an organization's work flexibility may have an impact on the workers' productivity. Flexible working arrangements (FWAs) are not directly related to organizational performance, according to empirical studies that revealed conflicting results about their association with Employee performance[83,84,85].

Flexibility time includes sharing of the job, career pauses (maternity/paternity absences), part-time and term-time employment, in addition to variation in time and location of the job. In the other study on flexible work arrangements (FWA),

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researchers talked about three general types of FWA: part-time (flexibility in length of work), tele-homeworking, and flexible time (flexibility in schedule). Even while each arrangement might be used alone, they are usually paired to enhance one another. It should be highlighted that job flexibility does not shorten working hours; rather, it makes planning easier. Thus, the ability of an employee to decide how much time they spend working and where they work (remotely from the office) may be summed up as flexibility.

Table2.1 Flexible Work Arrangement for Women in some Countries

Country	Legislative Entitlement for Flexible Work Arrangement for Women in Employment
Nigeria	Maternity Entitlements in Nigeria: Policies and Practice. General maternity entitlements included: Average of three months leave, reduced working time upon resumption for the next three months, paid maternity leave, access to a furnished private breastfeeding room/space, access to day-care/crèche facility within the organization or neighbourhood, and formal supports and encouragements for breastfeeding in the immediate work environment.
Germany	Since January 2001, employees have been entitled to contractual reductions in hours, provided that their employer's workforce is greater than 15 people. Employees can reduce their hours for up to three years after the birth of a child while retaining the legal right to return to full-time work afterwards.
UK	Until recently, only employees with care responsibilities were entitled to flexible scheduling and reduced-hour options.

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New laws passed in April 2014 extended the right to request flexible working hours to all employees.

Source: Researcher Computation (2022)

Finally, flex time permit employees, assuming a specifics amount of hours is worked, to choose (or participate in choosing) the start and end times of their working day. This can let the meet day time obligations or emergencies related to their families or personal lives (enabling them to deal with both foreseeable and unforeseen occurrences) or cut down on their commute time by starting and ending work before or after rush hour[86].

2.2.5 Health Care Service as a Work Life Balance Programmes

Organizational wellness initiatives have become a serious issue for businesses, signaling a shift away from the traditional occupational health and safety approach to reducing illness and injury. Instead of treating bad health, health maintenance programs aim to preserve excellent health throughout the business. Wellness programs, which help the firm greatly by enhancing employee performance and consequently increasing total production, include physical activity, psychological counseling, and spiritual practices[87].

Given that many of these include occupational health practices, occupational safety, and organizational consulting, the creation of novel and cohesive approaches to wellness programs at work is essential. Consequently, most of these programs are consulted for outside the organization, making these programs remain consolidated, as they do not interfere with daily work activities. Some of the health care program in Nigeria Universities are:

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2.2.6 National Health Insurance Scheme Program (NHIS)

It's a policy in place for all employee, the university enrolled the staff, his or her spouse and up to four children under the age of 18 years with the hospital of your choice under NHIS (National Health Insurance Scheme) to provide them with basic health care services and charge only 10% of the total cost of treatment[88].

- **Sick Leave:** Staffs are entitle to sick leave on full pay up to a maximum of 6 months within a period of 12 months.
- **Maternity Leave:** After confirmation of your appointment of female staff, they are entitled to sixteen (16) weeks maternity leave.

2.2.7 Nigeria Labor Legislations and Work-Family Programme Initiatives

Existing research acknowledge the crucial role played in implementing work-family program policies by the majority of governments and organizations from industrialized nations, not only by encouraging women's engagement in the labor force but also for boosting the supply of labor. This cannot be stated, however for the developing nations like Nigeria, where career women find it difficult to schedule work and family obligations. This is clearly due to the way that organizational practices are regulated by government and human resource laws. Because of Nigeria's institutional structures and distinctive workplace culture, nursing moms who work long, demanding hours at their jobs also undertake a "second shift at home. Unfortunately, the Nigeria work place regulation environment fosters and develops a significant implementation issue, which poses difficulties for working mothers. Previously, the Nigerian Government created social and family policies during the post-war era with the goal of protecting the male breadwinners who had lost their income as a consequence of sickness, unemployment, among other reasons. Family policy today must take into account a wider range of social and family needs[89]. This is due to the increased challenging of balancing job and

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family obligations, especially for women who have children and adults to take care of. As was already said, women are now actively participating in the labor force and taking on the roles of the family's primary breadwinners. Many working mothers may have role conflicts as a result of this predicaments when attempting to balance work and family obligations. Evidence from the literature reveals that active involvement in work and family roles eventually leads to work- family conflict, especially for working mothers, making it all the more important to support employees in finding a balance between the two[108]. As was already said, women are now actively participating in the labor force and taking on the roles of the family's primary breadwinners. Many working mothers may have role conflicts as a result of this predicament when attempting to balance work and family obligations evidence from the literature reveals that active involvement in work and family roles eventually leads to work-family conflict, especially for working mothers, making it all the more important to support employees in finding a balance between the two[90].

The federal republic of Nigeria Constitution and the Labour Act of 2004 make up the two main pieces of legislation that control how women are treated in the workplace in Nigeria. Together they offer a foundational level of rights, which can be enhanced by collective bargaining in an effective industrial relations framework. Although the labour act is supposedly the most comprehensive piece of labor legislation in Nigeria, it does not contain any provisions for equal employment opportunities for all Nigerians, regardless of sex, and it lacks any explicit provisions that forbid discrimination or establish a right against discrimination. Instead, what is tenable is enshrining such a right in a broader and more general context under the constitution was amended in 2010. As result, the National Industrial Court now has greater authority, the concept of unfair labor practices is recognized, and practices from around the world, such as

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international conventions, treaties, and protocols that deals with employment and labor issues, are freely applied[91]. Thus, issues that are unique to the workplace, such as discrimination, equal pay, sexual harassment, and other issues, will be considered unfair labor practices, over which the court has jurisdiction. For instance, extended maternity leave for female employees may apply when a woman is on maternity leave and misses work for longer period of time after the maternity leave expires due to an illness, that was caused by her pregnancy or childbirth and that renders her unfit to work; no employer may give her notice of termination while she is away. Unfortunately, many organizational practices in Nigeria do not represent the aspirations of the labour act work-family program, which may further the marginalization, exploitation, and control of women at work [92].

The federal ministry of labour and employment in particular, the department of trade union services and industrial relations, including industrial arbitration panel and inspectorate, are institutional frame work for ensuring compliance with laws and standards as well as protecting employee rights. This is done to make sure organizations have a fundamental responsibility to uphold labor laws and provide solutions to the many intricate issues that develop in the workplace.

The central development of the Ministry, the inspectorate department, is tasked with ensuring compliance with both domestic and international labor regulations regarding, among other things, terms and conditions and employment. Despite this, this monitoring mechanism has fallen shorts of its goals due to a lack of resources to carry out its duties. For instance, research showed that there is a lack of employees to carry out tasks on national level. As a result the structures capacity to supply even when there is a needed has been weakened. The ministry's meager budgetary allocations heavily contributed to their lack of efficiency, for example, there are not enough utility

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vehicles accessible to speed up inspection trips to the enterprises[93]. This attitude on the side of the Nigerian government may not come as a surprise given that the adoption of neoliberal policies has made it clear that the government is more concerned with protecting capital interests than it is with the welfare of the labor force, especially working mothers. Due to the government's and the monitoring organizations' inadequacies, the private sector in Nigeria now has the authority to create and determine the work-family program rules that are offered to its employees. This gives companies a wide range of options for creating and implementing work-family policies that suit them. While organizations and policy makers industrialized nations have had great success adopting and implementing work-family program policies, in Nigeria, only a small number organizations have expressed interest in such policies, and the majority are still uninterested. Undoubtedly, Nigeria is still far behind other nations including the US, the UK, South Africa, and Kenya in the development, adoption, and application of work-family program laws and practices. There is therefore obviously a need for additional development. This sections after that examines the work family program and the Nigerian banking sector[94].

2.2.8 Nigerian Educational Industry and Work-Family Programme

The Nigerian banking sector has undergone a number of reforms over the years, which has increased demand for providing excellent services from both clients and authorities. Hiring the best-educated and talented women for a variety of position especially as frontline personnel; and in marketing has helped business give high quality service and acquire a competitive advantage. Due to the social development over the past three decades, more women are participating in the labor field, advancing their careers, and taking on financial responsibility for their households[95]. The conventional family structure, where men are the breadwinners and women take care of the home, is being

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increasingly replaced by this tendency. These modifications have forced Nigerian women to juggle paid work with household chores, caring responsibilities, and family obligations in order to support their families financially. As a result, work family policies are now even more important for women, particularly those who work in the educations sector and are returning mothers. The human resource family friendly initiative paper demonstrative how different educational institutions in Nigeria have different family friendly policies. Government initiated policies are typically included in the terms and condition of an employment contract, although most banks also adopt new ones. These family friendly regulations include[96.] Work-family program policies and practices are still not securely entrenched in the Nigerian context, despite the lauded acceptance of Western concepts. It is evident that the Western nations, particularly the US, UK and Australia where the majority of the work-family programme studies were conducted, have strong corporate governance, a commitment by the governments to the welfare of their citizens and the rule of law, as well as a high level of wealth. In the Nigerian setting, the government has implemented a number of employment rules, includes the rights to maternity leave, sick leave, and annual leave. While other guidelines and benefits are chosen by the company and made explicit in the employment contract's terms and conditions[97.] The manager, supervisor, and co-worker support often determines the availability, applications, and implementation of these rules, including fairness in the procedures used to decide how resources and awards are divided as well as how employees are treated inside the organization. What role should trade unions play as the guardians of employee welfare if these latter employees are responsible for implementing work-family programme policies? The next section clarifies how trade unions contribute to the implementation of work-family program rules in the Nigerian banking industry[98,99].

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2.2.9 Work-Life Balance Programs and Organizational Support

Many businesses have been forced to develop and implement successful work-life balance programs for their employees as a result of the growing importance of work-life balance. Programs that promote work-life balance (WLB) are being employed as a tactical tool in the battle for the best employees. According to the society for Human Management, work-life initiatives are policies and procedures set by a company with the aim of enabling employees to get their jobs done while also giving them flexibility to handle personal/family concerns. Work life programs are financial or time related programs established by an employer that offer employees options to balance professional and personal responsibilities. Employee choose to work for companies that support work life balance by providing family friendly benefits in today's cut-throat, competitive market. A family friendly company or employer is one whose rules enable Employees to manage work and family considerably more effortlessly, as well as to fulfill both their employees personal and professional commitments[100]. Research suggests that the programs might take a variety of shapes, including flex time, job sharing, voluntary reduced hours, maternity leave, and financial and information support for child and senior care facilities. However, in many firms, only a select group of highly valued employees has access to flexible work arrangements. Engaging in such behaviour could result in sanctions for employees. Denoting a lack of employer readiness to put such measures into practices[101].

2.2.10 Social and Cultural Factors Prevailing in Nigeria

The key to this research study is having a solid understanding of Nigerian culture. Nigeria is known for its strongly ingrained collectivism, where people are expected to put the needs of the community before their own. People are required to make sacrifices whenever there is conflict of interest for the benefit of the community as a whole.

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According to these norms, families and close friends have traditionally provided the majority of social, emotional, and monetary assistance as well as social security, especially during times of need and crisis like child-care and illness, among other things. In times like this, people help one another financially, emotionally, and physically. In a collectivist culture, there is unwavering support for caring among the populace, which is based on the reciprocal exchange of advantages associated with care giving amongst individuals. As a result, work-family program initiatives like child care and paternity leave might not be requested because of families' and relatives' strong support networks, which are crucial for taking care of kids and doing household duties both during normal and stressful time[93]. Right from the birth of a child, extended families such as mother-in-law of sister-in-law from both spouse make themselves available to support in caring for the new-born baby and the nursing mother goes through during the early period of childbearing[102].

The social structure upon which Nigerian culture is based assigns tasks and responsibilities to each gender. Men are traditionally regarded as the family's bread-winner, therefore they must work and accumulate wealth in order to fulfill their financial obligation. They must put in more effort to make enough money to support the family cycle both now and in the future. As a result, the fathers will continue to provide for their kids financially from childhood until early adulthood. The traditional Nigerian society and culture, on the other hand, presuppose that women should be in charge of procreation, raising children, as well as taking care of their husbands and houses. Traditionally, women are expected to prepare good meals for family and guests, even though she is a high-status career woman[103]

Currently, women in Nigeria must balance paid job and home obligations, which frequently results in role overload, stress, and role conflict (conflict between multiple

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roles. For instance, a woman may find herself in a position where she must support her family while simultaneously fulfilling her responsible as wife and mother. Since women, especially those who are in the workforce, are under a lot of strain, work-family program regulation may be necessary to help them fulfill these diverse roles. IN the family and society, having children is most important since it ensues the survival of the family line and the future labor force.

When a child reaches school age, the family, especially the mother, is responsible for their academic success. Mothers are frequently the ones who help their kids with their homework[104].

It is considered disgraceful in Nigerian society for a man to assist a woman with home duties. Men who help around the house are viewed as weak and unmanly. This does not simply apply to me similarly, women who absorb the traditional gender norm could feel bad about not acting like good wives and mothers. This suggests that policies supporting childcare under work-Family programs may not apply to men.

However, recent research has indicated a continuous shift away from a collectivist culture and toward one that values individuals more. An increase in young people living independently from their extended families and a decline in the number of dependents in each household are signs of the emergence of a new individualism. This evolution mostly results from the fact that many member of society have undergone significant change in terms of their educational attainment, a phenomena that many Nigerian women have contributed to. Women's quest for intendances and desire to not have their lives dictated by their family are other factor contributing to this gradual change. Although this shift towards an individualized social model is very gradual and has not yet produced a severe conflict between traditional Nigerian cultural norms and values[105].

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Despite their degree of education, Nigerian women still do not have an acceptable level of equality with males, and their right are being violated. The prevailing perception that women are only partially included in the cultural, political, economic, and social life of the community, despite recent study showing that Nigerian women have gained considerable legal right now compared to earlier. Nigeria, like other countries throughout the world, is reacting to the UN initiative in an effort to abolish all types of discrimination in society, including violence against women and discrimination based on gender. Nigeria took a brave step in 2000 and passed into law the national policy on women, guided by the global instrument on the convention of all forms of Discrimination against Women (CEDAW) and the 1999 constitution of the Federal Republic of Nigeria, after years of an uncoordinated national response to gender-based discrimination[106].

Nigeria is currently reviving its effort to achieve gender equality, as it is now obvious that initiatives that focus on women have a significant impact on the growth of the nation. This entails a policy that views both men and women as collaborators in the nation's growth. One that challenges the system that perpetuates gender-based inequality in society and promotes power dynamics between men and women for macroeconomic and microeconomic development. Despite this recent change, Nigeria society still values a woman's natural function as a nurturer, which necessitates time off from work to meet this need[107].

2.2.11 The Role of Nigerian Women as a Nurturer

Nigerian women roles have gradually shifted from being just wives and mothers in the traditional context to functioning as breadwinners and providers, necessitating their entry into the workforce.

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It is interesting to note that women's engagements in the workforce, even in physically demanding professions like banking, does not diminish the importance they place on marriage, procreation, and nurturing. Therefore, regardless of occupation, reproduction and breastfeeding are essential for Every Nigeria woman. The recommended method for providing a newborn with the most nourishment is breastfeeding. Polices to promote a breastfeeding culture that encourages mothers to breastfeed their infants exclusively for the first six months of life, then for the next two years and beyond are needed. Breast feeding provides infants with the optimal nutritional content that can improve their immunity and possibly reduce future health care spending[108]. The term "exclusive breastfeeding" (EBF) refers to giving a baby solely breast milk. Exclusive breastfeeding is challenging for working nursing mothers to achieve without support at work. Only 35% of newborns worldwide are exclusively breastfed between birth and their fifth month, according to a recent WHO estimate. According to a 2013 survey by the national demographic and health survey (NDHS) in Nigeria, just 17% of infants under 6 months are exclusively breastfeed, compared to nearly 70% of children between birth and 23 months[109]. It is more difficult for nursing women to breastfeed their children exclusive due to institutional and patriarchal forces. Implementing human resources management strategies that can alleviate women's subjection is challenging since the work-family programme policy in Nigeria is institutionally and culturally structured. Recognize that institutionalized behavior, weak regulatory systems, and a subpar corporate governance structure prevalent in Nigeria are major contributors to the absence of work-family program rules being implemented and followed in the workplace. Similarly, initiatives from work family programs are rendered ineffectual by subpar legislative and corporate governance's frameworks. The majority of work places base daily work hours, flexible work schedules, child care

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regulations, and other relevant decisions on mutual agreement between and employer and employee, which promotes discrimination, human rights violations, and subpar work- family program practices[110]. This encourages the exploitation, subjection, and control of breastfeeding moms. The world Breastfeeding week 2015 adopted the theme "Breastfeeding and work" in recognition of the difficulties faced by nursing mothers when practicing exclusive breastfeeding in an effort to garner support from all sectors and enable women around the world to work and breastfeed successful. For working mothers who return to work, exclusive breastfeeding is challenging without help from the workplace. In order to create a work environment that supports family policies, such as flexible work arrangements, alternative work procedures, Maternity leave policies/benefits, family care initiatives, and nursing mothers assistance programs, Nigeria policy makers and organizations are urged to revitalize the human resource management practice and employment relations system. The following section provides information on the family-friendly regulations found in Nigeria labor law[111].

2.2.12 Impact and Importance of Work-Life Balance Programs to Organizational Performance.

Today, the majority of business provides a variety of work life and family advantages; including job sharing, work flexibility, and onsite childcare, all of which are intended to lessen the strain of juggling numerous responsibilities. This is sometimes referred to as organizational support for work life programs. The question this section aims to answer, however, is whether offering these benefits to employees is just for their benefit or whether the organizational also benefits from better employee benefits. The purpose of this section is to examine the significance of work life balance initiatives and their effects on organizational performance[112].

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2.2.13 Drivers of Work-Family Programme Policies

The necessity of creating family friendly programs at work to help employees schedule their work and family duties is now recognized by a sizable number of organizations. The public sector and publicly owned companies are generally more likely to promote family friendly policies, such as flexible work arrangements, among other. However, research has shown that implementation and level of commitment in work family program policies vary according to the size of the organizations and vary across countries[113]. A study on statutory employments rights among 21 high- income OECD nations, the United States (US) has few options for flexible working arrangements. Similar to the US, high-quality flexible work solutions are still uncommon in the UK. As a result, women only have two options: work reduced hours with low pay, no benefits, and little opportunities for growth, or work full-time all the time[122]. Benefits to the organization, such as increased employee morale and recruiting and selection rates, are important factors in the development of work-family program policies and procedures[114].

2.2.14 External Forces for Work-Family Programme Policies and Practices

The term "external pressures" refers to factors outside the organizations control that have led to the implementation of work family program policies and practices ,such as attending to and serving the demands of the clients. Organizations go above and above to draw customers by staying open later even on weekends and public holidays in an effort to remain competitive is unpredictable market places. However, this tactic is considered as a win win situation because businesses benefit from the long hours and can be seen as the employers of choice because of the variety of working hours offered to employees. Many businesses, both in developed and developing nations, provide their employees with a variety of work family program policies and practices at the

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workplace, including as part time, zero hours contracts, childcare facilities annual leave, maternity and paternity leave and maternity leave. Organizations that operate in nations with legislation governing work family program policies and practices, such as the UK, Denmark and France, comply with both national and international regulations of the European Union because legislation is another external factor (EU). Due to the disparities between respective welfare systems, the work family program measures and vision established at the EU level have a variety of characteristics. For instance, whereas France and Denmark are leader in family friendly programs, their rules and practices vary. France engages in protectionism and places a strong emphasis on raising employment number; as an example France mandates a 35- hour workweek for all full time employees, meaning that firms are required to follow the legislation. While in Denmark, practices focus more on gender equality. The UK and Spain, on the other hand are also falling behind in this area. Despite this, neither country's welfare state institutions have developed work-family program policies and practices to a suitable level. In the Spanish situation, the welfare state has historically supported the idea that males should be the primary bread winners and has conceptualized woman as spouses and mother, which has led to a focus on the responsibility of caring for the family[115,116].

Family matters are viewed as private matters in which little state participation is wanted in the UK, where the liberal heritage centered on the supremacy of the market and private provision of care has contributed to this perception. Contrary to popular belief, Nigeria does not have any regulations that support family friendly programs if there are any, the company must voluntarily make such arrangements for each employee. The internal forces of work family programme policies and practices the term "internal factors" refers to organizational elements that made sure that work

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family program policies were followed. Branding of the employer is one of these forces having a positive reputation is crucial for businesses since it will help them attract and keep more highly Qualified staff [117]. The introduction of work family programs also benefit the health and happiness of employees. It was discovered that implementing WFB policies and practices directly and favorably impacts an employee's health and well-being. The availability and use of work family program policies and practices in the workplace, as well as employee satisfaction with their health, were shown to be significantly correlated by the authors. The change in routine when women return to work after giving birth affects both the mother's and the child's health and wellbeing. A deeper understanding of how maternal employment impacts families is required in order to create public policies that cater to the demands of a society where most moms work[118].

2.2.15 Social Forces for Work-Family Programme Policies and Practices

Social forces are characteristics that an organization must have in order to continue being socially responsible. These include corporate obligations and demographic concerns changes in the labor force's demographic compositions are one of the societal forces enforcing the work family program. According to several surveys, both the number of women and mother returning to the workforce after giving birth and the number of potential moms working has been rising it is recognized that both men and women have trouble juggling work and family obligations, women continue to bear the most of the burden for household maintenance. For this reason, it is expected that workplaces with a high proportion of female employees may exhibit more overt signs of work family conflict, making them more receptive to assisting staff members who are experiencing such conflicts[119]. For instance, it has been discovered that an organization's share of female employees sets the standard for funding childcare

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efforts. There is less pressure for such work family program regulations in Nigeria because there are fewer women employed there than there are men. Additionally, because we live in a patriarchal society, working mothers bear a disproportionately heavy burden because it is usually accepted that women, regardless of their educational background, belong in the kitchen and have other household tasks. Focusing on the banking industry, which has a relatively high percentage employees, it might be assumed that the presence of more women in this industry could affect how willing it is to undertake work-family programs, especially with regard to returning nursing mothers[131]. But this is not the case, as the majority of women working in the banking industry in Nigeria are in lower level positions like marketing and frontline support, which shows that their ability to influence work family efforts is relatively limited. The contributions of labor unions to the implementing of WFB proposals is the third social force to be considered[120].

2.2.16 Role of Trade Unions in Work - Family Programmes Initiatives in Work Place

Researcher's interest in the function of unions and concerns surrounding work family policies in industrialized nations has grown in recent years. It was discovered that the availability of specific work family program policies and practices, like maternity and paternity leave and childcare support was positively imparted by active trade unions. For instance in France, trade unions have negotiating influence and sway over the implementation of employee benefits. Additionally, where they believe work family program policies and practices belong under the purview of the state, they have participated in talks regarding them[121].

In france, labor organization have also been successful in lowering the number of hours that employees can work, with a weekly maximum of 35 hours. While working

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hours are gradually decreasing in France and the UK, they have been continuously rising in Australia and the US, as part of a mutual gains approach plan, unions were able to drive the process from the outset in the UK. In some circumstances, the process of bargaining decreased working hours in France also pushed the trade unions into the discussions about work family policies, but frequently from a defensive stance. The work and family test case, however was started in 2004 by the Australian Council of Trade unions to support the implementation of parental leave[122]. After the case was won, maternity leave and leave for employees with caring obligations were both introduced. Although some authors have stated that employer sled effort Employer sled efforts frequently put them in a defensive position and are relatively weak, employer sled initiatives are believed to frequency place trade union in the process of drafting and implementing work family programme regulations. Others union lack strength and influence in the workplace rather than a lack of commitment to work –family program rules and practices[123,124] . In general, trade union does not seem to have much influence over the sneaky processing of work intensification. Ironically, trade union have changed their internal structure, practices, and policies at a time when their ability to intervene is significantly limited. Traded union rely on institutions of opportunity, particularly the space and produced by national working time and social policies as well as European policy and programs. Particularly, the new policy initiatives surrounding diversity and Equal chances have created a space for trade union in developed countries to innovate on policies and procedures. The size of and influences of union in various circumstances, where union membership has tended to decline and workforce appears less motivated to join such organizations, may help to explain this difference. It is possible that trade union in Nigeria may actively participate in the implementation of work-family program policies, especially in the large organization.

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This is a result of growing membership in these union as well as an inferences made from reports in various circumstances, where union membership has tended to decline and the workforce appear less motivated to join such organization, may help to explain this difference. It is possible that the trade union in Nigeria may actively participate in the implementation of work family program policies, especially in the large organizations. This is are result of growing members hip in these union as well as an inference made from reports of the existence of actives union Industries like the oil industry[125]. In Nigeria, union may have the potential to exert pressure on business or the government to rise pay and extend the amount of annual leave that their members receive. In Nigeria, there may or may not be the same power to persuade organization to embrace work-family program policies and practices as in industrialization nation. Nigeria trade unions, however, do not seem to be as interested about ensuring that work family program policies are implemented. The economy of Nigeria is struggling, and the majority of the workforce tends to focus more on the core issue of financial reward than on the implementation of other work related laws and practices, such as work family programms[126, 127].

2.2.17 Challenges in Implementing Work-Family Programme Policies

Five main obstacles that hinder the adoption of work family program policies and practices have been identified. These include:

(i) The organizational culture, which places an emphasis on rewards for long work hours and organizational commitment to the exclusion of other commitment;

(ii) An isolated, hostile, and unsupportive work environment for employees with life commitments outside of the organization;

(iii) The attitude and resistance of line managers or supervisors;

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(iv) The preference of senior management involved in recruiting to deal with people perceived to be similar to them. Lack of information and communication concerning work family program initiatives is term

(v) Some inconsistence between the work family program's policies and organizational requirements are among the other impediments that have been found.

Fear of the trade unions abusing the policies and a lack of skills needed to handle the effort properly Even while work family program rules alone are not enough to guarantee that an organization benefits from lessened work family conflict, it has been suggested that organization benefits from lessened work family conflict, it has been suggested that organizational culture is the most difficult and important factor among others. Changes in organizational culture are required so that workers can take advantage of the initiatives offered by work family programs. The primary expenses associates with implementing work family program rules are direct expenses like providing workers with home office equipment and paid maternityleave[128].

2.2.18 Organizational Cultural

An Organization's shared norms, valued, attitude, or ideas that are universally recognized as the standard practice are referred to as its "organizational culture". Effective leadership, managers, supervisors, and backing from government authorities who can help raise awareness through advocacy and public policies are all necessary for a positive workplace culture. An unsupportive company culture is the main obstacle and perhaps the hardest to get over. These presumption foster a work environment that that puts work ahead of family obligation, promotes the "ideal worker", who put in long hours and does whatever it takes to satisfy client, and equates

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output with effort. Employees who aspire to be viewed as perfect employees are unwilling to admit they have any personal or family needs, and they frequency do not use any work-family programs that lessen their visibility.

Additionally, a work environment that values inclusivity and diversity will draw in top talent, keep it, boost engagement, boost output, and lower absenteeism. Employees' level of participation on a team or in their assigned function may be impacted, for example, if they are afraid to report their crisis pregnancy, sexual orientation, or hidden handicap for fear of retaliation and prejudice[129].

2.2.19 Lack of Employee's Awareness of Work-Family Programme Policies and Practices;

Employees' ignorance of the existence of work-family program and practices is one of the reason why organizational policies are not used as often as they may be. May be. Many employees who were questioned by researchers about their adoption of work-family program policies and practices indication they unaware that such policies existed in their organization. If female employees are aware of such regulations, it is likely that will take a advantage of work take family program initiatives like, part time, maternity leave, and flexible hours. Typically, female employees want to take care of their families and kids, which makes them more mindful of work family program policies. Other academics contend that when the percentage of female employees rises, so does individual understanding of organizational policy regarding work-family balance[130].

The lack of information provided by the organizations may be to blame for the employer's lack of knowledge of the work the knowledge family programs 'regulations and procures. Organization frequently struggle with effective communication and training on work family program policies, which lowers awareness. Despite the fact that there is an effective government and organizational awareness of

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people using work-family program policies, the issue of limited awareness of work-family program policies was not identified across many organization in most developed countries. Although in diver's stages of development and varying degrees of official support for social and economic welfare, these issues are emerging in many industrialized countries[131,132].

2.2.20 Coping Strategies

Deployed Coping has to do with how people handle challenging life circumstances. According to one definition, coping is making an attempt to establish circumstance that allows a person to keep working toward their goals. Coping is any reaction to an external, stressor that avoids or reduces emotional distress. It is a reaction that occurs after a stressful encounter. People react with stressful situation in a variety of ways, which have been proposed as being divided into four categories

These four strategies, which relate to returning mothers in the Nigerian banking industry, include problem solving approach, positive assessment, aid seeking, and avoidance/surrender. The problem solving process is used to gather date, formulate plans, and come to judgments that offer solutions that deal with the conflict directly[133].

The second strategy, positive assessment, is a mode of thinking that advocates handling stressful circumstances with optimism, particularly when they cannot be changed or temporarily changed. The third strategy is assistance seeking for solutions, which entails for aid and social support from friends and family to manage the problem; while this strategy may not completely resolve the conflict, it will likely lessen it and make it more tolerable.

The fourth strategy, known as avoidance or submission, is used when a person reacts to a circumstance by believing that accepting their fate and remaining passive will make things better. For instance, the sheer nature of higher education makes it difficult to

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implement work family programs regulation that would aid women in juggling their many responsibilities. The demands of parenthood and family-friendly programs make academic position unpleasant. As a result, woman in the teaching profession, especially in Nigeria, are forced to choose between their careers and families. Findings from earlier research shows that woman most frequently leave the teaching profession due to their inability to handle the stress of the jobs, to pursue other economic endeavors, or to look for less stressful jobs that would allow them flexibility they need to fulfill their multiple roles with less impact on the family[134]. In the context, the part that follows goes into further details about the potential implications on the family donation of a lack of work-family program policies.

2.2.21 Family Effects

The work-family imbalance caused problems in the marriages of the majority of female employee work-family conflict has a negative impact in marriage and family life, and female employee particularly mothers are more likely to have strained relationship with their kinds, partners, or other family mothers, as a result, this may cause conflict in the family and partner divorce. A study by the women's Executive network, woman are more likely than men to report work family conflict because, despite the enormous influx of women into the workforce, they continue to shoulder a greater share of the responsibility for a child care and others and other household duties like cooking, cleaning, and laundry. As a result, they experience higher levels family conflict than men[150]. These have detrimental effects on their health, including elevated levels of worry and sadness, a threefold increased risk of the heart disease, a fivefold increased risk of mental health issues, and a fivefold increased risk of cancer. More than a quarter (27%) of employee felt melancholy as a result of length work hours, according to mental foundation survey that compare employees of both genders.

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Additionally, more than a third (33%) reported felling apprehensive, and 58% reported felling irritable. In contract to men, who reported being unhappy 29% of the time 42%of women said they were unhappy, and 2/3 of employees said their work had a negative impact on their personal growth, their physical and mental health, their family relationships, and their homes[135,136].

2.2.22 Concept Incentives Prior to the Scientific Management Movement, Industrial Engineers

One of the first industrial engineers, developed financial incentives. Payment has typically been made by the hour or by the day. Taylor and his colleagues thought that if the workers were given incentives to do so, they would produce more. In light of this, an employee's salary should be increase in a certain proportion to the rise in output brought on by his own enhanced output. These concept, led to the widespread use of industrial engineering approaches such as job simplification, time study, location work, and other complex financial incentive systems. It is crucial to highlight that convincing workers and unions to accept new production standards and providing financial incentives are both important and more difficult to resolve than inventing and establishing (on per) these standard rates and procedures are technical issues[137].

Organizations provide financial incentives to employees as a way to motivate them to engage in behaviour or take actions that they otherwise might not. A monetary gain stimulates behavior that might not otherwise take place without the incentive. Financial rewards are intended to encourage workers to perform better, to put forth more effort and produce better results, which are stated in terms such as profit, productivity, sales turnover, cost reduction, quality customer service, and on-time delivery goals. This monetary reward gives additional funding for performance in terms of productivity or contribution[138].

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When it comes to financial incentives, equality or paying people what they deserve takes center stage. Employers of labor utilize financial incentives to keep their brightest minds on staff and to reward them financially for a job well done and exceptional job performance. The financial incentive may take many different forms, including a base salary, profit sharing, retirement plans, employee stock, overtime pay attendance incentives, competitions, performance bonuses, piecework, safety incentives, suggestion rewards etc. plans for incentive payment that are linked either directly or indirectly to productivity standards are referred to as financial incentive.

Employees are rewarded for exceptional job performance with non-financial incentives through opportunities. It typically takes the form of increased enabling authority, awards, management participation, promotions, holidays, better working conditions, written acknowledgement, presents, formal dinners, casual gatherings, plaques, etc

One strategy that organizations can use to boost employee engagement and productivity is the use of adequate financial incentives. Numerous research have been done in the literature to look at the effect of monetary and non-monetary incentives or organization factors. Various organizational implement finance incentive program to compensate and reward employees who perform above and beyond expectations. Employees can receive cash or non-finance incentive as a way to motivate them to put forth more effort in any given activity. Employee behavior is influenced by incentives, and on any given day, they may decide to work as hard as they can to complete a task, work just hard enough to get by without being reprimanded, or accomplish as little as possible. Financial incentives, meantime are intended to get the most performance of workers and the workers and assist in keeping the most productive ones around. The finest employee financial incentives must be taken into consideration by an organization in order to get the intended results. Organization can consider a range of

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ways to reward the employees for their work performance. Incentives are a key driver of employee performance and motivation, and they have enormous advantages and significant potential for inspiring workers to give their all in any given endeavor[139]. These incentives can be classified as financial or non-financial incentives, as well as monetary or non-monetary incentives. Employee motivation can come from both inner and extrinsic sources. A person's internal drive that propels them to operate successfully and efficiently toward the achievement of organizational productivity is known as intrinsic motivation. It stems from basic psychological requirement like the urge for autonomy and competence. It is self-autonomy and competence. It is self-instigated need that motivates an employee to put in more effort at work. They are linked to social and work related incentives like the chance to use one's skills, interesting work, and acknowledgement of good performance, as well as opportunities for growth and a sense of challenge and accomplishment, involvement in decision-making, and being treated with consideration and kindness. Extrinsic motivation, on the other hand, occurs when action are taken to receive externally provided pecuniary incentives. Extrinsic motivation is linked to materials rewards like pay and benefits, perks, cash bonuses, security, promotions, wall plaques, complimentary meals or movie tickets, etc Extrinsic and Intrinsic incentives are two crucial instruments for ensuring that people are motivated, devoted, and satisfied in their jobs. Thus, non-monetary rewards can be said to address both intrinsic and extrinsic motivational principles when used as a motivational tool. While financial rewards are only a contributing aspect to extrinsic motivation.

Management must therefore comprehend why individuals and grouped act as they do in order for employees to remain efficient, highly productive, and completive. This will enable them to be count, joyful, and highly productive. Incentives are the external

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stimuli and motivating elements that encourage someone to perform more; they are successful when the individual is satisfied with the organization. In the real world, incentives relate to all the practical and morals measures that organization use to encourages works in a way that boosts output and improves performances, which is crucial for gratifying worker's desires and ensuring their loyalty to the organization. Incentives increase employee productivity by igniting their enthusiasm. It will be challenging to provide financial incentives to someone who expects a reward as compensation. Other motivating factors, such as career advancement, job promotion, job stability, and accomplishment recognition, might encourage a person to perform better inside the firm. Performance can be used to indicated what a company has accomplished inters of the process, outcomes, relevance. Staff performance is defined as the outcome or contribution of employees to help them achieve goals. National Development program of Unganda[140].

Performance is defined as the accomplishment of particular tasks in comparison to established or predetermined accuracy, completeness, cost, and speed requirements. Employee performance can be seen in increased output, ease of use of new technologies, and highly motivated employees. Pay, bonuses, fringe benefits, transportation, medical, health and life Insurance, as well as advantages like vacation with paid eating facilities, are all examples of financial incentives.

a) **Pay:** Pay is a strategy that offers higher-performing employees bonus pay, often know as incentives pay. Pay enables employers to distinguish between high- and low-performing employees and to recognize and reward the former. Because no organization wants to lose its tops performances, this can help with retention.

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b) **Bonuse**s: Bonus pay is the extra cash that employers give their employees in addition to their regular salaries. There have been discussions over why the most firms prefer4 to employer's incentives to inspire their workforce despite the fact that bonuses come in a variety of formats. The fact that incentives are simple way to express gratitude to the workforce is why the majority of businesses prefer to employ them. Bonuses can also boost employee morale and encourages employees to achieve their objectives. When workers are content, an organization is better equipped than ever to succeed. The goal of promoting the employees' satisfaction in regard to the companies is closely to the goal of motivating through bonuses.

2.2.23 Financial Reward

Money is a primary element in addressing social/security and physiological needs. Hence, financial incentives are given to employees as rewards for handwork and instill the motivation to achieve more. These incentives are offered through the provision of cash prizes to employees to be calculated as percentages of sales closed be fixed amounts. They have actualized through organizations bonus-programs or profit sharing. The financial rewards can also come in the form of spot bonuses. They are frequently used to recognize qualities like cooperation, consistency, excellent customers' service, and job performance. Offering compensation and benefits to employees is another tactic used to reward commitment and loyalty. However, under some conditions, financial incentives can be used to motivate employees. However, frequent use has the potential to degrade teamwork and cohesiveness. Financial incentives also have a limited impact when individuals are self-actualized or when job discontent is obvious. Therefore, including non-financial incentives is crucial.

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2.2.24 Non-Financial Incentive

Motivating people toward both personal and organization's most important resource. Non-cash-based incentives are used to create value for the employee in order to motivate staff members. First and foremost, business can create workplaces that are inclusive, varied, safe, and productive for employees, resulting in high job satisfaction possibility at work promotes knowledge sharing, dispute resolution, goal setting, and employee participation all of which are essential for increasing employee engagement[141].

Employee motivation is also increased by publicity honouring employees for their accomplishments and recognizing them for their contributions to the business. Inspiring employees to achieve and add value for the firm by praising and acknowledge them supports the creation of enjoyable work environments. Rewards and recognition are also crucial for boosting employee motivation since they encourage initiative, creativity, and innovation. The promotion potential of employees is boosted by giving them ongoing feedback, offering opportunities for training and development, assisting them in achieving their professional goals, and keeping them informed about the business. Employee motivation is increased through job enrichment that increase the variety, breadth, and responsibility as they help them pursue their own professional objectives. Additionally, employee autonomy and employment are crucial motivators since they encourage the development of good skills and confidence in subordinates.

2.2.25 Wages and Salaries:

Employee motivation can be increased in a variety of ways, with income playing a significant role. The wage an employee receives from his employer can have a significant impact on his performance within the company because people are

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frequently driven by money. A worker perceives his or her pay as more than just a sum of money; rather, they represent the value their employer places on them as employees. His total effectiveness may be directly impacted by how much he is appreciated. If a worker is content with their pay, they are most likely to be motivated and work effectively. Someone making a high wages feels driven to perform well because they want because they want to please their employer in order to keep their employment[142]. The idea that money is a driving element is supported by the fact that salaries frequently provide workers a sense of stability, make feel accomplished, and give them a high status ranking that they value. Research was done on quality surveyors in South Africa, and the results showed that compensation, career progression, personal happiness, and acknowledgement were some of the motivating elements. The amount of money a person receives at the end of the month has the potential to be the best indicator of their stimulation.

i. **Vacation with Pay:**

An employee's health is ensured by the company by providing paid off. Employees are only eligible for seven, fifteen, and twenty years if they have worked for a longer period of time than seven years. Employees who require extra time to complete other tasks or care for aged parents may benefit from these getaways. Pension: A delayed income that employees accumulate over the course of their employment and that becomes their after a set period of time. Employees are eligible for the corporate pension plan once they turn 21and have worked for the company for a full year. The purpose of the pension plan is to encourage and keep employees. It is made available to thank workers for sticking with the company till retirement. If an employee leaves or is fired prior to retirement, they are not eligible for the pension payout.

ii. **Recognition:**

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The act of expressing gratitude for a level of performance, and accomplishment, or a contribution is known as recognition. It may be private or public, informal or official. Always, it comes on top of salary. Additionally, because it is a powerful non-financial motivation, employees require recognition. Some workers are just affected by the fact that their supervisor recognizes their accomplishments and offers support when they encounter difficulties. People enjoy sharing their successes with others and seeing them honored and appreciated. This need serves as a powerful incentive when it is met. Employers who just rely on employee's financial incentive to acknowledge contributions and accomplishments run the risk of having employees change their goals I n or cognition may be a cheap method to only get paid, which would have a negative impact on the organization's culture. When done right, recognition may be cheap method to boost performance and give employees a sense of ownership over the company's culture[143].

iii. Training

The performance of the employees and the training are positively correlated. At the training session, employees adopt new technologies and skills. A training program that begins with a requirements an alibis is then examined for inconsistencies between trainees' actual and expected performance. Employee performance in an organization is motivated by the acquisition of new skills and talents. If they are aware that the organization has a training program, most employees are motivated to give their all in order to further the aims of the organization. The motivation of the workforce is positively impacted by training the manger will lack the information, skills, and competences necessary for improving performance and motivating employees as a result of inadequate training. Due to the constant change in the business environment that improve employee motivation, organizations offer training programs. As a result

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of the training they received, the personnel get promoted. Organization that invest more in employee training are more advanced because human resource training increases productivity more than other types of resources.

iv. Job Promotion

The advancement of a worker's level or position within the organizational hierarchy is known as upgrading. Getting promoted at work could be what drives someone to do their best work. An employee is guaranteed to be handled the additional responsibility if they are promoted to a given rank. The likelihood of promotion is a measure of internal occupation mobility. Promotional mobility help lower turnover since an employee might continue to look for open positions. Promotion of employees is a motivation in that it makes a worker happy to execute his or her job.

2.3 Theoretical Review

Over the past three decades, there has been a huge increase in the amount of work and family research being done. In an effort to provide a clear understanding of the interaction between the work and family domains, a number of theories have been developed to explain the work-family interface, including the Coping Theory, Work-Family Conflict, Spill-Over Theory, Border Theory, and Boundary Theory. The researcher contends that putting these theories into practice will help people grasp challenges surrounding the work-family program.

2.3.1 Role Theory

Over the past three decades, role theory has served as the theoretical foundation for numerous studies on human resource management and has given businesses a framework for allocating job responsibilities. This approach covers the numerous responsibilities that employees play and the work-family program as a multidimensional idea[144] . It is the study of actions, personal traits in relation to

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circumstances or contexts, and a variety of processes that result in, justify, or anticipate such actions. In order to complete their tasks effectively and efficiently, employees must take on specialized work roles. The position requirements that can be met by using specific behaviors are consequently presented to employees. When workers don't fulfill their expected roles, consequences could happen that have an adverse effect on their careers. Employees do really have a variety of competing responsibilities, making it difficult to properly fulfill their intended responsibilities. Consequently, organizations attempt to address problems brought on by employees' incapacity to balance the demands of their job with their complicated family obligations. It is clear from the work-family program literature that modern human resource management practices struggle to successfully integrate employees' duties[145] . Despite this, the traditional single-breadwinner husband and father model is giving way to dual-income households, which is the primary cause of the changing nature of labor roles. Beyond that of the husband/father/breadwinner and wife/mother/home-maker divisions, the new dual-income family necessitates performing several duties. Second, it has been linked to the expansion of internet and mobile information technology use, which has raised expectations for job duties. However, mobile technology is family-friendly in that it allows workers to work from home, away from the workplace, and that it has eroded the distinctions that previously existed between the domains of work and family. Employees consequently struggle to distinguish between their job and personal lives.

The work-family program and the effects of work and family roles on one another are conceptualized in this study using the idea of roles. The role conflict perspective, which is descended from the "scarcity" approach and asserts that there is a likelihood for someone with multiple roles to experience role conflict, considering the scarcity of time and energy, is the theoretical framework that has been widely used in the study of

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how work and family life affect each other. In order to postulate about the challenges an individual has when juggling many roles, the scarcity method was developed. Because different responsibilities compete for an individual's limited time and energy, the authors feel that taking on several roles necessarily leads to time pressure and strain. Similar to this, the likelihood of role conflict for someone playing numerous parts is more than just a theoretical possibility; it actually exists and is felt by the person. Role theory encourages social integration and describes how roles support the upkeep of society and social order[146]. Due to the non-egalitarian culture in Nigeria, which supports and encourages the conventional or gender division of labor in the family, traditional gender roles give enough expectation for women to suffer more work-family conflict. With more women entering the paid labor sector, the status quo is getting worse. This puts further pressure on working Nigerian women who must balance the already established conventional gender norms with the new work obligations that come with their line of work. This immediately puts a lot of strain on their time and energy resources. Additionally, having to follow the established suitable role behavior puts more strain on them, which can lead to gender role conflict or disparities for women who work in paid employment. Role theory emphasizes the limitations placed on working women as they attempt to program their traditional role with their employment requirements. Women who work for pay, particularly those who work in the banking industry, are more likely than non-workers to feel more pressure. Because the spouse does not increase his own share of the domestic duties, a woman's "work week" grows once she takes on paid employment. The phrase "second shift" refers to the duties that women assume after they get home from work and start working the "second shift." The issue seems to be more severe for women professionals who work at numerous Nigerian banks. Although Nigerian customs and

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culture require that these women devote the majority of their time and effort to their responsibilities as wives, mothers, and home-makers, the demands and pressures from their jobs make it incredibly difficult for them to fulfill these cultural expectations. Working women in Nigeria, particularly those in the banking industry, appear to have this experience. If these women attempted to live up to these role expectations and requirements, it would only increase their role stress and conflict. There are now more women working than ever before, and in industrialized nations, a number of experts have increased our understanding of the topic[147]. However, there is limited information available about returning mothers in the context of underdeveloped nations, particularly in Nigeria. This investigation is anticipated to investigate any potential distinctiveness that may be developing. The work-family program has not gotten the proper amount of attention in the literature. Involvement in numerous roles (role accumulation) is associated with role strain, which various authors have defined as the challenges associated with playing several roles. This is the basis for the application of role theory to this study[148]. In the Nigerian banking industry, mothers who return to work after having children frequently combine paid labor with caring for their families, placing them in a situation where work needs compete with those of their families and vice versa, potentially leading to role conflict. For instance, heavy workloads and a lack of appropriate and workable work-family program rules are the key factors contributing to work-family conflict among female employees in Nigeria. Therefore, this study makes the critical argument that the time demands of the banking industry place a strain on women bankers because the more time they spend on average outside of the home fulfilling their work roles, the less time they will likely spend at home fulfilling their gender roles, which could lead to work-family conflict and make it impossible for them to avoid programming their work-family roles[135].

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2.3.2 Enrichment Theory

Both work and family conflict and work-family enrichment are two-way processes. People might feel satisfied when work, home, and self-integration create a feeling of purpose. Work-family enrichment happens when the standard of living in one area, such as the work position, improves as a result of experiences gained in the other area. People who communicate across borders, from home to work, and from work to home can also handle conflict. Consequently, a program can be completed since a person is capable of integrating and separating the two realms. The phrase "work-family enrichment" and other words like "enhancing," "positive spillover," and "facilitation" are used to describe it. The work-life literature does not provide a clear explanation of the contrasts between these concepts. Although most terms have a common definition that describes how experiences in one domain might improve one's quality of life in another, two methods known as instrumental routes and emotional paths can be used to encourage good performance and a positive effect in another position using resources generated in one function. When resources, flexibility, and material resources are transferred directly to another position and improve performance in the specific domain, this is referred to as instrumental work-family enrichment. For instance, a worker who is adept at managing their time at work will be more effective at managing childcare and housework. Resources produced in one job contribute positively to that role while in the affective work-family enrichment. As a result, the other domain will experience happy emotions. For instance, when employees receive praise for a job well done at work, they will feel cheerful and in a good mood at home. Some critics stated that while psychological engagement, such as attention at work, was positively related to men's psychological involvement in family life, psychological engagement in family life is correlated with work engagement for women. For instance, those who are

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satisfied with their jobs at work are more likely to parent well and build strong relationships with their kids. This will help the children's emotional growth, especially in a favorable direction. Additionally, if employees receive more social support at work, it will favorably affect their home lives, and support from their spouse and children will improve their ability to do their jobs[149]. Contrarily, it was found that parents who work tend to gain a high level of patience from their parental responsibilities, which further enhances their working relationships with their co-workers and subordinates. It can therefore be concluded that women need to adequately balance the demands of their two roles in order to resolve the various role conflicts they encounter between their work and personal lives that are adversely affecting their WFB. This problem might be solved by having organizational and social assistance, which would also help women manage their conflicting responsibilities effectively.

2.3.3 Spill-Over Theory

The spill-over theory, which expands on the enhancement approach, contends that taking on multiple roles (role accumulation) has benefits and advantages that result in enriched resources and enhanced personalities; an individual may unintentionally carry over work-related feelings, attitudes, skills, and behaviors into their personal lives and vice versa. Spillover is the process by which a person's experiences in one capacity at work influence those in another. These encounters may be advantageous or disadvantageous. Other authors have made the case that a person's experience with and/or pleasure in one function might flow over into the other role either positively or negatively, leading them to the conclusion that this interaction is a significant factor in work-family problems. In a similar vein, recent research has identified "spillover" as a crucial link between work and family. They go on to define spill-over as the degree to

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which involvement in one area (such as work) affects involvement in another domain (e.g., family). Positive and negative spill-over, which are bidirectional (happens in both the work and family domains) and occur in both the work and family domains, are two very separate concepts that are reflected by the term spill-over. Stressors that cause conflict or interference between job and family are mostly to blame. Positive spillover between the work and family domains is linked to resource enhancement and the development of work-family initiatives. It may also be viewed as a circumstance where the fulfilment attained in one area is transferred to and mirrored in another area.

2.4 Review of Empirical Studies

Numerous studies have looked at the importance of work-life balance initiatives and their impact on organizational success. The findings of these studies provide evidence that work-life programs and initiatives promote employees' affective commitment, which in turn improves organizational performance. For instance, Kim did study in 2018 on the interaction between affective commitment and workers' performance: The research's findings revealed that an employee's experience with work-life balance programs promotes affective commitment, which in turn improves such individuals' performance in their roles. Thus, this study supports the idea that work-life initiatives can influence organizational performance[150]. Similar to work life program initiatives, these boost employees' affective commitment. The studies also revealed that higher levels of employees' affective commitment to their employers frequently lead to higher or better organizational performance. Contrarily, a number of studies, for instance, have also demonstrated that where a family-work conflict has detrimental effects on emotional health, physical well-being, and life satisfaction, this can lower employee productivity and performance, which can then result in decreased organizational performance[193] .The effects of a worker's family troubles on the workplace cause the

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worker to spend time at work and lose focus while performing their duties. This proves that programs to promote work-life balance have a favorable impact on both employee and organizational performance. The program for work-life balance in Nigeria is explored and discussed in the next section. The section examines the unique characteristics of Nigerian workers and what work-life programs mean to Nigerian workers, with a focus on female workers. The section also examines the peculiar difficulties encountered by Nigerian workers and how these difficulties affect the effectiveness of organizations in Nigeria[143]. A survey conducted work-life programme reported that about 1,100 organisations around. There are at least eight work-family program rules that the US has put into place. The authors list a number of factors from the viewpoints of the organization and the employees that support work-family program implementation. Using a sample size of 210 respondents, a study on exclusive breastfeeding among nursing mothers in the Nigerian banking industry found that only 28.5% of respondents practiced it for up to 6 months and that 56% of respondents did it at all. Only 7% of respondents exclusively breastfed because they preferred it, compared to 25% who exclusively breastfed because they were aware of the advantages. The majority of respondents who did not engage in EBF cited a hectic work schedule as the reason209. This helps to explain why infant mortality and malnutrition are so common in poor nations. Nigeria has the highest rate of under-five rural mortality in Sub-Saharan Africa (242.7 per 1,000), primarily as a result of inadequate baby feeding practices. This is a result of the ongoing socio-cultural and economic developments taking place not only in Nigeria but also around the world. The necessity for women to engage in income-producing activities was prompted by the developing world's quickly changing processes and increasingly challenging economic environment. One factor that affects how much time nursing mothers are

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allotted is their mother's professional standing. Given the many advantages of breastfeeding, it is imperative that working moms are aware of its significance and receive the necessary support, especially at the workplace[151,152]. It can be more difficult for nursing moms to implement and maintain exclusive breastfeeding in an unfavorable work environment, such as the Nigerian education sector, which is infamous for its long work hours and heavy workload. Numerous marriages have broken up or divorced as a result of this culture's lengthy hours. This trend has a negative impact on people since Nigeria is a family-oriented (traditional society), thus when a family system fails, it is viewed as a failure on the part of the person, which tends to have an impact on their achievement.

According to one of the reports from the Families and Work Institute's 2018 National Study of Employers, out of 1100 companies in the US, companies with a female employee population of over 50% are more likely to offer flexible scheduling options than companies with a female employee population of less than 24%.. Additionally, studies show that companies with a majority of female employees in Europe are twice as likely to offer flexible working hours and unpaid leave, and are nearly four times more likely to provide some sort of dependency care benefit. For instance, in the UK's National Health Service (NHS) and retail industries, where women make up the majority of the workforce, these organizations will face significant demand from women to adopt work-family program policies and practices. This pressure cannot be disregarded. A growing percentage of women in the workforce was associated with the introduction of work-family program policies in a number of different industrial sectors in developed nations. However, it has been determined that women employees who work in low-level positions within organizations or on production lines, as is frequently the case in poor nations like Nigeria, have little influence over the adoption

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of work-family program rules and practices. According to several other academics, women needed some degree of flexibility in their working arrangements as part of a novel employment structure[199]. Using the Anaocha Local Government Area of Anambra State as a case study, the study further explores the impact of monetary incentive packages that act as a motivator on the workforce and therefore boost output. It also sought to review the effectiveness and efficiency of the policies, institutions, and procedures used to administer such financial incentives in order to determine whether they are adequate given the circumstances in the nation and to provide recommendations as needed. Since it has been determined that all behavior, with the exception of involving responses, is goal-directed, managers can use the organization's financial incentives policy in an effort to directly increase employees' motivation and productivity in the workplace in order to further the objective of their establishment[148,149]. Examine the relationship between work and family as well as workplace outcomes such as productivity, plans to leave the company, absenteeism, organizational commitment, work commitment, and burnout. The finding suggests that conflict that arises when a person's responsibilities for their family conflict with their work will have a detrimental effect on their performance and attitudes at work. The authors also discovered that friction between work and family, regardless of direction, is associated with higher turnover intention, care-related absence, and a lesser commitment to organizations and work. Both work-to-family conflict and family-to-work conflict were shown to be strongly correlated with turnover intentions in their model for predicting turnover intentions. Interference between life and work occurs when obligations to one's family and other areas of one's life make it difficult to do one's job well. This is influenced by a number of circumstances, including as the presence of young children, primary parental duty for children, elderly care duties, and

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interpersonal conflict within the family, unsupportive family members, and a parent taking time off work to care for a sick child. The struggle between work and family has now reached crisis proportions within the organizations. It has become increasingly difficult to develop a schedule that balances work and family because of the current increase in the number of women in the labor force, increased employment demand, and extended working hours. Being in charge of home affairs and spending more time in the family sphere than males does make women more susceptible to intrusion from work and family. Nevertheless, because they spend more time engaged in work-related activities than women, men generally encounter work-family conflict[150].

2.4.1 Conceptual Framework

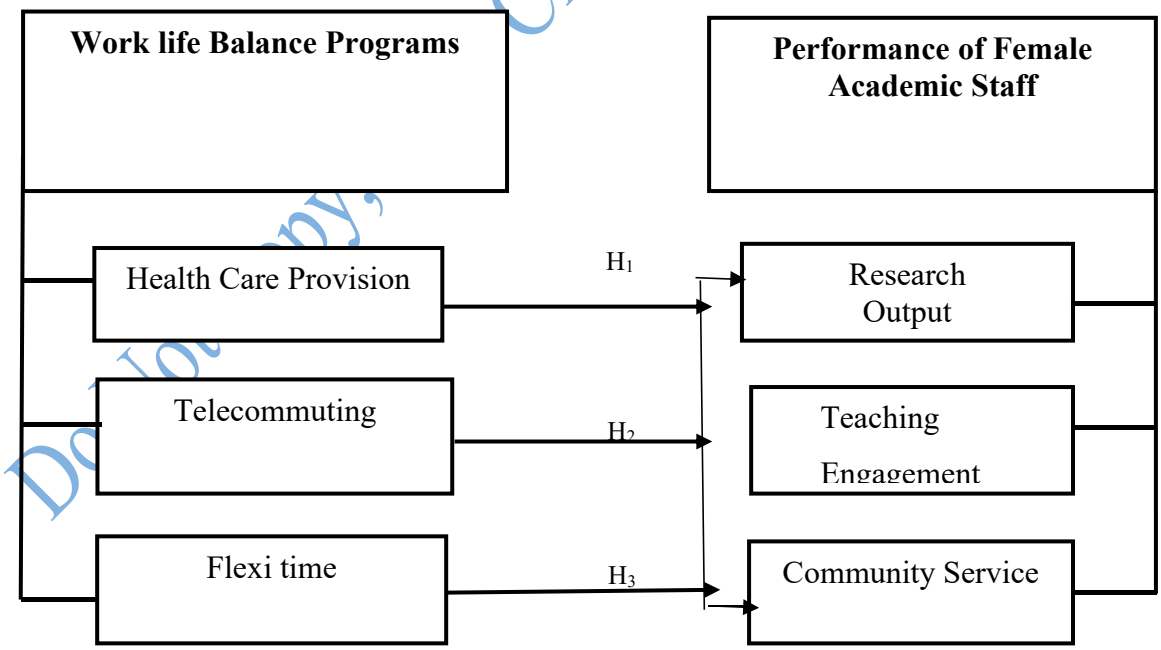

Figure 2.2. Source: **Researcher Computation (2022)**

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2.5 Summary of Gaps in Literature Reviewed

In this chapter, the work-family program literature was critically reviewed. The review of numerous work-family studies and theories indicates different attempts that have been taken as well as variations that exist between situations. Most crucially, the literature showed that the majority of work-family programme studies were conducted in industrialized nations, with very few literatures discovered to be devoted to the African continent. Extending the research beyond the advanced economies becomes even more vital when taking into account the national differences in terms of development, policies, culture, and social issues. This suggests that further empirical research has to be done in an African context, especially in Nigeria, to learn more about the work-family policies of employees there. The theoretical framework gives a basis for creating a model that adds to our understanding of the work-family boundary theory and may serve as a scientific foundation for the analysis of work-family programs[151]. In this study, the Work-Life Balance Programs and Female Employee Performance at the Universality of Abeokuta in Ogun State are examined. Therefore, in order to better grasp the goal of this study, it is vital to understand the contextual environment, the historical context and current activities of the Nigerian educational system are thus presented in the next chapter

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Chapter Three

Methodology

This Chapter describes the strategies, various social and scientific methods the researcher employed to investigate the objectives stated, research question raised and test hypotheses formulated in the introductory chapter of this study. The methods employed follows a synthesized framework, which include: the research design for this study, the study population, population of sample size, sampling technique adopted, methods employed to collect data, research instrument, validity, and reliability of the research instrument. Also, the pilot study administration, and retrieval of the research instrument, method of data analysis and mathematical models for each hypothesis tested.

3.1 Research Design

This study adopted descriptive research design to study a subset of population and investigate work-live balance program on performance of female Academic of Federal University of Agriculture Abeokuta, Ogun Stata Nigeria. The advantage of this method is that it has an economic advantage over the longitudinal survey design and it is less cumbersome[1]. Studies found descriptive research design appropriate in specific circumstance, for example when examining the impact of work life balance programs on performance of female Academic at a point in time.

3.2 Population of the Study

The population of the study comprises of 127 Female Academic staff in federal university of Agriculture, Abeokuta, Ogun State Nigeria. The institution chosen is a well-organized institution that supports the goals of this research.

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3.2.1 Brief profile of Federal University of Agriculture Abeokuta

Federal University of Technology, Abeokuta (FUTAB) was established by Federal Government in 1983. Then, in 1984, it was merged with the University of Lagos and had its name changed to the College of Science and Technology, Abeokuta (COSTAB). On January 1, 1988, Federal Government of Nigeria changed it name again to University of Agriculture, Abeokuta (UNAAB) when additional three University of Agriculture was established. On that same day, Professor Nurudeen Olorun-Nimbe Adedipe was appointed the pioneer Vice-Chancellor of the University but assumed duty officially on 28 January 1988. It started its operation at a mini-campus at Isale-Igbein in the center of Abeokuta, the capital of Ogun State. The University later moved into its permanent site which is located some 20km away and shares a common boundary with the Ogun-Oshun River Basin Development Authority on the Abeokuta-Ibadan Road. **In the year 2012, University of Agriculture, Abeokuta (UNAAB) was change to Federal University of Agriculture, Abeokuta (FUNAAB) by the fourth substantive Vice-Chancellor, Professor Oluwafemi Olaiya Balogun**. The University has 10 Colleges, namely, College of Agriculture Management and Rural Development (COLAMRUD), College of Animal Science and Livestock Production (COLANIM), College of Biological Science (COLBIOS), College of Engineering (COLENG), College Entrepreneurial and Development Studies (COLENDS), College of Environmental Resources Management (COLERM), College of Food Science and Human Ecology (COLFHEC),College of Physical Sciences (COLPHYS), College of Plant Science and Crop Production (COLPLANT) and College of Veterinary Medicine (COLVET) with 138 programmes, Currently, the University have 18,517 undergraduate students, 1,252 postgraduate students with 658 academic staff and a total of 2,420 staff both academic and non-academic.

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3.3 Sample Size and Sampling Technique

One Hundred and Twenty Seven (127) female academic staff members of the Federal University of Agriculture in Abeokuta, Ogun State, make up the study's population. Hence this study adopted census approach by taking the whole population into consideration.

3.4 Research Instrument

This study adopted survey method that involves the use of structural questionnaire that serves as the primary data collection tool. There are two components to this. The respondents' profiles were covered in part one. The second component served as the principal tool for compiling the data in accordance with the problem statement.

3.5 Validity of Research Instrument

The study adopted both content and constructs validity. The supervisors who are experts went through the instrument to check the content coverage and clarity of the questions on the issues that was investigated

3.6 Reliability of the Research Instrument

In determining the reliability of this research instrument, the Cronbach's Alpha was used to measure the reliability of the instrument, taking into consideration the rule of Crobach's Alpha, which states that the result is reliable when the research instrument yields a figure higher than 0.7. as shown in the Table 3.2:

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Table 3.1 Cronbach's Alpha Analysis for the Pilot Instruments

Construct/Variables	Number of Items	Cronbach's Alpha (Results)	Cronbach's Alpha (Decision Rule)
Health Care Provision	5	0.77	> 0.7 (Reliable)
Telecommuting	5	0.79	> 0.7 (Reliable)
Flexi Time	5	0.84	> 0.7 (Reliable)
Research Output	5	0.86	> 0.7 (Reliable)
Teaching Engagement	5	0.89	> 0.7 (Reliable)
Community engagement	5	0.77	> 0.7 (Reliable)
Mean value of Cronbach	30	0.794	> 0.7 (Reliable)

Source: Statistical Package for Social Sciences (SPSS)

Researcher Computation (2022)

3.7 Method of Data Collection

Primary data was collected to address the objectives of this studies so that it can reduce the chances of obtaining incorrect data. An organized questionnaire was used to gather the data. The data was collected using structured questionnaire in line with existing studies, Female Academics of Federal University of Agriculture in Abeokuta, Ogun State Nigeria and was analysed using descriptive statistics and inferential statistics for the study. A matrix table was created with the questionnaire's responses. Afterwards, analysis and compilation of the data gathered were analyzed.

3.8 Method Data Analysis

The data was obtained through the administration of questionnaire to Female Academics of the Federal University of Agriculture in Abeokuta, Ogun State Nigeria, and were analyzed using a descriptive statistics and inferential statistics. Descriptive statistics were used to analysed the variables in the questionnaire and to answer the

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question. The inferential statistics was used to test the hypothesis formulated for this study. Hypotheses 1-2 were achieved through multiple regression analysis because it addressed the effect of many independent variables on the dependent variables. However, hypothesis two was examined through hierarchical multiple regression so that the moderating effect of environmental dynamism on the interaction between Work-life programs can be established. The result of the hypothesis was significant at a probability value of less than 0.05. The descriptive and inferential statistics were carried out through the use of Statistical Package for Service Solution (SPSS) version 25.

Table 3.2 **Likert Scale System**

Rate	**Verbal Interpretation**	**Range**
4	Strongly Agree (SA)	3.6 – 4.0
3	Agree (A)	2.6 – 3.5
2	Disagree (D)	1.6 – 2.5
1	Strongly Disagree (SD)	– 1.5

Source: Researcher Computation (2022)

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Endnote

1 F. Cherif, "*The Role of Human Resource Management Practices and Employee Job Satisfaction in Predicting Organizational Commitment in Saudi Arabian Banking Sector*", **International Journal of Sociology and Social Policy**, 40(7/8), 2020, 529-541.

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Chapter Four

Results and Discussion of Findings

This chapter focused on the data collected through a questionnaire designed to gather information on the relationship between work-life balance programs and the performance of female academics at the Federal University of Agriculture, Abeokuta, Ogun State. This chapter also analyzed and interpreted respondents' demographic characteristics and the descriptive statistics and discussion of the findings. This is in addition to the test of formulated hypotheses that guided this study. The respondents' demographic profiles and descriptive statistics were presented in tables, and the findings were interpreted accordingly underneath each table. At the same time, the test of hypotheses was also presented in tables and figures with appropriate captions and interpretation, while the discussion of the findings was supported by similar findings in the literature.

4.1 Response Rate

One hundred copies of the questionnaire (100) were distributed among Female Academic Staff. Only ninety-seven (97) copies of the questionnaire were recovered and used for the analysis. This implies a response rate of 97%, which is sufficient for drawing empirical inferences on the work-life balance program and performance of female Academics of FUNAAB. The response rate is depicted in Table 4.1.

Table 4.1: Respondents' Response Rate

	Number	**Percentage**
Returned copies of the questionnaire	97	97%
Copies of the questionnaire not returned	3	3%
Total	**100**	**100%**

Source: Researcher Computation (2022)

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Table 4.1 shows the percentage of the returned rate of the copies of the questionnaire administered to the respondents from Female Academics in the Federal University of Agriculture, Abeokuta, Ogun State that participated in the survey. Few missing data were observed and were taken care of during the data cleaning stage before the actual analysis. In total, only 97 copies of the questionnaire were found useable for the analysis.

4.1 Data Analysis

4.1.1 Demographic Profiles of Respondents

The respondents' demographic profile of Female Academics at the Federal University of Agriculture, Abeokuta is in Table 4.2. This cut across, age brackets, marital status, educational qualifications, and the cadre of respondents.

Table 4.2 show the demography characteristics of Female Academics at the Federal University of Agriculture, Abeokuta that participated in this study.

Table 4.2 Demography Characteristics of Respondents

	Frequency	Per cent
Age		
*Less than 30 years	2	2.1
31-40 years	26	26.8
41-50 years	33	34.0
50-60 years	27	27.8
above 60 years	9	9.3
Total	**97**	**100.0**

Source: Researcher Computation (2022)

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Age: The age distribution of respondents shows that out of the 97 respondents, 2(2.1%) were less than 30 years, 26(26.8%) were within the age group of 31 - 40years, and 33(34.0%) the respondents were within the age group of 41-50 years. In addition, 27(27.8%) were within the age group of 51-60 years, while 9(9.3%) were above 60 years at the time of filing this report. Further to the data presented, it was discovered that most of the respondents were within the age group of 41-50 years. This suggests that most of the respondents were within the active population.

Marital Status: The marital status of the respondents shows that 7(7.2%) of respondents were single while 90(92.8%) respondents were married. However, most of the respondents are married. This implies that in a way most of the respondents were married women that have experience when it comes to career and family life.

Table 4.2 Demography Characteristics of Respondents

	Frequency	Per cent
Marital Status		
Single	7	7.2
Married	90	92.8
Total	**97**	**100.0**

Source: Researcher Computation (2022)

Teaching Experience: Concerning the respondents' teaching experience in the university, out of 97 female academics sampled, 14(14.4%) had below six years of teaching experience, 17(17.5%) had between 6 – 10 years teaching experience, 31(32.0%) had between 11-15 years of teaching experience. In addition, the finding also revealed that 14(14.4%) of the female academics sampled had between 16-20 years of teaching experience, 11(11.3%) had between 21-25years teaching experience while 10(10.3%) had above 25 years of teaching experience in the university. Most

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respondents, representing 32%, had between 10-15 years of teaching experience. This implies that most of the respondents that participated in the study had sufficient teaching experience and the information provided by them could be adjudged reliable.

Table 4.2 Demography Characteristics of Respondents

	Frequency	Per cent
Teaching Experience		
Below 6 years	14	14.4
6-10 years	17	17.5
11-15 years	31	32.0
16-20 years	14	14.4
21-25 years	11	11.3
Above 25 years	10	10.3
Total	**97**	**100.0**

Source: Researcher Computation (2022)

Length of Service in the Current University: The researcher examined the length of service of the female academics within their current university. The findings revealed that only 9(9.3%) has spent below 6 years in their current university, 28(28.9%) had spent between 6-10 years in their current institution and 24(24.7%) had spent between 11-15 years in their current university. Similarly, it was also discovered that 21(21.6%) of respondents had spent between 16-20 years in their current institution while 15(15.5%) of respondents had spent over 20 years in their current institution. This finding implies that most of the respondents had spent a reasonable number of years at the Federal University of Agriculture, Abeokuta.

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Table 4.2 Demography Characteristics of Respondents

	Frequency	Per cent
Length of service in the current organization		
Below 6 years	9	9.3
6-10 years	28	28.9
11-15 years	24	24.7
16-20 years	21	21.6
21-25 years	15	15.5
Total	**97**	**100.0**

Source: Researcher Computation (2022)

Present Academics' Status/ Cadre: It was in the interest of the researcher to find out the different academic statuses of female academics that participated in the survey. The findings revealed that 21(21.6%) of the female academics that participated in the study were Professors, 13(13.4%) were readers, 15(15.5%) were Senior Lecturers and 16(16.5%) were Lecturer I. In addition, it was also discovered that 23(23.7%) of respondents were Lecturer II. 8(8.2%) were Assistant Lecturers while only 1(1.0%) was Graduate Assistant at the time this study was conducted.

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Table 4.2 Demography Characteristics of Respondents

	Frequency	Per cent
Present Academics' status/ Cadre		
Professor	21	21.6
Reader	13	13.4
Senior Lecturer	15	15.5
Lecturer I	16	16.5
Lecturer II	23	23.7
Assistant Lecturer	8	8.2
Graduate Assistant	1	1.0
Total	**97**	**100.0**

Source: Researcher Computation (2022)

College: The findings revealed that most of the respondents 16.5% were from COLAMRUD followed by COLERM and COLFHEC which represent 12.4% each. In a related development, 10.3% each were from COLPLANT and COLVET. Meanwhile, 9.3% were from COLBIOS, 8.3% were from COLPHYS and 5.2% were from Library. This implies that female academics in almost all colleges in the university were adequately represented in the study.

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Table 4.2 Demography Characteristics of Respondents

	Frequency	Per cent
College		
COLAMRUD	16	16.5
COLANIM	11	11.3
COLBIOS	9	9.3
COLENDS	1	1.0
COLENG	3	3.1
COLERM	12	12.4
COLFHEC	12	12.4
COLPHYS	8	8.2
COLPLANT	10	10.3
COLVET	10	10.3
LIBRARY	5	5.2
Total	**97**	**100.0**

Source: Researcher Computation (2022)

4.2 Descriptive Statistics

Descriptive statistics were used with appropriate interpretation underneath each table. This section contains the results of the descriptive analysis. It must be noted that five Likert scales were used for the descriptive statistics ranging from Strongly Agree (5), Agreed (4), undecided (3), Disagreed (2) and Strongly Disagreed (1). The descriptive statistics are presented in Tables 4.3 – 4.8.

Frequency distributions and mean values were used to analyse the data. However, before analyzing the frequency distributions in this study, the satisfaction level was calculated using five Likert scale levels as follows:

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$$\frac{\text{Maximum level} - \text{Minimum level}}{\text{Number of levels}}$$

$$\frac{5-1}{5} = 0.80$$

For this reason, Table 4.2 shows the criteria for considering the mean satisfaction level. This implies the score satisfaction level for strongly agree is between 4.21-5.00, Agree is between 3.42-4.20 and undecided is between 2.61-3.40. Similarly, the mean satisfaction level for disagreeing is between 1.81-2.60 while that of strongly disagree is between 1.00 -1.80.

Table 4.3 Telecommuting

S/N	Items	SD	D	U	A	SA	Mean	SD
	Telecommuting (TC)							
TC1	I enjoy the internet facility at the university campus.	23 (23.7)	54 (55.7)	14 (14.4)	6 (6.2)	0 (0.0)	3.969	.7965
TC 2	My university encourages the use of the intranet in communicating with other staff within the campus.	10 (10.3)	24 (24.7)	33 (34.0)	23 (23.7)	7 (7.2)	3.072	1.0920
TC 3	I enjoy doing my research and teaching work better using virtual channels.	20 (20.6)	34 (35.1)	25 (25.8)	17 (17.5)	1 (1.0)	3.567	1.0399
TC 4	My university provides me with communication gadgets (phone, laptop) to do my work.	0 (0.0)	8 (8.2)	26 (26.8)	29 (29.9)	34 (35.1)	2.182	0.9754
TC 5	My university reimburses me for data used outside the	0 (0.0)	13 (13.4)	31 (32.0)	20 (20.6)	33 (34.0)	2.347	1.0707

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University campus.

Average	3.0274	0.9949

Source: Researcher Computation (2022)

Table 4.3 shows the respondents' views on telecommuting. This was measured with five (5) items, as indicated in Table 4.3. One of the items for measuring telecommuting was to find out if the respondents enjoy internet facilities on campus. It was discovered that 23(23.7%) of the respondents strongly agreed and 54(55.7%) agreed that they enjoy the internet facility on campus. On the other hand, 14(14.4%) of the respondents were undecided while 6(6.2%) disagree with the statement with a mean score of 3.969 and a standard deviation of 0.7965. However, most of the respondents agree that they enjoy the internet facility on campus.

It was also in the researcher's interest to know if the university encourages the use of an intranet in communicating with other staff within the campus. 24(35.0%) positively affirmed the statement, 33(34.0%) neither agreed nor disagreed with the statement, while 30(30.9%) disagreed and strongly disagreed with the statement with a mean score of 3.072 and a standard deviation of 1.092. This reveals that respondents believe that the university encourages the use of intranet in communicating with other staff within the campus.

The researcher also wanted to find out if the respondents enjoy doing their research and teaching work better using virtual channels; 54(55.7%) believe that female academics enjoy doing their research and teaching work better using virtual channels, 25(25.8%) neither agree nor disagree with the statement while 18(18.5%) had a conflicting view about the statement with a mean score of 3.567 and standard deviation of 1.0399. This implies that the respondents enjoy doing their research and teaching work better using virtual channels.

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The study also wanted to find out if the university provides me with communication gadgets (phone, laptop) for academic staff to do their work. It was discovered from the descriptive statistics that 8(8.2%) agreed that the university provides communication gadgets (phone, laptop) for them to do their work, 26(26.8%) of the respondents were indifferent about the statement, while 63(65.0%) had a contrary opinion, with a mean score of 2.182 and standard deviation of 0.975. This suggests that respondents believe that the university does not provide them with communication gadgets (phones, laptops) to do their work.

It was also in the interest of the researcher to know if the university reimburses female academics for data used outside the University campus; 13(13.4%) agreed that the university reimburses female academics for data used outside the University campus, 31(32.0%) of the respondents were indifferent about the statement while 53(54.6%) respondents strongly disagree and disagree about the statement with the mean score of 2.347 and standard deviation of 1.0707. This reveals that most of the respondents strongly disagree that the university reimburses female academics for data used outside the University campus

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Table 4.4 Flexi Time

S/N	Items	SD	D	U	A	SA	Mean	SD
	Flexi Time (FT)							
FT1	I enjoy working from home.	14 (14.4)	40 (41.2)	22 (22.7)	18 (18.6)	3 (3.1)	3.453	1.0510
FT 2	I have time for my family while working from home.	17 (17.5)	36 (37.1)	29 (29.9)	12 (12.4)	3 (3.1)	3.536	1.0212
FT 3	Working outside the University gives me time to do other things.	14 (14.4)	40 (41.2)	24 (24.7)	16 (16.5)	3 (3.1)	3.474	1.0317
FT 4	Shorter teaching hours and intervals between my lecture periods help me to refresh my mind to teach better.	11 (11.3)	31 (32.0)	32 (33.0)	20 (20.6)	3 (3.1)	3.278	1.0179
FT 5	I balance my work and home responsibilities better when doing virtual teaching.	14 (14.4)	28 (28.9)	37 (38.1)	14 (14.4)	4 (4.1)	3.350	1.0311
	Average						3.418	1.0305

Source: Researcher Computation (2022)

Table 4.4 shows the respondents' opinions on the flexi-time arrangement. This was measured with five (5) items, as indicated in Table 4.4. One of the items for measuring flexi-time arrangement was to find out if the respondents enjoy working from home. It was discovered that 14(14.4%) of the respondents strongly agreed and 40(41.2%) agreed that they enjoy working from home. On the other hand, 22(22.7%) of the respondents were undecided while 21(21.7%) had an opposing view of the statement

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with a mean score of 3.453 and a standard deviation of 1.051. However, most of the respondents agree that they enjoy working from home.

Also, it was in the interest of the researcher to know if female academics have time for their family while working from home. 43(54.6%) positively affirmed the statement, 15(15.5%) neither agreed nor disagreed with the statement, and 29(29.9%) were indifferent to the statement with a mean score of 3.536 and a standard deviation of 1.021. This reveals that respondents believe that they have more time for their families while working from home.

The researcher also wanted to find out if working outside the University gives females academic time to do other things; 54(55.7%) believed that working outside the University gives females academic time to do other things, 24(24.7%) neither agree nor disagree with the statement while 19(19.6%) had a conflicting view about the statement with a mean score of 3.474 and standard deviation of 1.0317. This implies that working outside the University gives females academic time to do other things.

The study also wanted to find out if shorter teaching hours and intervals between lecture periods help female academics to refresh their mind to teach better. It was discovered from the descriptive statistics that 42(43.3%) strongly agreed and agreed that shorter teaching hours and intervals between lecture periods help female academics to refresh their mind to teach better, 32(33.0%) of the respondents were indifferent about the statement, while 23(23.7%) had a contrary opinion, with a mean score of 3.278 and standard deviation of 1.0179. This suggests that respondents believe that shorter teaching hours and intervals between lecture periods help female academics to refresh their minds to teach better.

In a related development, the researcher wanted to know if female academics balance their work and home responsibilities better when doing virtual teaching.; 42(43.3%)

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strongly agreed and agreed that female academics balance their work and home responsibilities better when doing virtual teaching, 37(38.1%) of the respondents were indifferent about the statement while 18(18.5%) respondents strongly disagree and disagree about the statement with the mean score of 3.350 and standard deviation of 1.0311. This reveals that most of the respondents agreed that female academics balance their work and home responsibilities better when doing virtual teaching.

Table 4.5 Health Care Provision

S/N	Items	SD	D	U	A	SA	Mean	SD
	Health Care Provision (HCP)							
HCP1	My university has a functional clinic and maternity centre.	41 (42.3)	41 (42.3)	7 (7.2)	7 (7.2)	1 (1.0)	4.175	.9243
HCP 2	I get immediate attention at the University clinic whenever am sick.	31 (32.0)	52 (53.6)	14 (14.4)	0 (0.0)	0 (0.0)	4.175	.6616
HCP 3	Drugs are readily available at my university clinic.	17 (17.5)	52 (53.6)	22 (22.7)	6 (6.2)	0 (0.0)	3.824	.7907
HCP4	My immediate family enjoyed health care benefits from this University.	19 (19.6)	35 (36.1)	31 (32.0)	12 (12.0)	0 (0.0)	3.628	.9389
HCP 5	NHIS pay my bill on referral to any hospital.	1 (1.0)	9 (9.3)	45 (46.4)	31 (32.0)	11 (11.3)	2.567	.8527
						Average	**3.6738**	**0.8336**

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Source: Researcher Computation (2022)

Table 4.5 shows the respondents' opinions on healthcare provision. This was measured with five (5) items, as indicated in Table 4.5. One of the items for measuring healthcare provision was to find out if the sampled university has a functional clinic and maternity centre. It was discovered that 82(84.4%) of the respondents believe that the university has a functional clinic and maternity centre. On the other hand, 7(7.2%) of the respondents were undecided while 8(8.2%) had an opposing view of the statement with a mean score of 4.175 and a standard deviation of 0.924. However, most of the respondents agree that the university has a functional clinic and maternity centre.

Besides, the study intends to find out if female academics get immediate attention at the University clinic whenever they are sick. 83(85.6%) were of the view that female academics get immediate attention at the University clinic whenever they are sick, and 14(14.4%) were indifferent to the statement with a mean score of 4.175 and a standard deviation of 0.6616. This reveals that most of the respondents believe that female academics get immediate attention at the University clinic whenever they are sick.

In addition, the researcher intends to find out if drugs are readily available at the university clinic; 69(71.1%) affirmed that drugs are readily available at the university clinic, 22(22.7%) were undecided about the statement while 6(6.2%) had a conflicting view about the statement with a mean score of 3.824 and standard deviation of 0.7907. This implies that drugs are readily available at the university clinic.

The study also wanted to find out if the immediate family of the female academics enjoy health care benefits from the sampled University. It was discovered from the descriptive statistics that 54(45.7%) strongly agreed and agreed immediate family of the female academics enjoy health care benefits from the sampled University, 31(32.0%) of the respondents were indifferent about the statement, while 12(12.0%) had a contrary

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opinion, with a mean score of 3.628 and standard deviation of 0.8527. This suggests that respondents believe that the immediate family of the female academics enjoy health care benefits from the sampled University.

Similarly, the researcher wanted to know if NHIS pays bills on referral to any hospital; 10(10.3%) strongly agreed and agreed that NHIS pays bills on referral to any hospital, 45(46.4%) of the respondents were indifferent about the statement while 42(43.3%) respondents strongly disagree and disagree about the statement with the mean score of 2.567 and standard deviation of 0.8527. This reveals that most of the respondents disagree that NHIS pays bills on referrals to any hospital.

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Table 4.6 Research Output

S/N	Items	SD	D	U	A	SA	Mean	SD
	Research Output (RO)							
RO1	I have the required number of publications for my next-level promotion.	48 (49.5)	37 (38.1)	10 (10.3)	2 (2.1)	0 (0.0)	4.350	.7505
RO2	Since I joined this University, I have been able to publish up to ten (10) articles in learned journals.	47 (48.5)	25 (25.8)	16 (16.5)	8 (8.2)	1 (1.0)	4.123	1.0333
RO3	I publish a minimum of 5 journals per year since I joined this University.	4 (4.1)	24 (24.7)	32 (33.0)	29 (29.9)	8 (8.2)	2.866	1.0168
RO4	I feel satisfied with my contribution to knowledge at this University.	29 (29.9)	49 (50.5)	10 (10.3)	9 (9.3)	0 (0.0)	4.010	.8838
RO5	I find it easy to publish at this University.	9 (9.3)	40 (41.2)	33 (34.0)	12 (12.4)	3 (3.1)	3.4124	.9326
					Average		**3.7522**	**0.9234**

Source: Researcher Computation (2022)

The descriptive statistics of research outputs of the female academics in the selected university are depicted in Table 4.6. This was measured with five (5) items. One of the items for measuring research outputs arrangement was to find out if the respondents

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have the required number of publications for their next level promotion; 48(49.5%) of the respondents strongly agreed and 37(38.1%) agreed that they required the number of publications for their next level promotion. On the other hand, 10(10.3%) of the respondents were not sure if they have the required number of publications for their next level promotion, while 9(9.2%) noted that they do not have the required number of publications for their next level promotion with a mean score of 4.350 and standard deviation of 0.7504. However, most of the respondents strongly agree that they have the required number of publications for their next-level promotion.

Furthermore, it was in the interest of the researcher to know if female academics since they joined the selected university have been able to publish up to ten (10) articles in learned journals. It was discovered that 72(74.2%) positively affirmed that since they joined the selected university have been able to publish up to ten (10) articles in learned journals, 16(16.5%) neither agreed nor disagreed with the statement, while 9(9.2%) had a conflicting view with the statement with a mean score of 4.123 and standard deviation of 1.0333. This reveals that respondents posited that since they joined the selected university have been able to publish up to ten (10) articles in learned journals.

Moreover, the researcher also wanted to find out if female academics publish a minimum of 5 journals per year since they joined the University; 28(28.8%) were of the opinion that they publish a minimum of 5 journals per year since they joined the University, 32(33.0%) were undecided with the statement while 37(38.1%) had a conflicting view about the statement with a mean score of 2.866 and standard deviation of 1.0168.

Similarly, the study also wanted to find out if female academics feel satisfied with their contribution to knowledge at the University. It was discovered from the descriptive statistics that 29(29.9%) strongly agreed and 49(50.5%) agreed that they feel satisfied

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with their contribution to knowledge in the University, 10(10.3%) of the respondents were indifferent about the statement, while 9(23.7%) disagreed with a mean score of 4.010 and standard deviation of 0.8838 This suggests that respondents believe that they feel satisfied with their contribution to knowledge in the University.

In addition, the researcher wanted to know if female academics find it easy to publish in the University; 9(9.3%) strongly agreed and 40(41.2%) agreed that they find it easy to publish in the University, 33(34.0%) of the respondents were indifferent about the statement while 15(15.5%) respondents strongly disagree and disagree about the statement with the mean score of 3.4124 and standard deviation of 0.9326. This reveals that most of the respondents were of the opinion that they find it easy to publish in the University.

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Table 4.7 Teaching Engagement

S/N	Items	SD	D	U	A	SA	Mean	SD
	Teaching Engagement (TE)							
TE1	I work with intensity on my teaching engagement.	51 (52.6)	43 (44.3)	3 (3.1)	0 (0.0)	0 (0.0)	4.494	.5613
TE2	I devote a lot of time and energy to my teaching job.	63 (64.9)	33 (34.0)	1 (1.0)	0 (0.0)	0 (0.0)	4.639	.5038
TE3	I never miss any of my lecture schedules.	44 (45.4)	37 (38.1)	10 (10.3)	6 (6.2)	0 (0.0)	4.226	.8720
TE4	I devote a lot of attention to my teaching job.	62 63.9)	33 (34.0)	2 (2.1)	0 (0.0)	0 (0.0)	4.618	.5292
TE5	I exert extra effort to complete my lectures.	62 (63.9)	29 (29.9)	2 (2.1)	2 (2.1)	2 (2.1)	4.515	.8179
						Average	**4.498**	**0.6568**

Source: Researcher Computation (2022)

Table 4.7 depicts the respondent's opinion on the teaching engagement of female academics. This was measured with five (5) items on a 5-Likert scale. One of the items for measuring teaching engagement was to find out if female academics in the selected university work with intensity on their teaching engagement. It was discovered that 51(52.6%) of the respondents strongly agreed that they work with intensity on their teaching engagement while 43(44.3%) also agreed with the statement. However, 3(3.1%) of the respondents were undecided with a mean score of 4.494 and a standard

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deviation of 0.5613. However, most of the respondents strongly agreed that they work with intensity on their teaching engagement.

Similarly, the study intends to find out if female academics devote a lot of time and energy to their teaching job. 63(64.9%) strongly agreed, and 33(34.0%) agreed that they devote a lot of time and energy to their teaching job. Meanwhile, 1 (1.0%) was indifferent to the statement with a mean score of 4.639 and a standard deviation of 0.5038. This reveals that most of the respondents believe that female academics devote a lot of time and energy to their teaching job.

Also, the researcher intends to find out if female academics have never missed any of their lecture schedules; 44(45.8%) strongly agreed and 37(38.1%) agreed that they have never missed any of their lecture schedules, 10(10.3%) were undecided about the statement while 6(6.2%) had a conflicting view about the statement with a mean score of 4.226 and standard deviation of 0.8720. This implies that most of the female academics of the selected university had never missed any of their lecture schedules.

The study also wanted to find out if respondents devote a lot of attention to their teaching job. It was discovered from the descriptive statistics that 62(63.9%) strongly agreed and 33(34.0% agreed that they devote a lot of attention to their teaching job, while 2(2.1%) of the respondents were indifferent about the statement, with a mean score of 4618. and standard deviation of 0.5292 This suggests that respondents strongly agreed that they devote a lot of attention to their teaching job.

In the same vein, the researcher wanted to know if respondents exert extra effort to complete their lectures; 62(63.9%) strongly agreed and 29(29.9%) agreed that they exert extra effort to complete their lectures, 2(2.1%) of the respondents were indifferent about the statement while 4(4.2%) of the respondents had an opposing opinion about the statement with the mean score of 4.515 and standard deviation of 0.8179. This

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reveals that most of the respondents strongly agreed that they exert extra effort to complete their lectures.

Table 4.8 Community Service Engagement

S/N	Items	SD	D	U	A	SA	Mean	SD
Community Service Engagement (CSE)								
CSE1	I have been involved in at least one community advocacy in the last year.	39 (40.2)	35 (36.1)	15 (15.5)	7 (7.2)	1 (1.0)	4.072	.9709
CSE2	I have had at least one public lecture outside this University in the last year.	24 (24.7)	27 (27.8)	21 (21.6)	19 (19.6)	6 (6.2)	3.453	1.2333
CSE3	I have held at least one leadership position since I joined this University with the opportunity to interact with outside this University community.	32 (33.0)	33 (34.0)	16 (16.5)	15 (15.5)	1 (1.0)	3.824	1.0882
CSE4	Since I joined this University, I have been involved in at least one community service project.	28 (28.9)	50 (51.5)	13 (13.4)	5 (5.2)	1 (1.0)	4.020	.8536
CSE5	I belong to a social group in this University with community development agenda.	24 (24.7)	34 (35.1)	26 (26.8)	12 (12.4)	1 (1.0)	3.701	1.0120
					Average		**3.814**	**1.0316**

Source: Researcher Computation (2022)

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The descriptive statistics of community service engagement of the female academics in the selected university are depicted in Table 4.8. This was measured with five (5) items. One of the items for measuring community service engagement was to find out if the respondents have been involved in at least one community advocacy in the last year; 39(40.2%) of the respondents strongly agreed and 35(36.1%) agreed that been involved in at least one community advocacy in the last one year. On the other hand, 15(15.5%) of the respondents were not sure if they have been involved in at least one community advocacy in the last year, while 8(8.2%) had a contrary opinion with a mean score of 4.072 and standard deviation of 0.9709. However, most of the respondents strongly agree that they have been involved in at least one community advocacy in the last year.

Furthermore, it was in the interest of the researcher to know if female academics have had at least one public lecture outside this University in the last year. It was discovered that 24(24.7%) strongly agreed, 27(27.8%) agreed that they have had at least one public lecture outside this University in the last year, 21(21.6%) neither agreed nor disagreed with the statement, while 25(25.8%) had a conflicting view with the statement with a mean score of 3.453and standard deviation of 1.2330.

Moreover, the researcher also wanted to find out if female academics have held at least one leadership position since they joined the University with the opportunity to interact outside this University community; 32(33.0%) strongly agreed and 33(34.0%) agreed that they have held at least one leadership position since they joined the University with the opportunity to interact with outside this University community, 16(16.5%) were undecided with the statement while 16(16.5%) had conflicting views about the statement with a mean score of 3.824 and standard deviation of 1.0882.

Similarly, the study also wanted to find out if female academics since they joined the University have been involved in at least one community service project. It was

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discovered from the descriptive statistics that 28(28.9%) strongly agreed and 34(35.1%) agreed that since they joined the University have been involved in at least one community service project, 26(26.8%) of the respondents were indifferent about the statement, while 13(13.4%) had opposing views with a mean score of 3.7014.010 and standard deviation of 1.0120. This suggests that respondents agreed that since they joined the University, they have been involved in at least one community service project.

In addition, the researcher wanted to know if female academics belong to a social group in the selected university with community development agenda; 24(24.7%) strongly agreed and 34(35.1%) agreed that they belong to a social group in the selected university with community development agenda, 26(26.8%) of the respondents were indifferent about the statement while 13(13.4%) respondents had contrary views with the mean score of 3.701 and standard deviation of 1.0120. This reveals that most of the respondents agreed that they belong to a social group in the selected university with community development agenda.

4.3 Test of Hypotheses

This section is dedicated to the empirical assessment of the proposed research hypotheses. The hypotheses were tested using the Smart PLS statistical tool to determine the significant influence of independent variables on dependent variables. The hypothesis test determines whether statistical evidence exists to support or refute the hypotheses proposed. The null form was used to express all the hypotheses tested in this study.

Both structural and measurement models were applied to the data analysis. It is important to note that the factor loading values for all of the constructs are higher than 0.70, which is the lowest number allowed under the measurement model. The internal

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model utilised in the solution of structural equations is the structural model. Calculated results include significant values and path coefficients (R2). The importance is assessed using the bootstrapping method. Partial Least Square utilises a typical bootstrapping of 5000 subsamples to increase the significance of the findings. The analysis of the research's 5000 subsamples in bootstrapping produces more accurate results and route coefficient values to highlight the association between work-life balance programmes and the performance of female academics at the Federal University of Agriculture Abeokuta, Ogun State. The results revealed that the perspectives of the selected firms sampled were relatively comparable.

Hypothesis One

$H_0$1: Telecommuting does not play a significant role in female academics' performance (Research, Teaching Engagement, and Community Service Engagement)

Hypothesis one tested the influence of telecommuting on research, teaching engagement, and community service engagement. Path coefficients, t-statistics, R-square values, and p-values were used to interpret the results. As shown in Figure 4.1, the path coefficient determines the degree and strength of the correlation between the observed variables. Equally, the r-square determines the amount of variance in the female academics' performance, as explained by telecommuting. As shown in Table 4.1, the p-value denotes the degree of probability that must be less than 0.05 to be considered significant, whereas the t-statistics denotes the measured differences in standard error units.

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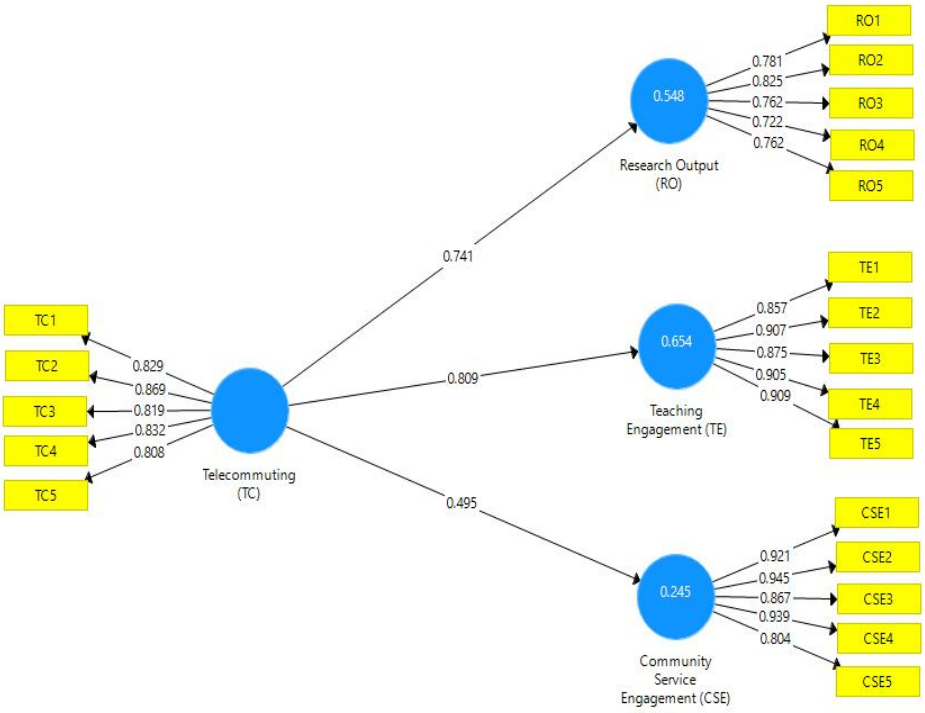

Source: Researcher Computation (2022)

Figure 4.1: PLS Algorithm Model of Telecommuting and Female Academics' Performance (Research, Teaching Engagement, and Community Service Engagement) model

Figure 4.1 shows the PLS algorithm model of telecommuting and female academics' performance with the loading values of each item of measurement of the constructs. Figure 4.1 describes the PLS Bootstrapping Model with β and P-coefficient of the value of Telecommuting and female academics' performance (research, teaching engagement, and community service engagement). The p-value, which determines the amount of likelihood, is shown in Figure 4.1. At a p-value of 0.05, all the values of female academics' performance (research, teaching engagement, and community service engagement) obtained in the research instrument are significant.

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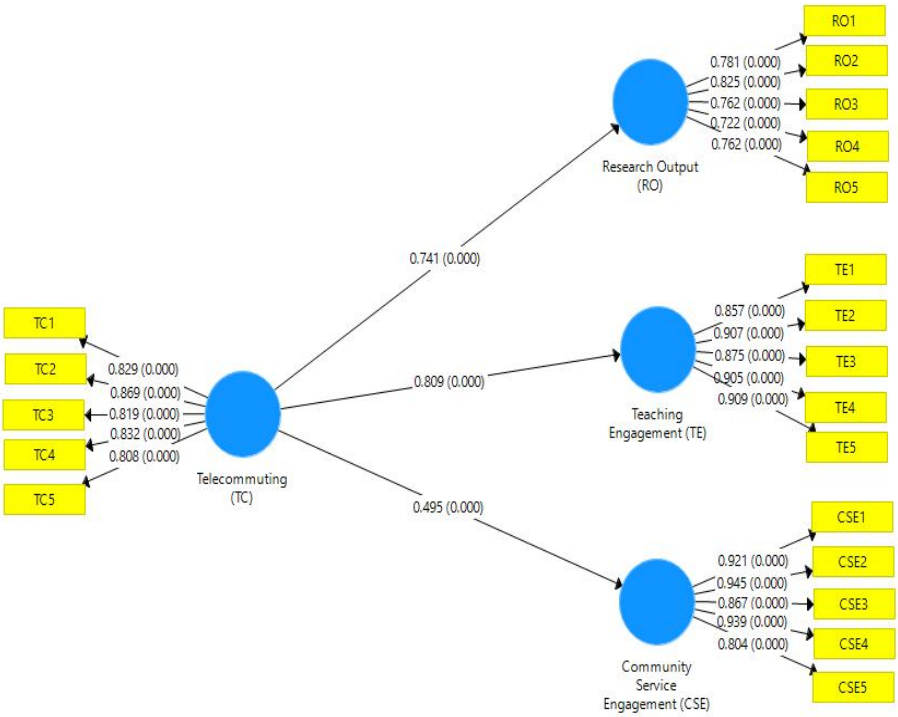

Source: Researcher Computation (2022)

Figure 4.2 PLS Bootstrapping Model with β and P values of Telecommuting and Female Academics' Performance (Research, Teaching Engagement, and Community Service Engagement) model.

As presented in Figure 4.2, all the measurements of telecommuting and female academics' performance (research, teaching engagement, and community service engagement) as captured in the research instrument are significant at a p-value of <0.05. The implication of this is that all the items of measurement contribute significantly. Also, the t-statistics values presented in Figure 4.3 depicts the calculated differences represented in units of standard error.

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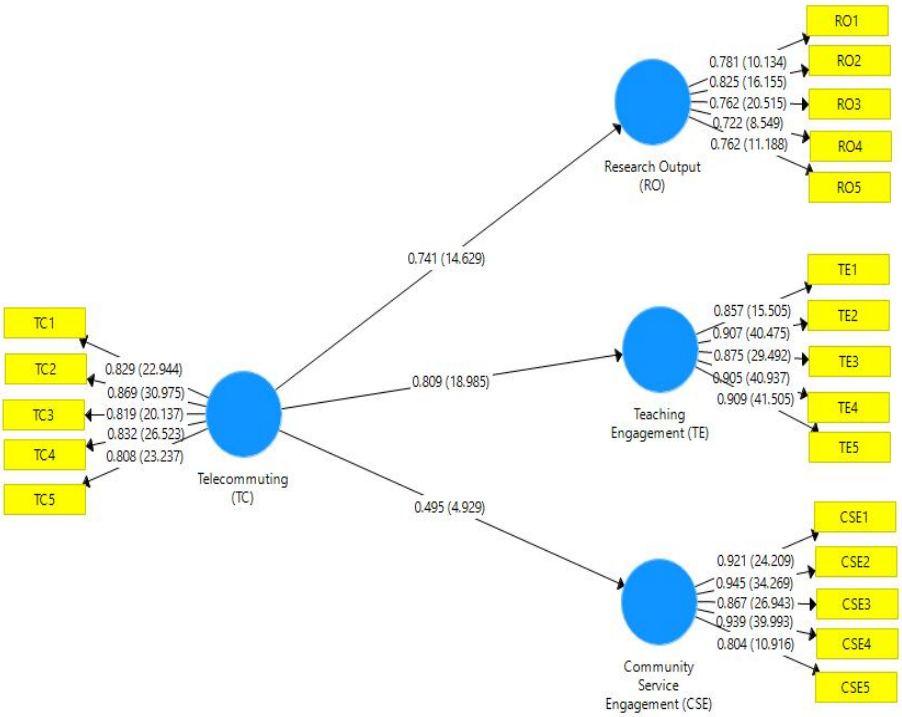

Source: Researcher Computation (2022)

Figure 4.3 PLS Bootstrapping Model with β and T values of Telecommuting and Female Academics' Performance (Research, Teaching Engagement, and Community Service Engagement) model

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Table 4.9 Construct validity and Reliability for Hypothesis One

	Loading	VIF	P Value	Cronbach's Alpha	Composite Reliability	AVE
Constructs	≥ 0.7	<3.0	<.05	> 0.7	≥ 0.8	≥0.5
Telecommuting (TC)				**0.890**	**0.918**	**0.691**
TC1	0829	1.112	0.000			
TC2	0.869	1.475	0.000			
TC3	0.819	2.521	0.000			
TC4	0.832	1.962	0.000			
TC5	0.808	1.631	0.000			
Research Output (RO)				**0.831**	**0.880**	**0.595**
RO1	0.781	2.002	0.000			
RO2	0.825	1.254	0.000			
RO3	0.762	1.780	0.000			
RO4	0.722	2.012	0.000			
RO5	0.762	1.154	0.000			
Teaching Engagement (TE)				**0.935**	**0.951**	**0.794**
TE1	0.857	1.012	0.000			
TE2	0.907	1.545	0.000			
TE3	0.875	1.125	0.000			
TE4	0.905	1.761	0.000			
TE51	0.909	1.951	0.000			
Community Service Engagement (CSE)				**0.938**	**0.953**	**0.804**
CSE1	0.921	1.741	0.000			

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CSE2	0.945	2.000	0.000
CSE3	0.867	1.774	0.000
CSE4	0.939	2.201	0.000
CSE5	0.804	1.111	0.000

Source: Researcher Computation (2022)

Table 4.9 shows the factor loadings of all the measurement items for telecommuting and female academics' performance (research, teaching engagement, and community service engagement). The instrument's validity and reliability were further evaluated using composite reliability, average variance extracted (AVE) computation and Cronbach Alpha. Meanwhile, the recommended factor loading, composite reliability, AVE, and Cronbach Alpha values were met. Convergent and discriminant validity were also evaluated in the study when establishing construct validity. Convergent validity indicates a relationship between telecommuting and female academic success.

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Table 4.10 Heterotrait-monotrait discriminant for Hypothesis One

	CSE	RO	TE	TC
CSE				
RO	0.781 [0.652; 0.829]			
TE	0.562 [0.447; 0.668]	0.751 [0.601; 0.804]		
TC	0.780 [0.650; 0.824]	0.808 [0.742; 0.849]	0.494 [0.564; 0.649]	

Source: Researcher Computation (2022)

The correlations' heterotrait-monotrait (HTMT) ratio was used to assess the discriminant validity. The upper confidence intervals are below the one value, and all the HTMT values were found to be significantly different from 1. Furthermore, the analysis results show that all the values are less than the HTMT 0.85 critical value. Besides, the average heterotrait-heteromethod correlation is lower than the average monotrait-heteromethod correlation. As a result, discriminant validity is established. The heterotrait-monotrait discriminant value is depicted in Table 4.10.

Also, to test for common method bias, the variance inflation factor (IVF) was used. While a VIF value of one indicates that collinearity is completely absent, most researchers recommend a VIF value of ten as the cutoff. Other researchers advocated for a more conservative cutoff of 2.5 to 5 points. As shown in Table 4.9, all the VIF

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values for each item in each variable measurement are well below the conservative threshold of 5. This implies that the model is free from common method bias.

Table 4.11 Model Fit

	Estimated
SRMR	0.068
d_ULS	0.658
d_G	0.289
Chi-Square	315.910
NFI	0.922

Source: Researcher Computation (2022)

Table 4.11 displays the model fit. All the model fit indices were found to be satisfactory. The standardized residual average between the observed matrix and the hypothesised covariance matrices is represented[4]. The SRMR is a model fit estimation metric. When the SRMR is less than 0.08, it is considered reliable. This study model's SRMR was also 0.068, indicating a good fit for this research. With a chi-square value of 315.910, the NFI estimate for this study is 0.922, which is higher than the benchmark of 0.90.

Also, to determine the PLS-SEM predictive relevance of the constructs of measurement and the data points of indicators, the Q^2 values were used. The Q^2 values for CSE, RO, and TE are0.185, 0.229, and 0.511 which is larger than zero. This suggests that the PLS path model has predictive relevance for the constructs. In the same vein, the F square was used to determine the effect size. The f-square values for CSE, RO, and TE are 0.324, 1.214 and1.891, as indicated in Table 4.12. This implies that the sample effect is considered large.

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Table 4.12 Coefficient Value of Hypothesis One

	Variables	Path Co-efficient	Std. Dev.	T-Statistics	P Values	R^2	F^2	Q^2	Decision
H_{o1}	TC → CSE	0.495	0.103	4.814	0.000	0.245	0.340	0.185	Significant
H_{o1}	TC → RO	0.741	0.050	14.874	0.000	0.548	1.214	0.229	Significant
H_{o1}	TC → TE	0.809	0.042	19.057	0.000	0.654	1.891	0.511	Significant

Source: Researcher Computation (2022)

Table 4.12 depicts the smart partial least squared statistical results of hypothesis one, which focused on the relationship between telecommuting and female academics' performance (research output, teaching engagement, and community service engagement). The findings show that telecommuting has a significant effect on female academic performance.

Specifically, the findings revealed that telecommuting has significant influence on research output at (β= 0.741, R^2=0.548, t-statistics=14.874>1.96, P-value =0.000 <0.05). The Path coefficient of 0.741 implies a substantial degree of relationship between telecommuting and the research output of female academics. The R^2 value of 0.548 indicates that a 54.8% variance in research output can be explained by telecommuting.

It was also discovered that telecommuting has significant influence on teaching engagement at (β= 0.809, R^2=0.654, t-statistics=19.057>1.96, P-value =0.000 <0.05). The Path coefficient of 0.809 implies a substantial degree of relationship between telecommuting and teaching engagement. The R^2 value of 0.654 indicates that a 65.4% variance in teaching engagement can be explained by telecommuting.

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The findings also revealed that telecommuting has significant influence on community service engagement at (β= 0.495, R^2=0.245, t-statistics=4.814>1.96, P-value =0.000 <0.05). The Path coefficient of 0.495 suggests a moderate relationship between telecommuting and community service engagement. The R^2 value of 0.245 suggests that a 24.5% variance in teaching engagement can be explained by community service engagement.

Further to the statistical analysis presented in Table 4.12, it was discovered that teaching engagement has the most predictive value, followed by research output, and community service engagement.

Hypothesis Two

$H_0$2: Flexi-time arrangement does not play a significant role in female academics' performance (Research, Teaching Engagement, and Community Service Engagement)

Hypothesis two investigated the influence of flexi-time arrangement on research, teaching engagement, and community service engagement. Path coefficients, t-statistics, R-square values, and p-values were used to interpret the results. As shown in Figure 4.4, the path coefficient determines the degree and strength of the correlation between the flexi-time arrangement and female academic performance. Similarly, the r-square determines the amount of variance in the female academics' performance, as explained by the flexi-time arrangement.

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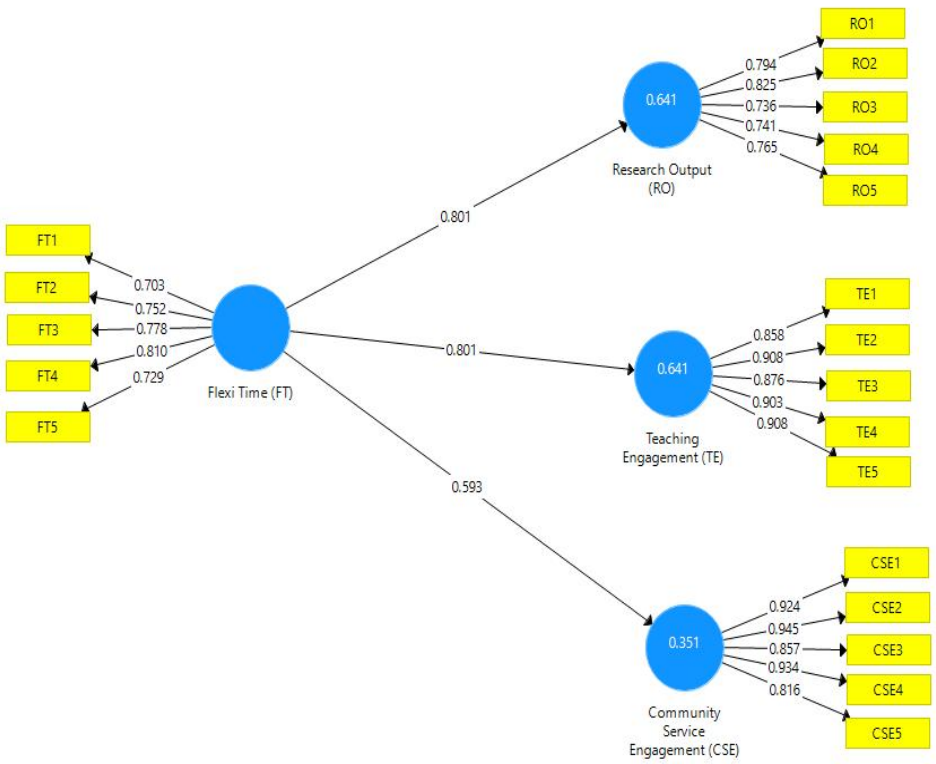

Source: Researcher Computation (2022)

Figure 4.4 PLS Algorithm Model of Flexi Time Arrangement and Female Academics' Performance (Research, Teaching Engagement, and Community Service Engagement) model

Figure 4.4 shows the PLS algorithm model of flexi-time arrangement and female academics' performance with the loading values of each item of measurement of the constructs. Figure 4.5 describes the PLS Bootstrapping Model with β and P-coefficient of the value of flexi-time arrangement and female academics' performance (research, teaching engagement, and community service engagement). The p-value, which determines the amount of likelihood, is shown in Figure 4.5. At a p-value of 0.05, all the values of female academics' performance (research, teaching engagement, and community service engagement) obtained in the research instrument are significant.

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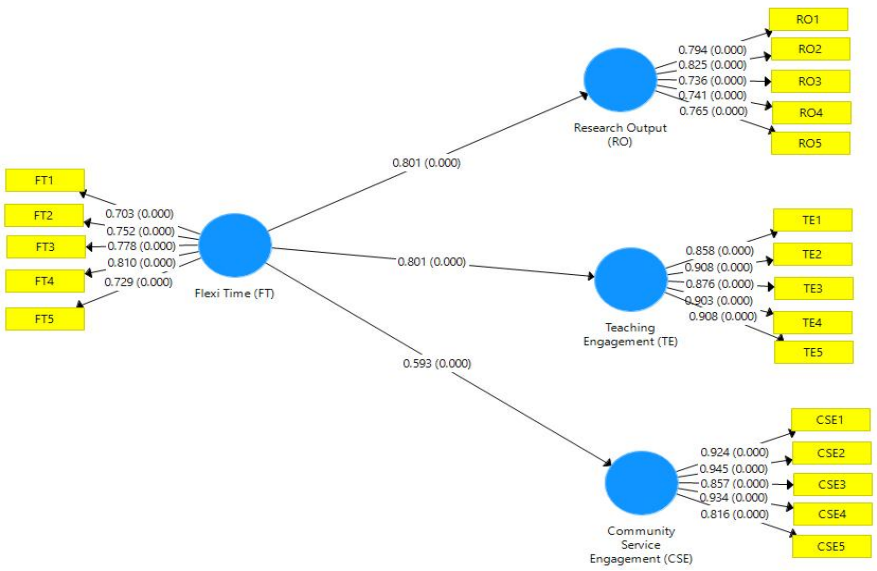

Source: Researcher Computation (2022)

Figure 4.5 PLS Bootstrapping Model with β and P values of Flexi Time Arrangement and Female Academics' Performance (Research, Teaching Engagement, and Community Service Engagement) model.

As presented in Figure 4.5, all the measurements of flexi-time arrangement and female academics' performance (research, teaching engagement, and community service engagement) as captured in the research instrument are significant at a p-value of <0.05. The implication of this is that all the items of measurement contribute significantly. Also, the t-statistics values presented in Figure 4.6 depicts the calculated differences represented in units of standard error.

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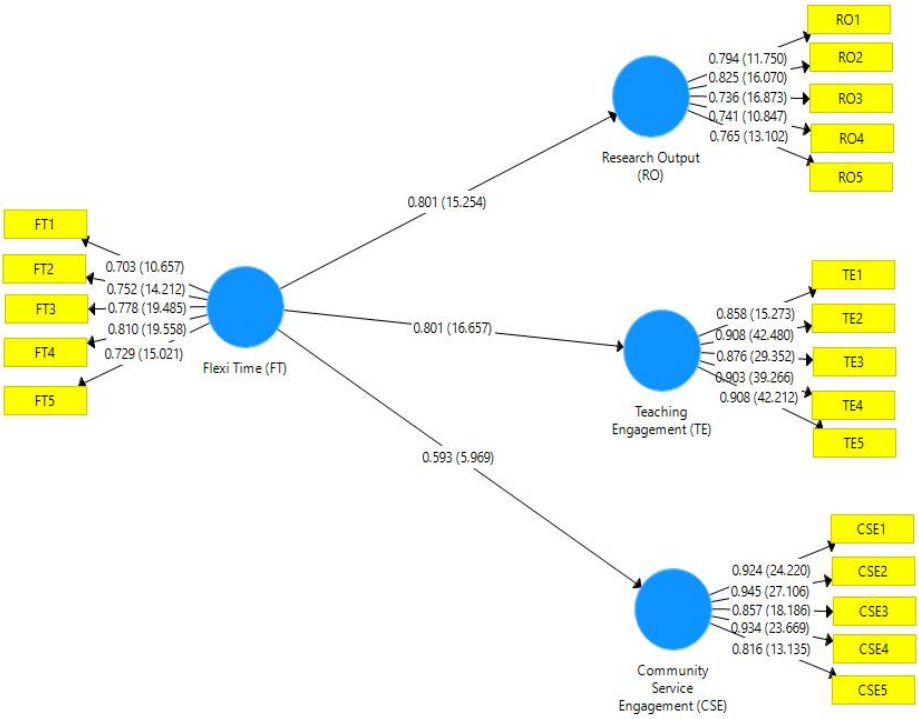

Source: Researcher Computation (2022)

Figure 4.6 PLS Bootstrapping Model with β and T values of Flexi Time Arrangement and Female Academics' Performance (Research, Teaching Engagement, and Community Service Engagement) model

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Table 4.13 Construct Validity and Reliability for Hypothesis Two

	Loading	VIF	P Value	Cronbach's Alpha	Composite Reliability	AVE
Constructs	**≥ 0.7**	**<3.0**	**<.05**	**> 0.7**	**≥ 0.8**	**≥0.5**
Flexi Time (FT)				**0.812**	**0.869**	**0.571**
FT1	0.703	1.252	0.000			
FT2	0.752	1.841	0.000			
FT3	0.778	2.222	0.000			
FT4	0.810	1.215	0.000			
FT5	0.729	1.785	0.000			
Research Output (RO)				**0.831**	**0.881**	**0.597**
RO1	0.794	1.122	0.000			
RO2	0.825	1.896	0.000			
RO3	0.736	1.002	0.000			
RO4	0.741	2.810	0.000			
RO5	0.765	1.100	0.000			
Teaching Engagement (TE)				**0.935**	**0.951**	**0.794**
TE1	0.858	1.774	0.000			
TE2	0.908	1.545	0.000			
TE3	0.876	1.224	0.000			
TE4	0.903	1.994	0.000			
TE51	0.908	1.900	0.000			
Community Service Engagement (CSE)				**0.938**	**0.953**	**0.804**
CSE1	0.924	1.665	0.000			

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CSE2	0.945	2.442	0.000
CSE3	0.857	1.721	0.000
CSE4	0.934	2.285	0.000
CSE5	0.816	1.145	0.000

Source: Researcher Computation (2022)

Table 4.13 shows the factor loadings of all the measurement items for flexi-time arrangement and female academics' performance (research, teaching engagement, and community service engagement). The instrument's validity and reliability were further evaluated using composite reliability, average variance extracted (AVE) computation and Cronbach Alpha. Meanwhile, the recommended factor loading, composite reliability, AVE, and Cronbach Alpha values were met. Convergent and discriminant validity were also evaluated in the study when establishing construct validity. Convergent validity indicates a relationship between flexi-time arrangement and female academic success.

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Table 4.14 Heterotrait-monotrait discriminant for Hypothesis Two

	CSE	FT	RO	TE
CSE				
FT	0.771 [0.649; 0.835]			
RO	0.781 [0.655; 0.829]	0.755 [0.611; 0.825]		
TE	0.562 [0.447; 0.668]	0.655 [0.533; 0.724]	0.751 [0.610; 0.844]	

Source: Researcher Computation (2022)

The correlations' heterotrait-monotrait (HTMT) ratio was used to assess the discriminant validity. The upper confidence intervals are below the one value, and all the HTMT values were found to be significantly different from 1. Furthermore, the analysis results show that all the values are less than the HTMT 0.85 critical value. Besides, the average heterotrait-heteromethod correlation is lower than the average monotrait-heteromethod correlation. As a result, discriminant validity is established. The heterotrait-monotrait discriminant value is depicted in Table 4.14.

Moreover, to test for common method bias, the variance inflation factor (IVF) was used. While a VIF value of one indicates that collinearity is completely absent, most researchers recommend a VIF value of ten as the cutoff. Other researchers advocated for a more conservative cutoff of 2.5 to 5 points. As shown in Table 4.13, all the VIF

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values for each item in each variable measurement are well below the conservative threshold of 5. This implies that the model is free from common method bias.

Table 4.15 Model Fit

	Estimated
SRMR	0.077
d_ULS	0.668
d_G	0.232
Chi-Square	480.244
NFI	0.931

Source: Researcher Computation (2022)

Table 4.15 displays the model fit. All the model fit indices were found to be satisfactory. The standardised residual average between the observed matrix and the hypothesised covariance matrices is represented[4]. The SRMR is a model fit estimation metric. When the SRMR is less than 0.08, it is considered reliable. This study model's SRMR was also 0.077, indicating a good fit for this research. With a chi-square value of 480.244, the NFI estimate for this study is 0.931, which is higher than the benchmark of 0.90.

Also, to determine the PLS-SEM predictive relevance of the constructs of measurement and the data points of indicators, the Q^2 values were used. The Q^2 values for CSE, RO, and TE are 0.271, 0.362, and0.498, which are larger than zero. This suggests that the PLS path model has predictive relevance for the constructs. In the same vein, the F square was used to determine the effect size. The f-square values for CSE, RO, and TE are 0.542, 1.788 and 1.785, as indicated in Table 4.16. This implies that the sample effect is considered large.

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Table 4.16 Coefficient Value of Hypothesis Three

	Variables	Path Co-efficient	Std. Dev.	T-Statistics	P Values	R^2	F^2	Q^2	Decision
H_{o1}	FT → CSE	0.593	0.102	5.820	0.000	0.351	0.542	0.271	Significant
H_{o1}	FT → RO	0.801	0.053	15.149	0.000	0.641	1.788	0.362	Significant
H_{o1}	FT → TE	0.801	0.049	16.259	0.000	0.641	1.785	0.498	Significant

Source: Researcher Computation (2022)

Table 4.16 depicts the smart partial least squared statistical results of hypothesis two, which focused on the relationship between flexi-time arrangement and female academics' performance (research output, teaching engagement, and community service engagement). The findings show that flexi-time arrangement has a significant effect on female academics' performance.

Explicitly, the findings revealed that flexi-time arrangement has significant influence on research output at (β= 0.801, R^2=0.548, t-statistics=15.149>1.96, P-value =0.000 <0.05). The Path coefficient of 0.801 implies a considerable degree of relationship between flexi-time arrangement and the research output of female academics. The R^2 value of 0.641 indicates that a 64.1% variance in research output can be explained by the flexi-time arrangement.

In the same vein, it was also discovered that flexi-time arrangement has significant influence on teaching engagement at (β= 0.801, R^2=0.641, t-statistics=16.259>1.96, P-value =0.000 <0.05). The Path coefficient of 0.801 implies a substantial degree of relationship between flexi-time arrangement and teaching engagement. The R^2 value of 0.641 indicates that a 64.1% variance in teaching engagement can be explained by flexi-time arrangement.

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The findings also revealed that flexi-time arrangement has significant influence on community service engagement at (β= 0.593, R^2=0.351, t-statistics=5.820>1.96, P-value =0.000 <0.05). The Path coefficient of 0.593 suggests a moderate relationship between flexi-time arrangement and community service engagement. The R^2 value of 0.351 suggests that a 35.1% variance in community service engagement can be explained by flexi-time arrangement.

Further to the statistical analysis presented in Table 4.16, it was discovered that teaching engagement has the most predictive value, followed by research output, and community service engagement.

Hypothesis Three

$H_0$3: Healthcare provision does not play a significant role in female academics' performance (Research, Teaching Engagement, and Community Service Engagement)

Hypothesis two investigated the influence of healthcare provision on research, a teaching engagement, and community service engagement. Path coefficients, t-statistics, R-square values, and p-values were used to interpret the results. As shown in Figure 4.7, the path coefficient determines the degree and strength of the correlation between healthcare provision and female academic performance. Similarly, the r-square determines the amount of variance in the female academics' performance, as explained by the healthcare provider.

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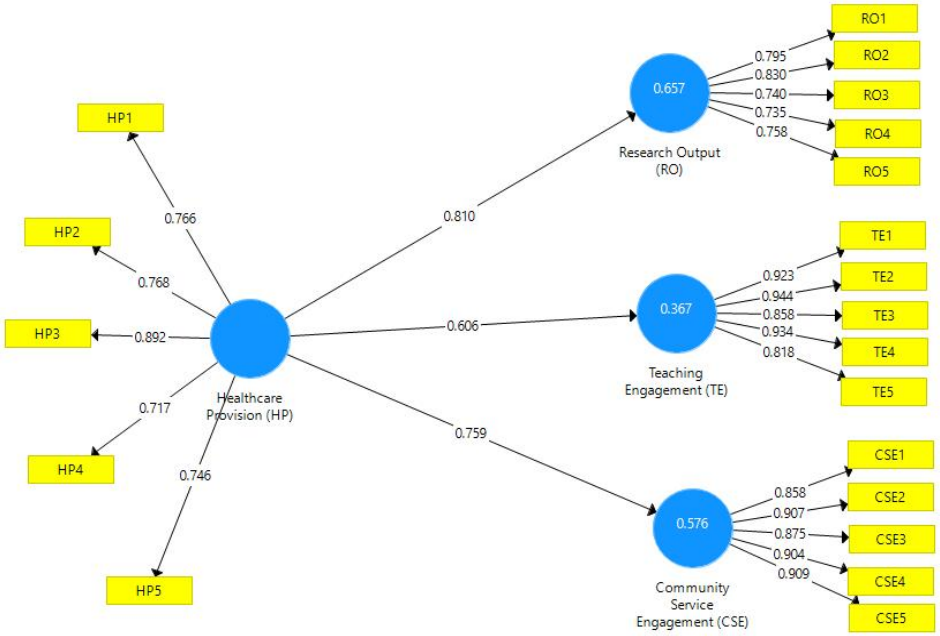

Source: Researcher Computation (2022)

Figure 4.7 PLS Algorithm Model of Healthcare Provision and Female Academics' Performance (Research, Teaching Engagement, and Community Service Engagement) model

Figure 4.7 shows the PLS algorithm model of healthcare provision and female academics' performance with the loading values of each item of measurement of the constructs. Figure 4.8 describes the PLS Bootstrapping Model with β and P-coefficient of the value of healthcare provision arrangement and female academics' performance (research, teaching engagement, and community service engagement). The p-value, which determines the amount of likelihood, is shown in Figure 4.8.

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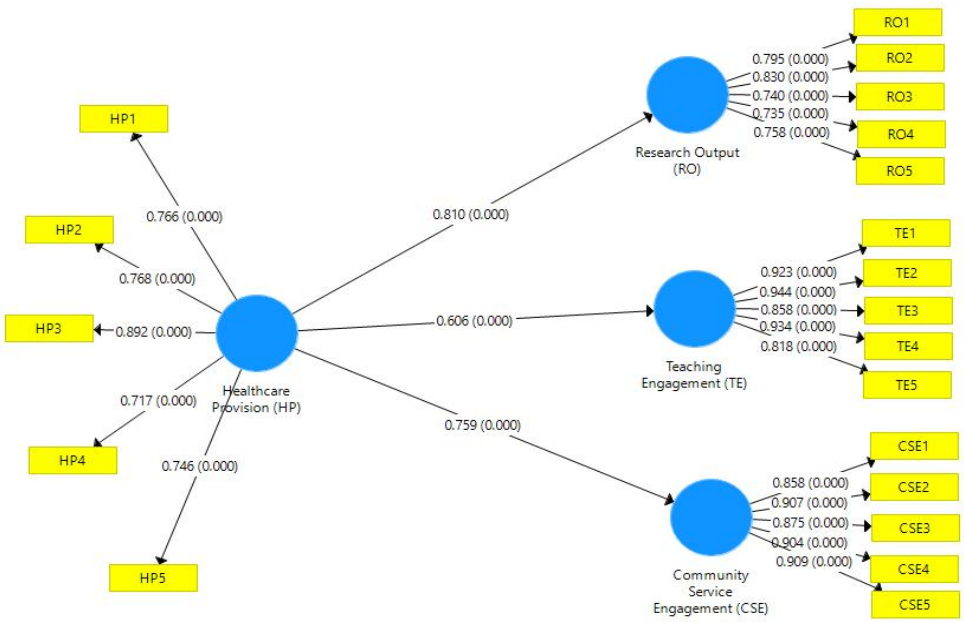

Source: Researcher Computation (2022)

Figure 4.8 PLS Bootstrapping Model with β and P values of Healthcare Provision and Female Academics' Performance (Research, Teaching Engagement, and Community Service Engagement) model.

As presented in Figure 4.8, all the measurements of healthcare provision and female academics' performance (research, teaching engagement, and community service engagement) as captured in the research instrument are significant at a p-value of <0.05. The implication of this is that all the items of measurement contribute significantly. Also, the t-statistics values presented in Figure 4.9 depicts the calculated differences represented in units of standard error.

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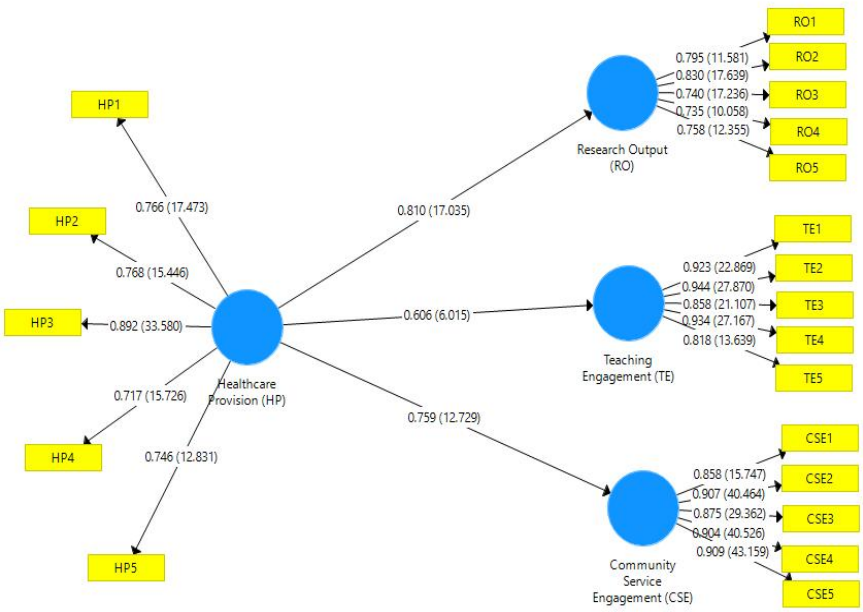

Source: Researcher Computation (2022)

Figure 4.9 PLS Bootstrapping Model with β and T values of Healthcare Provision and Female Academics' Performance (Research, Teaching Engagement, and Community Service Engagement) model

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Table 4.17 Construct Validity and Reliability for Hypothesis Three

	Loading	VIF	P Value	Cronbach's Alpha	Composite Reliability	AVE
Constructs	≥ 0.7	<3.0	<.05	> 0.7	≥ 0.8	≥0.5
Healthcare Provision (HP)				**0.838**	**0.885**	**0.608**
HP1	0.766	1.852	0.000			
HP2	0.768	1.632	0.000			
HP3	0.892	2.125	0.000			
HP4	0.717	1.547	0.000			
HP5	0.746	1.856	0.000			
Research Output (RO)				**0.831**	**0.881**	**0.597**
RO1	0.795	1.321	0.000			
RO2	0.830	1.652	0.000			
RO3	0.740	1.852	0.000			
RO4	0.735	2.458	0.000			
RO5	0.758	1.747	0.000			
Teaching Engagement (TE)				**0.938**	**0.953**	**0.804**
TE1	0.923	1.552	0.000			
TE2	0.944	2.963	0.000			
TE3	0.858	1.214	0.000			
TE4	0.934	2.654	0.000			
TE51	0.818	1.235	0.000			

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Community Service Engagement (CSE)				**0.935**	**0.951**	**0.794**
CSE1	0.858	1.444	0.000			
CSE2	0.907	1.254	0.000			
CSE3	0.875	1.212	0.000			
CSE4	0.904	1.698	0.000			
CSE5	0.909	1.587	0.000			

Source: Researcher Computation (2022)

Table 4.17 reveals the factor loadings of all the measurement items for healthcare provision and female academics' performance (research, teaching engagement, and community service engagement). The instrument's validity and reliability were further evaluated using composite reliability, average variance extracted (AVE) computation and Cronbach Alpha. Meanwhile, the recommended factor loading, composite reliability, AVE, and Cronbach Alpha values were met. Convergent and discriminant validity were also evaluated in the study when establishing construct validity. Convergent validity indicates a relationship between healthcare provision and female academic success.

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Table 4.18 Heterotrait-monotrait discriminant for Hypothesis Three

	CSE	HP	RO	TE
CSE				
HP	0.657 [0.541; 0.735]			
RO	0.781 [0.655; 0.829]	0.759 [0.622; 0.828]		
TE	0.563 [0.449; 0.670]	0.652 [0.528; 0.726]	0.751 [0.610; 0.844]	

Source: Researcher Computation (2022)

The correlations' heterotrait-monotrait (HTMT) ratio was used to assess the discriminant validity. The upper confidence intervals are below the one value, and all the HTMT values were found to be significantly different from 1. Furthermore, the analysis results show that all the values are less than the HTMT 0.85 critical value. Besides, the average heterotrait-heteromethod correlation is lower than the average monotrait-heteromethod correlation. As a result, discriminant validity is established. The heterotrait-monotrait discriminant value is depicted in Table 4.18.

Moreover, to test for common method bias, the variance inflation factor (IVF) was used. While a VIF value of one indicates that collinearity is completely absent, most researchers recommend a VIF value of ten as the cutoff. Other researchers advocated for a more conservative cutoff of 2.5 to 5 points.. As shown in Table 4.17, all the VIF

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values for each item in each variable measurement are well below the conservative threshold of 5. This implies that the model is free from common method bias.

Table 4.19 Model Fit

	Estimated
SRMR	0.069
d_ULS	0.645
d_G	0.354
Chi-Square	500.600
NFI	0.929

Source: Researcher Computation (2022)

Table 4.19 displays the model fit. All the model fit indices were found to be satisfactory. The standardised residual average between the observed matrix and the hypothesised covariance matrices is represented by[4]. The SRMR is a model fit estimation metric. When the SRMR is less than 0.08, it is considered reliable. This study model's SRMR was also 0.069, indicating a good fit for this research. With a chi-square value of 500.600, the NFI estimate for this study is 0.929, which is higher than the benchmark of 0.90.

Also, to determine the PLS-SEM predictive relevance of the constructs of measurement and the data points of indicators, the Q^2 values were used. The Q^2 values for CSE, RO, and TE are 0.447, 0.370, and 0.283, which is larger than zero. This suggests that the PLS path model has predictive relevance for the constructs. In the same vein, the F square was used to determine the effect size. The f-square values for CSE, RO, and TE

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are 1.357, 1.913 and 0.579, as indicated in Table 4.20. This implies that the sample effect is considered large.

Table 4.20 Coefficient Value of Hypothesis Three

	Variables	Path Co-efficient	Std. Dev.	T-Statistics	P Values	R^2	F^2	Q^2	Decision
H_{o1}	FT → CSE	0.759	0.060	12.729	0.000	0.576	1.357	0.447	Significant
H_{o1}	FT → RO	0.810	0.048	17.035	0.000	0.657	1.913	0.370	Significant
H_{o1}	FT → TE	0.606	0.101	6.015	0.000	0.367	0.579	0.287	Significant

Source: Researcher Computation (2022)

Table 4.20 depicts the smart partial least squared statistical results of hypothesis three, which focused on the relationship between healthcare provision and female academics' performance (research output, teaching engagement, and community service engagement). The findings show that healthcare provision has a significant effect on female academics' performance.

Precisely, the findings revealed that healthcare provision has significant influence on research output at (β= 0.810, R^2=0.657, t-statistics=17.035>1.96, P-value =0.000 <0.05). The Path coefficient of 0.810 implies a considerable degree of relationship between healthcare provision and the research output of female academics. The R^2 value of 0.657 indicates that a 65.7% variance in research output can be explained by healthcare provision.

In the same vein, it was also discovered that healthcare provision has significant influence on teaching engagement at (β= 0.606, R^2=0.367, t-statistics=6.015>1.96, P-value =0.000 <0.05). The Path coefficient of 0.606 suggests a moderate relationship

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between healthcare provision and teaching engagement. The R^2 value of 0.367 suggests that a 36.7% variance in teaching engagement can be explained by healthcare provision. The findings also revealed that healthcare provision has significant influence on community service engagement (β= 0.759, R^2=0.576, t-statistics=12.729>1.96, P-value =0.000 <0.05). The Path coefficient of 0.759 implies a considerable degree of relationship between healthcare provision and community service engagement of female academics. The R^2 value of 0.576 indicates that a 57.6% variance in community service engagement can be explained by healthcare provision

Further to the statistical analysis presented in Table 4.20, it was discovered that research output has the most predictive value, followed by community service engagement, and teaching engagement.

4.4 Discussion of Findings

4.4.1 Telecommuting and Female Academics' Performance (Research Output, Teaching Engagement, and Community Service Engagement)

The first hypothesis stemmed from the first objective, which examined the influence of Telecommuting and female academics' performance (research, teaching engagement, and community service engagement). The findings show that telecommuting has a substantial relationship with female academics' research outputs and teaching engagement. However, a moderate relationship was observed between telecommuting and community service engagement.

This implies that if the university encourages telecommuting by providing necessary support for academic staff to have access to internet facilities within and outside the university and the provision of internet-enabled devices, it could encourage female academic staff to devote a lot of attention to teaching. This will encourage them to attend their classes regularly either physical or online. In addition, it could also foster a

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commitment to quality research endeavours that will culminate in research productivity in terms of publications in good and high-ranked indexed journals. In a related development, working from home too could also facilitate impactive community service engagement through advocacy, public lecture, reviews, editorial assignments, collaborations with the industry and professional bodies and community initiative activities.

These findings validate similar findings from previous studies that noted that the performance of faculty such as research productivity, teaching and community engagement could be fostered if there is adequate and uninterrupted internet facility both in the office and at home[2]. Uninterrupted internet facilities and internet-enabled devices could make enhance the teaching quality of the faculty members. This is because, they will have the opportunity to get good material from different scientific databases that will improve their contents and teaching pedagogy[3]. Meanwhile, research productivity too could also be enhanced if telecommuting is made available. This is because faculty members from the comfort of their homes could network and collaborate with other colleagues from other institutions both within and outside the country. In addition, access to the internet could also help in designing a research project and discussing the same with colleagues without necessarily going to the four walls of the institution.

This finding also validate similar findings of studies that effective behavioural and cognitive engagements are facilitated by the level of control and autonomy the faculty members have in the discharge of their job responsibilitie[4]. The core job responsibilities of academic staff are teaching, research, community impact, collaboration, and partnership[5]. These responsibilities could be enhanced if faculty members' work and life are taken into consideration, supported by a similar finding[6]. Work-life balance

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initiatives contribute significantly to the employee's work behaviour. This implies that the female academic staff teaching, research, and community impact could be improved if the faculty work and life are adequately considered[7].

4.4.2 Flexi-time Arrangement and Female Academics' Performance (Research Output, Teaching Engagement, and Community Service)

The second hypothesis was crafted from the study's objective two, which explored the effect of flexi-time arrangements on female academics' performance (research, teaching engagement, and community service engagement). The findings show that flexi-time arrangements have a significant relationship with female academics' research outputs and teaching engagement. However, a moderate relationship was noticed between flexi-time arrangements and community service engagement.

This implies that if the female academic staff are allowed to craft their jobs in a way that will enable them to give attention to their family lives by leveraging technology to work from home, it could foster their teaching, research, and community service engagement. In addition, if the institution allows academic staff to be flexible in the discharge of their core job responsibilities, it could encourage female academic staff to dedicate their attention to teaching, research, and community service. This will encourage them to regularly attend their classes, whether in person or online. Furthermore, it may promote commitment to high-quality research endeavours, which will result in research output in the form of publications in high-quality, indexed journals. Working from home may also allow for meaningful community service engagement through public lectures, manuscript reviews from respectable journal outlets, editorial responsibilities, industry partnerships, and other community service activities. This finding is supported by a study that submitted that flexible work arrangement provides the opportunity for employees to carry out their job roles

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flexibly[8]. The flexibility of job responsibilities promotes employee engagement and high performance. This implies that female academic staff can be more productive in their teaching engagement, research productivity and community service if their work roles are flexible. This is also corroborated by[9], that flexible working arrangement enhances not only employee performance but also SME performance. Therefore, the performance of female academic staff could be enhanced through flexible work arrangements. This was also validated in the study of. posited that high employee performance is facilitated by alternative work arrangements[10]. Therefore, flexible work arrangements could facilitate improved teaching, research, and community service engagement of female academic staff in institutions of higher learning.

4.4.3 Healthcare Provisions and Female Academics' Performance (Research Output, Teaching Engagement, and Community Service Engagement)

The last hypothesis investigated the effect of healthcare provisions on research, teaching engagement, and community service engagement of female academics at a Nigerian Federal University. The findings show that healthcare provisions have a significant relationship with female academics' research outputs, teaching engagement and community service engagement.

This finding implies that if female academic staff have access to the functional medical centre with adequate health personnel as well as prompt action by NHIS to pay medical bills could also contribute to the teaching, research, and community service engagement of academic staff. If the female academic staff are happy with the healthcare providers available to them, it could promote career success. This is similar to the submission previous researchers that there is a significant relationship between happiness at work and career success[11]. Similarly, the study also validates that if employees are happy with the institutional support system, their level of productivity will be enhanced[12].

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Therefore, the female academic staff tends to be more productive in research, teaching and community service if they are happy with the healthcare provision that is provided by the institution.

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Endnotes

1. Falola, H.O., O. A. Oludayo, E. E. Igbinoba, O. P. Salau, & T.T. Borishade, *Measuring Work Engagement Strategies and Employees' Behavioural Outcomes in Nigerian Universities*. **Journal of Business and Retail Management Research** 13(3)2018, 98–108

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Chapter Five

Conclusion

This chapter focuses on the summary, conclusion, and suggestions that the selected university may use to develop, implement, and improve its policies. The five textual hypotheses that drove the study were the basis for the discussions. According to the specific research questions and hypotheses that were examined in this study, conclusions and suggestions were offered. The limitations were emphasised and used as the foundation for recommendations for future investigations.

5.1 Summary of Findings

The study explored the relationships between work-life balance programs (Telecommuting, Flexitime, healthcare provision) and the performance of female academics (Research output, teaching engagement and community service engagement) at the Federal University of Agriculture, Abeokuta. Nevertheless, the study sought to: examine the effect of telecommuting on the performance of female academics (Research output, teaching engagement and community service engagement); assess the influence of flexi-time arrangement on the performance of female academics (Research output, teaching engagement and community service engagement); evaluate the influence of healthcare provision on the performance of female academics (Research output, teaching engagement and community service engagement).

Furthermore, research questions were developed in accordance with the study's specific objectives. Among the research questions are: What is the effect of telecommuting on the performance of female academics (Research output, teaching engagement and community service engagement)? To what extent does flexi-time arrangement affect the performance of female academics (Research output, teaching engagement and community service engagement)? How does healthcare provision influence the

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performance of female academics (Research output, teaching engagement and community service engagement)?

The study used a descriptive survey design that focuses on the phenomenon of interest and provides reliable answers to questions about work-life balance programs (Telecommuting, Flexitime, healthcare provision) and the performance of female academics (Research output, teaching engagement and community service engagement). The data sample for this study was provided by the female academic staff of the Federal University of Agriculture, Abeokuta across all colleges and departments.

The thesis is divided into five chapters. The study's background, the current state of knowledge, gaps in the literature, and goals are covered in the first chapter's introduction. The chapter provides a thorough explanation of the study's goals, scope, and importance. A conceptual framework, concept classifications, an empirical evaluation, and a theoretical framework were included in the literature review that was the focus of the thesis' second chapter. The study methodology, comprising population, sample, sampling strategies, data collection methods, data analysis techniques, model formulation, and method justification, is covered in the third chapter of the thesis. The fourth chapter concentrated on discussions of the findings, data presentation, data analysis, and results. The findings, conclusion, recommendations, and ideas for additional research were summarised in the fifth chapter.

The findings show a strong connection between work-life balance programs (Telecommuting, Flexitime, healthcare provision) and the performance of female academics (Research output and teaching engagement) at the Federal University of Agriculture, Abeokuta.

According to the findings, telecommuting has a strong influence on the performance of female academics (Research output, teaching engagement and community service).

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According to this finding, telecommuting is a strategy adopted by organisations in the digital world to improve performance. Therefore, access to internet facilities both at home and in the office with a functional internet-enabled device will facilitate effective telecommuting thereby enhancing the teaching, research and community service engagements of female academic staff.

The study found that flexi-time arrangement significantly impacts female academics' performance (Research output, Teaching Engagement, and Community Service). As a result, encouraging flexible work arrangements could help the female faculty to discharge their core job responsibilities productively. The findings indicate that healthcare provision significantly impacts the performance of female academic staff. If they are happy with the healthcare providers available to them, it could foster teaching quality, research productivity and impactful community service delivery.

5.2 Conclusion

The findings from the formulated hypotheses tested in this study form the basis of the study's conclusion. It validated a conceptual model that explained the outcome and relationship between work-life balance programs (Telecommuting, Flexitime, healthcare provision) and the performance of female academics (Research output and teaching engagement). This study concluded that the performance of female faculty is influenced by telecommuting. As a result, the ability to telecommute effectively will improve the teaching, research, and community service activities of female academic staff who have access to internet resources at home and work with a functional internet-enabled gadget.

With a clear developed flexi-time arrangement for faculty members, the overall performance and engagement of female faculty members in terms of teaching quality delivery, research productivity and impactful community service responsiveness could

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be improved. Therefore, flexible work arrangement is a tool that helps female academic staff to be productive and highly engaged. To that end, the study concludes that a university with a clear flexible work arrangement may improve faculty level of research, teaching and community service engagements.

Similarly, one of the factors that influence work-life balance is the availability and accessibility of healthcare services. Employees tend to be happy when they can easily access healthcare services. The study also concluded that the ability of university management to provide affordable and accessible healthcare services will make faculty happy. This could promote high engagement and performance in terms of teaching, research, and community impact.

5.3 Recommendations

The study recommended using work-life balance programs (Telecommuting, Flexitime, healthcare provision) and the performance of female academics (Research output and teaching engagement) as captured in the specific research questions.

i. The capacity to effectively telecommute increases the teaching, research, and community service activities of female academic staff members. Efforts should be made by the leadership of the university to provide stable internet facilities to the faculty both at home and in the office to telecommute effectively and productively. In addition, the functional internet-enabled device needs to be provided or facilitated for all faculty members to enhance their teaching, research and community service engagement.

ii. Flexible work arrangement is one of the prospects for improved job performance. To this end, the study recommended that the leadership of the university should continue to encourage flexi-time arrangement among the female faculty

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members and as well provides a platform that promotes working from home to enhance their core job performance.

iii. It was also discovered that healthcare provision significantly influences faculty happiness that culminates in high performance. To this end, this study recommends that the leadership of the university should intensify efforts to strengthen and upgrade healthcare provision to meet the expectation of the faculty members. Efforts must also be intensified by the leadership of the institution to help faculty enrol for NHIS and ensures that payment is made when due. This could facilitate faculty happiness knowing that they have access to such facilities when needed. This could perhaps foster teaching quality delivery, research productivity and community development initiatives.

5.4 Contribution to Knowledge

This study has contributed to the body of knowledge by filling a research gap in work-life balance programs such as telecommuting, flexi-time, healthcare provision and performance of female academic staff literature in the field of human resources management and organisational behaviour within the context of institutions of higher learning. The empirical studies on the relationship between work-life balance and female faculty engagement have been limited until now, particularly in Nigerian universities. The following are some of the specific contributions to the body of knowledge.

i. The study provides unique dimensions of each of the work-life balance that can be leveraged for improved female faculty teaching, research and community service performance. These dimensions clearly show how work-life balance initiatives can be leveraged to foster quality teaching delivery, research output and community service engagement.

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ii. The study established empirical evidence of the relationship between work-life balance and female faculty performance. The study found that there was a significant interaction among telecommuting, flexi-time, healthcare provision and performance of female academics (Research output, teaching engagement and community service engagement), particularly in the university system.

iii. Also, this study provides some theoretical and policy implications that can be leveraged by various stakeholders. These are highlighted in the recommendations section of the study.

iv. This study established a model that describes the relationship between work-life balance initiatives and female faculty performance. The model is depicted in Figure 5.0.

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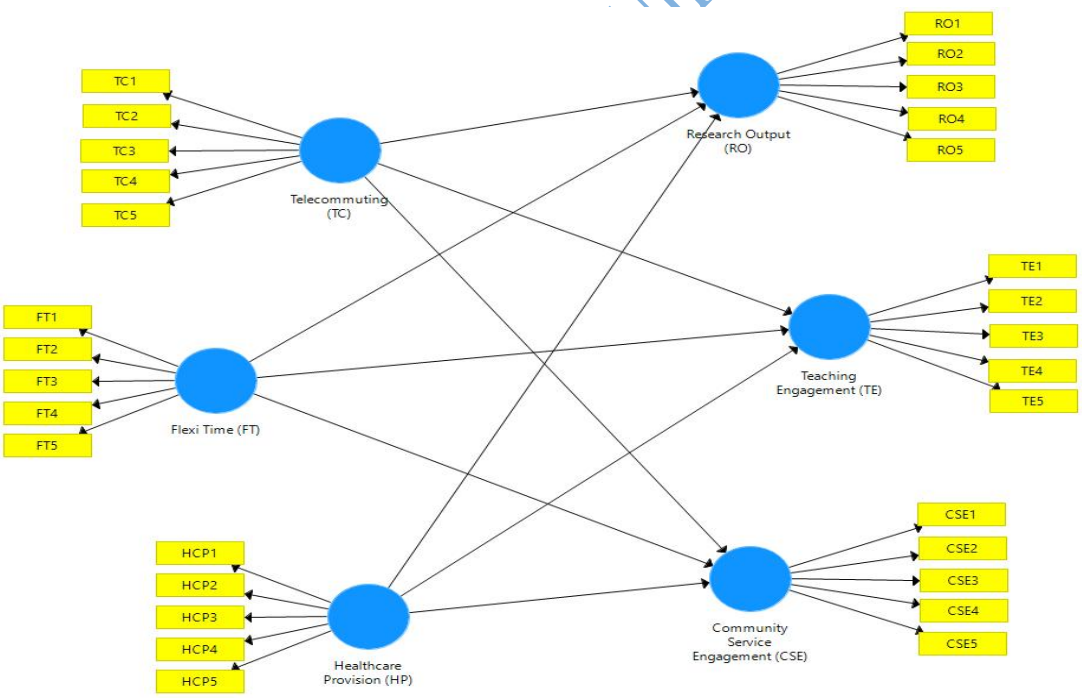

Source: Researcher Computation (2022)

Figure 5.0 Work-life balance programs (Telecommuting, Flexitime, healthcare provision) and performance of female academics (Research output, teaching engagement and community service engagement) Model

5.5 Suggestions for Further Studies

The study only explores only female faculty members in a federal university in Nigeria out of many Federal, state and private universities. This suggests limited scope. Thus, it is suggested that future research should broaden the scope to include other universities in Nigeria for generalization.

Also, this study adopted a cross-sectional design; to this end, it could not establish a real cause-effect relationship between work-life balance initiatives and female faculty performance. However, future studies may consider using a longitudinal data collection process.

Also, the study focused on the quantitative method that examined the influence of work-life balance initiatives and female faculty performance; future studies may consider using a mixed method where they can explore interviews to get additional information from high-ranked female faculty in a different management positions. In addition, future studies may also introduce intervening variables such as institutional support, faculty well-being and any other constructs that might strengthen or reinforce the relationship between work-life balance and female faculty research, teaching and community service performance.

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Appendix I
Research Questionnaire

Department of Management and Accounting,

Faculty of Management and Social Science,

Lead City University, Ibadan, Oyo State.

Dear Respondent,

I am a MSc. student at the Department of Management and Accounting, Faculty of Management and Social Science, Lead City University. I am researching on **Work-Life Balance Programs and Performance of Female Academics in Federal University of Agriculture, Abeokuta, Ogun State.**

I would like to request your cooperation in completing the attached questionnaire. The question seeks your opinions regarding your intention to leave or remain in the University, in relation to your engagement (Research Output, Teaching Engagement and Community Engagement). This is solely for academic purpose and all information provided will be kept confidential. The survey will take approximately 5 minutes. Your contribution will be greatly appreciated. If you have any question regarding this project, please feel free to e-mail me at me at francatemmy@yahoo.com

Thank you.

Osibanjo T. O. (Mrs.)

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Appendix II
Research Questionnaire

Department of Management and Accounting
Human Resource Management Programme
Lead City University, P.M.B. 30678, Ibadan, Oyo State

SECTION A

Personal Details

Please provide the following information about yourself by marking a "√" on one of the blank spaces provided.

1. College
   - (a). COLAMRUD ☐
   - (b). COLANIM ☐
   - (c). COLBIOS ☐
   - (d). COLENDS ☐
   - (e). COLENG ☐
   - (f). COLERM ☐
   - (g). COLFHEC ☐
   - (h). COLPHY ☐
   - (i) COLPLANT ☐
   - (j). COLVET ☐
   - (k). Others (Specify)_____

2. Age

   20 – 30 years ☐ 31 – 40 years ☐ 41 – 50 years ☐
   51 – 60 years ☐ 61 – 70 years ☐

3. Marital status: Single ☐ Married ☐ Separated ☐

4. Years of teaching experience:

   (a) 0–5 years ☐ (b) 6-10 years ☐ (c) 11-15 year ☐
   (d) 16-20 years ☐ (e) 21-25 years ☐ (f) 26 years and above ☐

5. Length of Service at Present University

   (a) 0–5 years ☐ (b) 6-10 years ☐ (c) 11-15 year ☐
   (d) 16-15 years ☐ (e) 16-20 ☐ (f) 21 years and above ☐

8. **Present Academic** Cadre

(a) Prof. ☐ (b) AP ☐ (c) SL ☐ L1 ☐
(e) LII ☐ (f) AL ☐ (g) GA ☐

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SECTION B

Questions on Work life Balance Programs

Please indicate with a tick, which number most appropriately captures your response to the statements. 1= Strongly Agree (SA) 2 = Agree (A) 3 =Neutral (N) 4 = Disagree (D) 5 = Strongly Disagree (SD). We are interested in the number that best shows your intention.

NO	Items on Work life Balance Program					
	Items on the Health Care Provision	**(SA)**	**(A)**	**(N)**	**(D)**	**(SD)**
9	My University has a functional clinic and maternity center					
10	I get immediate attention at the University clinic whenever am sick.					
11	Drugs are readily available at my University clinic					
12	My immediate family enjoyed health care benefit from this University					
13	I observed regular exercise at my University sport center					
	Items on Telecommuting	**(SA)**	**(A)**	**(N)**	**(D)**	**(SD)**
14	I enjoy internet facility in my University campus					
15	My University encourages use of intranet in communicating with other staff within the campus					
16	I enjoy doing my research and teaching work better using virtual channels					
17	My University provides me communication gadgets (phone, laptop) to do my work					
18	My University reimburses me whenever I use my personal data official assignment					
	Items on Flexi Time	**(SA)**	**(A)**	**(N)**	**(D)**	**(SD)**
19	I enjoy working from home					

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20	I have time for my family while working from home					
21	Working outside the University gives me time to do other things					
22	Teaching from home help me to be more relax and refresh					
23	I balance my work and home responsibilities better when doing virtual teaching					
	Section C: Performance					
	Items on Research output	**(SA)**	**(A)**	**(N)**	**(D)**	**(SD)**
24	I have the required number of publications for my next level promotion					
25	Since I joined this University, I have been able to publish up to ten (10) articles in learned journals					
26	I publish minimum 5 journals per year since I joined this University					
27	I feel satisfy with my contribution to knowledge in this University					
28	I find it easy to publish in this University					
	Items on Teaching Engagement	**(SA)**	**(A)**	**(N)**	**(D)**	**(SD)**
29	I work with intensity on my teaching engagement					
30	I devote a lot of time and energy to my teaching job					
31	I never miss any of my lecture schedule					
32	I devote a lot of attention to my teaching job					
33	I exert extra effort to complete my lectures					
	Items on Community Service Engagement	**(SA)**	**(A)**	**(N)**	**(D)**	**(SD)**

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34	I have been involved in at least one community advocacy in the last one year					
35	I have had at least one public lecture outside this University in the last one year					
36	I have held at least one leadership position since I joined this University with opportunity to interact with outside this University community					
37	Since I joined this University, I have been involved in at least one community service project					
38	I belong to a social group in this University with community development agenda					

Thank you for the time taken to fill the details of the Questionnaire

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Bio-data

A Personal Data:

Name:	Temilola Olubunmi Osibanjo
E-Mail:	francatemmy@yahoo.com
Mobile Phone:	08033883496
Home Address:	No 2 Samuel Oloko Street, Oluyole Ibadan
Date of Birth:	12th April, 1981
Place of Birth:	Ijero- Ekiti
Nationality:	Nigeria
Marital Status:	Married
Next of Kin:	Miss Oluwapamimo Beulah Osibanjo
Address:	No 2 Samuel Oloko Street, Oluyole Ibadan

B Educational Background with Dates:

i.	Lead City University, Ibadan. (MSc)	In View
ii.	Olabisi Onabanjo University, Ago-Iwoye (BSc)	2012
iii.	National Examination Council	2014
iv.	West African Examination Council Certificate	2002
v.	Senior School Certificate	1999
vi.	First School Leaving Certificate	1993

C Work Experience with Dates

i.	Federal University of Agriculture, Abeokuta	2008 till Date
	Position:	Asst. Registrar
ii.	International Institute of Tropical Agriculture, Ibadan	2003 - 2006
	Position:	Lab. Technician

D Members of Professional Body

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Association of Nigerian Universities Professional Administrators (ANUPA)

E Publication

Article Accepted for Publication

Osibanjo, T., O., & Igbadumhe, A., F., (2023). Work-Life Balance Program and Performance of Female Academics in Fedral Universty of Agriculture, Abeokuta, Nigeria. International Journal of Management Leadrship and Productivity Development (IJMLPD) 2(2)

F Conferences and Workshops Attended with Dates

i.	Workshop on People Management for Supervisors	August 2022
ii.	Workshop on Widening Skill Gap and the Future of Work	April, 2022
iii.	Soft Skills as Important Tools for University Administrators and Basic Essentials for Professional University Administrators	July 2021
iv	Workshop on Speech and Report Writing	July 2019
v	Workshop on Decent Work and Productivity.	July 2017

G Names and Address of Referees

1. **Dr. A. F. Igbadumhe**

Lecture I,

Department of Management and Accounting

Lead City University Ibadan, Oyo State, Nigeria

Mobile No: 08138159188

2. Dr. 'Bola Adekola

Former Registrar,

Federal University of Agriculture Abeokuta,

Ogun State, Nigeria

Mobile No: 08055249564

_____ _____

Signature Date

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The University Compliance Certification

This is to certify that this Thesis was written by **Temilola Olubunmi OSIBANJO** with Matric. Number **LCU/PG/002714** in the Department of Management and Accounting, Faulty of Management and Social Science, Lead City University, Ibadan is in FULL compliance with the approved University format and style.

_____ _____

Signature Date

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