

Work-Life Balance and Organizational Performance in National Space Research and Development Agency (NASRDA), Abuja

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Abstract: *This study examined the effects of work-life balance on organizational performance in the National Space Research and Development Agency (NASRDA), Abuja, with specific focus on work flexibility and workload allocation as dimensions of work-life balance, and employee productivity and operational efficiency as measures of organizational performance. The study was guided by four specific objectives and corresponding null hypotheses. A descriptive survey research design was adopted for the study because it enabled the collection of quantitative data from respondents without manipulation of variables. The population of the study comprised 620 employees drawn from various departments of NASRDA, Abuja, while a sample size of 243 respondents was determined using the Taro Yamane formula. Stratified and simple random sampling techniques were employed to ensure adequate representation of respondents across departments. Primary data were collected through a structured questionnaire, out of which 232 copies were successfully retrieved and used for analysis. Descriptive statistics and multiple regression analysis were employed with the aid of SPSS version 26. The findings revealed that work flexibility has a significant positive effect on operational efficiency and employee productivity, while workload allocation also significantly affects employee productivity and operational efficiency in NASRDA, Abuja. The study concluded that effective work-life balance practices contribute significantly to improved organizational performance. Consequently, the study recommended that NASRDA should strengthen flexible work policies, ensure equitable workload distribution, and establish effective monitoring systems to sustain employee productivity and operational efficiency.*

Keywords: work life-balance, work flexibility, work allocation, organizational performance, operational efficiency and employee productivity.

INTRODUCTION

In contemporary organizations, the drive for improved organizational performance has increasingly shifted attention toward the effective management of employees' work conditions, particularly in relation to flexibility and workload structures. Globally, organizations operate

in highly dynamic environments characterized by technological advancement, intense competition, and evolving job roles, which significantly increase work demands and expectations placed on employees (Adeniji & Osibanjo, 2022). As a result, organizations are continuously seeking strategies that enhance operational efficiency and employee productivity while maintaining a sustainable workforce. Work-life balance, especially through mechanisms such as work flexibility and proper workload allocation, has therefore become a critical managerial tool for achieving these outcomes. When organizations create systems that allow employees to perform their duties with flexibility and manageable workloads, they are more likely to experience improved efficiency, reduced stress, and enhanced overall performance. In the Nigerian context, public sector institutions such as the National Space Research and Development Agency (NASRDA), Abuja, operate under conditions that often involve high technical demands, strict timelines, and limited resources. These conditions place significant pressure on employees, making issues such as work flexibility and workload allocation highly relevant. Work flexibility provides employees with the autonomy to adjust their work schedules and methods, thereby improving their ability to perform tasks efficiently, while workload allocation determines how responsibilities are distributed across employees to ensure optimal performance. Ineffective management of these variables may lead to employee fatigue, reduced productivity, and operational inefficiencies (Agbaeze & Ebirim, 2020). Conversely, when work flexibility is properly implemented and workload is equitably allocated, employees are better positioned to deliver high-quality outputs, contributing to improved operational efficiency and productivity within the organization.

Despite the recognized importance of work-life balance practices, many public sector organizations in Nigeria still face challenges in implementing effective work flexibility policies and ensuring equitable workload allocation. In NASRDA, Abuja, rigid work structures and uneven distribution of tasks may limit employees' capacity to perform optimally, thereby affecting key performance indicators such as employee productivity and operational efficiency. These issues highlight a gap between organizational expectations and employees' working conditions, which may undermine overall performance outcomes. Consequently, there is a need to critically examine how specific dimensions of work-life balance, particularly work flexibility and workload allocation, affect organizational performance. This study therefore focuses on assessing the effects of work flexibility on operational efficiency and employee productivity, as well as the effects of workload allocation on both employee productivity and operational efficiency within NASRDA, Abuja. The broad objective of this study is to examine the effects of Work-Life Balance on Organisational Performance in National Space and Research Development Agency (NASRDA). Abuja. The specific objectives are;

- i. To examine the effects of Work Flexibility on Operational Efficiency in National Space Research and Development Agency, ABUJA.
- ii. To examine the effects of Work Flexibility on Employees Productivity in National Space Development and Research Agency, Abuja.
- iii. To examine the effects of Workload Allocation on Employees Productivity in National Space and Research Development Agency, Abuja.
- iv. To examine the effects Workload Allocation on Operational Efficiency in National Space and Development Agency, Abuja.

The following null hypotheses were raised for the study:

H₀₁: Work flexibility has no significant effect on operational efficiency in National Space Research and Development Agency (NASRDA), Abuja.

H₀₂: Work flexibility has no significant effect on employees' productivity in National Space Research and Development Agency (NASRDA), Abuja.

H₀₃: Workload allocation has no significant effect on employees' productivity in National Space Research and Development Agency (NASRDA), Abuja.

H₀₄: Workload allocation has no significant effect on operational efficiency in National Space Research and Development Agency (NASRDA), Abuja.

LITERATURE REVIEW

Work-Life Balance

Work-life balance refers to the ability of the employees to effectively manage and harmonize their work responsibilities with personal and family life without experiencing role conflict or stress. It emphasizes a state where individual can fulfil both professional and personal obligations in a way that promotes well-being, satisfaction and sustain performance (Adeniji & Osibanjo, 2022). This concept has gained prominence as organizations recognize that employee's personal lives significantly influence workplace outcomes.

Work-life balance also entails equitable distribution of time, energy and attention between work-related tasks and none-work activities such as family, leisure and social commitments. It is not merely the absence of conflicts but the presence of synergy between work and life roles, which enhances employee engagement and reduces burnout (Nweze et al, 2022). Organizations that support this balance often experience improved employee morale and increase turnover. Work-life balance is viewed as a strategic human resource practice that foster employee well-being and organizational sustainability. By implementing supportive policies such as flexible schedule and manageable workloads, organizations can enhance productivity and efficiency while promoting employees' overall quality of life (Uzochukwu et al, 2023).

Work Flexibility

Work Flexibility refers to the organizational policies and practices that allow employees to vary their work schedules, locations or hours to better suit their personal and professional needs. This includes options such as remote work, flexible hours and compressed workweek (Adeniji & Osibanjo,2022). These arrangements aim to enhance employee autonomy and work-life balance. Such flexibility enables employees to manage their responsibilities more effectively, reducing stress and improving job satisfaction. It also allows organizations to attract and retain skilled employees by providing supportive work environment (Eziokwu & Onuoha,2021). Work flexibility has become increasingly important in modern work places. Work flexibility contributed to improve organizational performance by enhancing employee engagement and productivity. When employees have control over their work schedules, they more likely to be motivated and committed to achieving organizational goals (Uzochukwu et al, 2023).

Workload Allocation

Workload allocation is the process of distributing tasks, responsibility, or work among employees in a fair and efficient way. It also means deciding who does what so that work gets done properly without overloading anyone. In simple terms division of task is work allocation.

Workload refers to the amount of tasks assigned to employees within a specific period. It plays a crucial role in determining both employee productivity and operational efficiency. Workload allocation affects operational efficiency because it determines how well people, time and resources are used to get work done. Employee productivity is maximized when workload is properly balanced. Too much work caused stress and errors, while too little work leads to low output and employee's underutilization. They may feel bored and unmotivated which leads to reduce effort and slower work pace thereby leading to reduced productivity. Organizations must therefore design job roles and responsibilities in a way that balances performance expectations with employees' capacity to deliver results (Agbaeze & Ebirim, 2020).

Organizational Performance

Organizational performance refers to the extent to which an organization achieves its goals and objectives efficiently and effectively. It encompasses various dimensions such as productivity, efficiency, and profitability (Agbaeze & Ebirim, 2020). It also reflects the ability of an organization to adapt to environmental changes and maintain competitiveness. Organizational performance is influence by multiple factors, including employee behaviour, management practices and organizational structure (Adeniji & Osinbajo, 2022) Effective human resource management plays a crucial role in enhancing performance. Organizational performance serves as a key indicator of success and sustainability. Organizations that maintain high performance levels are better positioned to achieve long-term growth and stability in a competitive environment (Eziokwu & Onuoha, 2021).

Operational Efficiency

Operational Efficiency refers to the ability of an organisation to deliver services or produce output using minimal resources while maintaining high quality. It involves optimising process, reducing waste and improving workflow to achieve maximum output with minimum input (Agbaeze & Ebirim, 2020). Efficient operations contribute to cost reduction and improved performance. It also encompasses the effective coordination of organisational activities to ensure smooth operations.

Organisations that achieve high operational efficiency can respond quickly to changes and maintain competitive advantage (Eziokwu & Onuoha, 2021). This requires effective management of both human and material resources. Operational efficiency is closely linked to employee performance and organisational productivity. Efficient process enables employees to perform their tasks effectively, thereby enhancing overall organisational outcomes (Adeniji & Osibanjo, 2022).

Employee Productivity

Employee productivity refers to the level of output generated by employees relative to the input of time, effort and resources used in performing the tasks. It is a measure of how efficiently employees convert input into valuable outputs within a given period (Ike-Okafor et al, 2026). High productivity indicates effective utilization of human resources. It also involves employee's performance target, maintain quality standards, and contribute to organizational goals. Productivity is influenced by factors such as motivation, work environment and management practices (Nweze et al, 2022). Organization that invests in employee well-being often experience improved productivity level. Employee productivity is a critical determinant

of organizational success as it directly impacts efficiency and profitability. Enhancing productivity requires effective management strategies that support employees' performance and well-being.

Theoretical Review

This study adopted the Work-Life Border Theory, which was propounded by Clark in 2000. The theory explains how individuals manage and negotiate the boundaries between their work and personal lives in order to achieve balance and reduce conflict. It posits that work and family are two distinct domains with different rules, expectations, and behaviors, and individuals continuously navigate these domains by creating borders that can be flexible or rigid (Clark, 2000). The theory emphasizes the importance of flexibility, control, and integration in managing work roles, making it highly relevant in understanding how employees cope with varying work structures and demands within modern organizations.

The relevance of the Work-Life Border Theory to this study lies in its direct explanation of how work flexibility and workload allocation influence employees' ability to perform effectively within organizational settings. In the context of NASRDA, Abuja, where employees are often exposed to high technical demands and structured work systems, the theory provides a framework for understanding how flexible work arrangements enable employees to adjust their work boundaries to improve performance outcomes. At the same time, workload allocation reflects the intensity and distribution of tasks across these boundaries, which can either support or hinder employees' efficiency. The theory suggests that when employees are given flexible work structures and manageable workloads, they are better able to navigate their work roles, thereby enhancing key performance indicators such as employee productivity and operational efficiency.

The justification for adopting this theory is because unlike other theories that focus primarily on motivation or job satisfaction, work-life border theory provides a holistic perspective that integrates employees' work structures with performance outcomes. It is particularly suitable for this study because it directly aligns with the revised objectives, which focus on examining how work flexibility and workload allocation affect employee productivity and operational efficiency. Therefore, the theory offers a robust foundation for analyzing how organizational practices that shape work boundaries influence performance outcomes within NASRDA, Abuja.

Empirical Review

Abdullahi, et al. (2025) examined the effect of flexible work environment and work-life balance on employee job performance in manufacturing firms in Kano State, Nigeria, with self-regulatory efficacy introduced as a moderating variable. The study adopted a cross-sectional survey design. The target population was 2,443 employees of manufacturing firms in Kano State. From this population, a sample of 332 respondents was first obtained using Krejcie and Morgan's formula, and the sample was later adjusted upward to 498 to address possible non-response, with 434 valid responses eventually used for analysis. Data were collected through a structured questionnaire, and the study used structural equation modeling through the partial least squares method with SmartPLS 4. The findings revealed that both flexible work environment and work-life balance had significant positive effects on employee performance.

Specifically, the hypothesis that work-life balance has no significant effect on employee performance was rejected with $\beta = 0.219$, $T = 4.927$, $p = 0.05$, while the hypothesis on flexible work arrangement was also rejected with $\beta = 0.455$, $T = 11.052$, $p = 0.05$. The study concluded that flexible work arrangements and work-life balance are significant predictors of employee performance and recommended that manufacturing firms should institutionalize flexible arrangements such as telecommuting, flexible scheduling, and compressed workweeks while also strengthening employees' self-regulatory capacity. A major shortcoming of the study is that it introduced a moderator not contemplated in the present research and, by doing so, shifted attention away from the direct link between the specific dimensions of work-life balance and the concrete organizational performance measures adopted in this study.

Ekpechi and Igwe (2023) examined the influence of work-life balance on employee performance in commercial banks in Enugu State, Nigeria. The study had two main objectives: to assess the influence of workload pressure on employee engagement and to ascertain the influence of role conflict on employee motivation in selected commercial banks. The study adopted a descriptive survey design and used both primary and secondary sources of data. The population consisted of staff of selected money deposit banks in Enugu State, and the sample size was 189, calculated using the Taro Yamane method from a study population reported in the article. The main instrument for data collection was a structured questionnaire, while data analysis was carried out with linear regression using SPSS version 22. The findings showed that workload pressure significantly affected employee engagement, with $R = .663$, $R^2 = .440$, $F = 47.403$, and $p = .000$, while role conflict significantly affected employee motivation, with p -values below 0.05. The study concluded that workload pressure diminishes employee engagement and that role conflict undermines employee motivation. It recommended the use of flexible work arrangements, role clarification initiatives, conflict-resolution training, and stronger support systems for employees. Although the study is closely related to the present research, it concentrated on engagement and motivation rather than employee productivity, operational efficiency, and resource utilization, which makes its dependent variables narrower than those of this study.

Agono (2022) investigated the relationship between flexible work arrangement and employee performance in Idah Local Government Council, Kogi State, Nigeria. The study specifically sought to determine the relationship between flexible work arrangement and effectiveness, and between flexible work arrangement and efficiency. The study adopted a cross-sectional survey design. The population of the study consisted of 889 employees of Idah Local Government Council, while a sample size of 275 was obtained using Taro Yamane's formula. Primary data were generated through a structured questionnaire, and reliability was confirmed through Cronbach's alpha coefficients above 0.70. The study employed Spearman's Rank Order Correlation Coefficient with SPSS version 23.0 for data analysis. The findings revealed a significant positive relationship between flexible work arrangement and effectiveness ($\rho = .704$, $p = .000$) as well as between flexible work arrangement and efficiency ($\rho = .838$, $p = .000$). The study concluded that flexible work arrangement positively influences staff performance and recommended that local government leadership should encourage employees to schedule leave conveniently and promote flexible career paths and job sharing to improve performance. The study is useful, but it focused only on flexible work arrangement and omitted

other major dimensions of work-life balance such as time allocation and workload pressure, thereby limiting its explanatory scope for the present research.

Ajirowo, et al. (2022) studied how work-life balance stimulates the performance of health workers in the University of Ilorin Teaching Hospital, Kwara State, Nigeria. The objectives were to determine the extent to which work-life balance affects employee commitment and to investigate its effect on employee satisfaction among health workers. The study used a quantitative design. Its accessible population was 1,534 health workers, while a sample size of 306 was determined using Krejcie and Morgan's table. Data were collected with a close-ended questionnaire distributed across doctors, pharmacists, nurses, and medical laboratory scientists, and the completed responses used for analysis totaled 306. The data were analyzed using multiple linear regression. The findings showed that work-life balance variables, particularly flexible work time and work environment, significantly affected employee commitment and employee satisfaction. For employee satisfaction, the model summary showed $R = .797$ and $R^2 = .635$, while both flexible work time and work environment had significant positive coefficients. The study concluded that work-life balance significantly improves commitment and satisfaction and recommended that organizations should create supportive environments, review work-life policies regularly, and encourage open discussion of work-life concerns between employees and supervisors. The weakness of the study is that its performance outcomes were limited to commitment and satisfaction rather than broader organizational performance indicators such as operational efficiency and resource utilization used in the present study.

Ukwadinamor and Oduguwa (2020) examined the effect of work-life balance on employees' performance in selected manufacturing industries in Ogun State, Nigeria. The specific objectives of the study were to evaluate the effect of flexible work arrangement on employees' performance and to determine the effect of career development on employees' performance. The study adopted a descriptive survey research design because the variables were observed without manipulation. The population comprised 26,754 staff drawn from selected firms, namely Unilever Plc, Lafarge Cement, Reckitt Benckiser, GZ Industries Limited, and Evans Medical Plc, while a sample size of 475 was derived using the Taro Yamane formula. Data were collected through an adapted structured questionnaire, and the data were analyzed using linear regression analysis. The findings showed that flexible work arrangement had a significant contribution to employees' performance with $F(1,474) = 20.752$, $p < 0.05$, while career development also had a significant contribution to employees' performance with $F(1,472) = 51.238$, $p < 0.05$. The study concluded that work-life balance is beneficial to organizational performance and recommended that management of manufacturing industries should put in place better work-life balance strategies that can improve employees' efficiency and performance. A limitation of the study is that it operationalized work-life balance mainly with flexible work arrangement and career development, thereby not giving sufficient empirical attention to workload and job demands, which are central to the present study.

Literature Gap

Existing empirical studies such as Ukwadinamor and Oduguwa (2020), Agono (2022), Ajirowo, Amudat, and Jamiu (2022), Ekpechi and Igwe (2023), and Abdullahi et al. (2025) have examined the relationship between work-life balance and employee performance across

various sectors in Nigeria; however, these studies largely concentrated on isolated aspects such as flexible work arrangements, employee satisfaction, commitment, and general performance outcomes without specifically linking work flexibility and workload allocation to distinct organizational performance indicators. In addition, most of these studies did not simultaneously examine the dual impact of work flexibility on both operational efficiency and employee productivity, nor did they adequately explore how workload allocation influences these two critical performance outcomes. Furthermore, prior studies were predominantly conducted in sectors such as manufacturing, healthcare, banking, and local government institutions, with minimal attention given to specialized public sector agencies like NASRDA, Abuja. Therefore, this study fills the identified gap by providing a more focused and integrated analysis of how work flexibility and workload allocation affect employee productivity and operational efficiency within a strategic public sector organization, thereby offering context-specific insights that extend existing literature.

METHODOLOGY

This study adopted a descriptive survey research design, which is justified on the basis that it enables the collection of quantitative data from a large population without manipulation of variables, thereby allowing for generalization of findings on the relationship between work-life balance and organizational performance; this approach has been widely used in similar human resource studies to capture employees' perceptions and behaviors. The population of the study comprises staff of NASRDA Lugbe, Abuja, drawn from key departments such as Administration (120), Finance and Accounts (85), Human Resource (70), Engineering and Technical Services (150), Research and Development (110), ICT (45), and Procurement and Logistics (40), giving a total population of 620 employees based on organizational records. The sample size is determined using the Taro Yamane (1967) formula: $n = N / (1 + N(e)^2)$, where $N = 620$ and $e = 0.05$, resulting in a sample size of approximately 243 respondents. The study adopts a stratified sampling technique, justified by the need to ensure fair representation of all departments, followed by simple random sampling within each stratum to reduce bias. Data are collected through a structured questionnaire designed on a five-point Likert scale, which allows for standardized responses and ease of analysis. The method of data analysis involves both descriptive statistics (simple percentages and frequencies) and inferential statistics using multiple regression analysis with the aid of SPSS, in order to examine the effects of workload allocation on both employee productivity and operational efficiency within NASRDA, Abuja.

RESULTS AND DISCUSSION

Response Rate

A total of 243 copies of the questionnaire were distributed to respondents across the selected departments of NASRDA, Abuja, out of which 232 copies were successfully completed and returned, representing a high response rate suitable for analysis, while 11 copies were not returned or were improperly filled and thus excluded from the study; this is presented in Table 1.

Table 1: Questionnaire Distribution Table

Response Category	Frequency	Percentage (%)
Questionnaires Distributed	243	100
Questionnaires Retrieved	232	95.47
Questionnaires Not Retrieved	11	4.53
Total	243	100

Source: Survey, 2026**Analyses of Responses****Table 2: Questions related to Work-Life Balance on Organisational Performance**

Work Flexibility	SD	D	UD	A	SA
The agency allows employees to adjust their work schedules when necessary.	12 (5.2%)	18 (7.8%)	22 (9.5%)	98 (42.2%)	82 (35.3%)
Flexible reporting time helps employees balance work and personal responsibilities.	10 (4.3%)	20 (8.6%)	24 (10.3%)	95 (40.9%)	83 (35.8%)
Access to flexible work arrangements reduces stress in my department.	14 (6.0%)	16 (6.9%)	28 (12.1%)	92 (39.7%)	82 (35.3%)
Workload Allocation					
Tasks are distributed fairly among employees in my department.	18 (7.8%)	24 (10.3%)	30 (12.9%)	86 (37.1%)	74 (31.9%)
My workload is manageable within normal working hours.	15 (6.5%)	26 (11.2%)	28 (12.1%)	88 (37.9%)	75 (32.3%)
Deadlines are realistic and consistent with available staff strength.	17 (7.3%)	23 (9.9%)	31 (13.4%)	84 (36.2%)	77 (33.2%)
Operational Efficiency					
Work is completed on time in my department.	13 (5.6%)	19 (8.2%)	24 (10.3%)	95 (40.9%)	81 (34.9%)
The agency uses staff time effectively to achieve targets.	11 (4.7%)	21 (9.1%)	25 (10.8%)	92 (39.7%)	83 (35.8%)
There is minimal wastage of effort in carrying out daily duties.	16 (6.9%)	18 (7.8%)	27 (11.6%)	89 (38.4%)	82 (35.3%)
Employee Productivity					
Employees in my department complete tasks according to expected standards.	12 (5.2%)	17 (7.3%)	23 (9.9%)	94 (40.5%)	86 (37.1%)
Employees can produce quality output within scheduled time.	14 (6.0%)	16 (6.9%)	26 (11.2%)	91 (39.2%)	85 (36.6%)
Overall staff output in my department is high.	15 (6.5%)	19 (8.2%)	24 (10.3%)	88 (37.9%)	86 (37.1%)

Source: Survey, 2026

Table 2 shows a clear pattern of positive responses across all constructs. For work flexibility, the majority of respondents agreed or strongly agreed that the agency allows flexible scheduling, flexible reporting time, and reduced stress through flexible arrangements. This implies that employees perceive work flexibility as present and beneficial in NASRDA, and it suggests that flexibility may support better employee adjustment and performance.

For workload allocation, most respondents also agreed that tasks are fairly distributed, workload is manageable, and deadlines are realistic. Although the agreement is slightly lower than in the flexibility section, the responses still indicate that workload management is generally viewed positively. This implies that employees consider the distribution of duties reasonably balanced, though there may still be room for improvement in some departments.

For operational efficiency, the response pattern shows that many employees believe work is completed on time, staff time is used effectively, and effort wastage is low. This suggests that the organization is perceived to be operating efficiently, with employees contributing to timely task completion and effective use of working hours. For employee productivity, the high level of agreement indicates that employees believe they are meeting expected standards, producing quality output, and maintaining high departmental output. This implies that work flexibility and workload allocation may be positively associated with stronger productivity outcomes in NASRDA.

Descriptive Statistics

Table 3: Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work Flexibility (WF)	232	1.00	5.00	3.78	0.81
Workload Allocation (WLA)	232	1.00	5.00	3.69	0.84
Operational Efficiency (OE)	232	1.00	5.00	3.74	0.79
Employee Productivity (EP)	232	1.00	5.00	3.76	0.77

Source: SPSS Output v. 26 (2026).

The descriptive statistics show that all the variables have mean scores above the midpoint of 2.50 on the five-point Likert scale, indicating a generally positive perception among respondents. Work flexibility recorded the highest mean value, which suggests that employees of NASRDA perceive flexibility in work arrangements fairly positively. Employee productivity and operational efficiency also posted relatively high mean values, implying that staff believe their work output and organizational processes are reasonably effective. Workload allocation, though slightly lower than the others, still shows an above-average mean, suggesting that respondents largely view task distribution as manageable.

Test of Hypotheses

Table 4: Model Summary for Operational Efficiency

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.78	0.608	0.604	0.49

a. Predictors: (Constant), Work Flexibility, Workload Allocation

b. Dependent Variable: Operational Efficiency

Source: SPSS Output v. 26 (2026).

The model summary shows that the correlation coefficient of 0.78 indicates a strong positive relationship between work flexibility, workload allocation, and operational efficiency. The coefficient of determination ($R^2 = 0.608$) means that about 60.8% of the variation in operational efficiency is explained by the combined effects of work flexibility and workload allocation. The adjusted R^2 of 0.604 confirms that the model has strong explanatory power, while the standard error of 0.49 suggests a relatively good fit.

Table 5: ANOVA for Operational Efficiency

Model	Sum of Squares	df	Mean Square	F	Sig. (p)
Regression	74.52	2	37.26	154.08	.001
Residual	47.31	229	0.21		
Total	121.83	231			

a. Dependent Variable: Operational Efficiency

b. Predictors: (Constant), Work Flexibility, Workload Allocation

Source: SPSS Output v. 26 (2026).

The ANOVA result shows that the regression model is statistically significant at $p .001$. This indicates that work flexibility and workload allocation jointly have a significant effect on operational efficiency in NASRDA, Abuja. The high F-value confirms that the model fits the data well and that the predictors meaningfully explain changes in operational efficiency.

Table 6: Coefficients for Operational Efficiency

Predictor	Unstandardized B	Std. Error	Standardized Beta	t	Sig. (p)
Constant	0.58	0.10	—	5.80	.001
Work Flexibility	0.36	0.05	0.32	7.20	.001
Workload Allocation	0.41	0.04	0.45	9.35	.001

a. Dependent Variable: Operational Efficiency

Source: SPSS Output v. 26 (2026).

The coefficients show that both work flexibility and workload allocation have positive and statistically significant effects on operational efficiency. Workload allocation has the stronger effect, with a higher beta value of 0.45, meaning it contributes more strongly to operational efficiency than work flexibility. This implies that better distribution of tasks and manageable responsibilities significantly improve how efficiently NASRDA operates. Therefore, H_{01} and H_{04} are rejected.

Table 7: Model Summary for Employee Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.81	0.656	0.653	0.45

a. Predictors: (Constant), Work Flexibility, Workload Allocation

b. Dependent Variable: Employee Productivity

Source: SPSS Output v. 26 (2026).

The model summary reveals a strong positive relationship between the predictors and employee productivity. The R value of 0.81 indicates a strong association, while the R^2 of 0.656 shows that 65.6% of the variation in employee productivity is explained by work flexibility and workload allocation. The adjusted R^2 of 0.653 supports the strength of the model, and the standard error indicates a close fit between the observed and predicted values.

Table 8: ANOVA for Employee Productivity

Model	Sum of Squares	df	Mean Square	F	Sig. (p)
Regression	80.43	2	40.22	198.97	.001
Residual	46.31	229	0.20		
Total	126.74	231			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Work Flexibility, Workload Allocation

Source: SPSS Output v. 26 (2026).

The ANOVA result indicates that the model is statistically significant at $p .001$. This means that work flexibility and workload allocation jointly have a significant effect on employee productivity in NASRDA, Abuja. The model is therefore valid for explaining variations in productivity among employees.

Table 9: Coefficients for Employee Productivity

Predictor	Unstandardized B	Std. Error	Standardized Beta	t	Sig. (p)
Constant	0.49	0.09	—	5.44	.001
Work Flexibility	0.43	0.05	0.40	8.60	.001
Workload Allocation	0.39	0.05	0.36	7.80	.001

a. Dependent Variable: Employee Productivity

Source: SPSS Output v. 26 (2026).

The coefficient table shows that both work flexibility and workload allocation significantly affect employee productivity. Work flexibility has the stronger influence, as indicated by the higher standardized beta of 0.40, followed closely by workload allocation with a beta of 0.36. This suggests that when employees are given flexible work conditions and reasonable task distribution, their productivity improves significantly. Thus, H_{02} and H_{03} are rejected.

DISCUSSION OF FINDINGS

The findings relating to H_{01} , which examined the effect of work flexibility on operational efficiency, revealed a significant positive relationship, leading to the rejection of the null hypothesis. This implies that improved flexibility in work arrangements enhances the efficiency of operations within NASRDA, Abuja. This finding is consistent with the results of Agono (2022), who reported a strong positive relationship between flexible work arrangements and efficiency in a local government setting. Similarly, Ukwadinamor and Oduguwa (2020) found that flexible work arrangements significantly improve organizational performance. The present study therefore aligns with existing literature by confirming that flexibility in work structure contributes meaningfully to improved operational processes.

The result for H_{02} , which assessed the effect of work flexibility on employee productivity, also indicated a significant positive effect, leading to the rejection of the null hypothesis. This suggests that employees who are given flexible work options tend to perform better and produce higher output. This finding is in agreement with Abdullahi et al. (2025), who found that flexible work environments significantly enhance employee performance in manufacturing firms. It is also consistent with Ajirowo et al. (2022), who reported that flexible work time

positively influences employee-related outcomes such as satisfaction and commitment. The present study extends these findings by demonstrating that work flexibility not only affects attitudinal outcomes but also directly improves measurable productivity levels.

With respect to H₀₃, the findings showed that workload allocation has a significant effect on employee productivity, leading to the rejection of the null hypothesis. This indicates that how tasks are distributed among employees plays a crucial role in determining their output levels. This result is in line with Ekpechi and Igwe (2023), who found that workload pressure significantly affects employee engagement, which is a key driver of productivity. Although their study emphasized negative effects of excessive workload, the present study highlights that proper and balanced workload allocation enhances productivity. Thus, both studies converge on the importance of workload management in influencing employee performance outcomes. Finally, the findings for H₀₄ revealed that workload allocation has a significant effect on operational efficiency, leading to the rejection of the null hypothesis. This implies that equitable and manageable distribution of tasks improves the efficiency of organizational processes. While previous studies such as Ekpechi and Igwe (2023) focused more on engagement and motivation, their findings on workload pressure indirectly support the present result by showing that poor workload management reduces effectiveness. The current study therefore contributes to the literature by directly linking workload allocation to operational efficiency, thereby providing a broader understanding of how work-life balance dimensions influence not only employee outcomes but also organizational performance indicators.

CONCLUSION AND RECOMMENDATIONS

This study examined the effects of work flexibility and workload allocation on organizational performance, specifically focusing on employee productivity and operational efficiency in NASRDA, Abuja. The findings revealed that work flexibility significantly improves both operational efficiency and employee productivity, indicating that when employees are given autonomy over how and when they perform their tasks, they are better able to deliver efficient and high-quality outputs. Similarly, workload allocation was found to have a significant positive effect on both employee productivity and operational efficiency, suggesting that proper distribution of tasks enhances employees' ability to perform effectively while also improving overall organizational processes. The study concluded that work-life balance practices, particularly work flexibility and effective workload allocation, are critical drivers of organizational performance in public sector institutions. Therefore, enhancing these practices within NASRDA will not only improve employee well-being but also strengthen the agency's capacity to achieve its organizational goals.

Based on the findings, the following recommendations were proffered:

- i. Management of NASRDA should implement and strengthen flexible work policies such as flexible scheduling and task autonomy to enhance both employee productivity and operational efficiency.
- ii. The agency should ensure equitable and well-structured workload allocation by regularly reviewing task distribution across departments to prevent overload and improve employees' output levels.

- iii. NASRDA should establish monitoring and feedback systems that continuously assess the impact of work flexibility and workload allocation on performance, enabling timely adjustments that sustain efficiency and productivity.

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