Sapientia Global Journal of Arts, Humanities and Development Studies (SGOJAHDS), Vol.8 No.1 March, 2025; p.g. 395 – 405; ISSN: 2695-2319 (Print); ISSN: 2695-2327 (Online)

SIGNIFICANCE OF LEADERSHIP TRAINING ON WORK-LIFE BALANCE POLICIES: EFFECTS ON PRODUCTIVITY IN ONDO STATE CIVIL SERVICE

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Abstract

For quite a while, most organizations have a reasonable measure of success, been able to attain high proficiency in the staff productivity without considering the impacts on the welfare of staff in its employ. This study examines the significance of leadership training on work-life balance policies: effects on productivity using Ondo State civil service as a study. Organization applies various means like wages increment, extra-hours, payment among others without considering the health status of their staff. The adage of "work without play makes john a dull boy" comes handy in a situation where organizations without considering the capacity, resilience and the training needs of such staffs, engage staff in marathon manner with the aim of profit maximization. A qualitative research design was employed, using in-depth interview, one on one conversations and a discussion among a small group (focus). 70 public servants across different cadres were interviewed while observations were noted in their natural settings detailed notes. The results show that there is need for leadership training for Ondo State civil servants on work-life balance polices for positive effects on their productivity. Based on the outcomes, recommendations were made for the Nigeria civil service policy makers most especially in Ondo State in strengthening the leadership training framework on work-life balance.

Keywords: Work-life balance, Training, Ondo State, Civil Servants, Organizations.

Introduction

Work-life balance policies are the essential catalysts for enhancing employee's productivity. This infers that employees will be more productive at work, when the work and the personal roles are not in conflict. Thus, this study explains why it is more important to train leaders so that they can establish policy frameworks that will necessitate work-life balance within the Ondo State public service. According to Kolven and McNarama (2020), work and life make up an individual employee, meaning that an employee has both personal and organizational

goals to meet but be that as it may, employees must strive to strike the balance between Organizational and personal goals for productivity's sake.

In another dimension, leadership plays a pivotal role if an organization must attain its set goals, hence, trainings geared towards work-life balance will be of immense benefits to both the organization and its personnel. Effective leadership has been proved to inspires and supports team members, while prioritizing the organization's objectives over individual aspirations (Akanji, 2019). Moreover, leadership training aids individual in recognizing their leadership potential by teaching them how to foster team cohesion and cultivate resilient workforces capable of tackling various challenges (Walter, et al., 2017).

Leadership training has an impactful role on the employee as regards to their productivity how to do things better because of the knowledge and skill acquired from the training, most importantly in the new era of technology (Lindson, 2017). An appropriate leadership training increases engagement from the employees by showing more commitments and interest on their primary assignment, as receiving training is one of the motivating aspects for employees which can be best exhibited by the employer. If conflicts arising from individual interest is not well managed, it will definitely have adverse effects on the organizational productivity. For the organization to grow and work in line with objectives, professional trainings are needed in the area of conflict management (Adair and Gross, 2021).

Many leaders, in placid environment, surround themselves with "yes" people who are unable to contribute meaningfully to organizational growth, apart from this, they also resist taken responsibility for their failures. (Adair, et al., 2021). This concept makes people feel self-confident and good about themselves and thus encourage others to put more efforts (Phillips, 2014).

According to (Fourie, 2023), leadership failure often stems from prolonged tenure in office. Exceptional leaders recognize the importance of tenure limits and willingly the mind to engage succession training, preparing individuals who can surpass them in the future. However, investment on leadership training is one of the factors that promotes organizational growth. It shows how to lead while developing leadership skills. (Kosseket, et al., 2013). Viewing leadership training from the angle of productivity makes employees engagement possible and foster effective communication across the organization. Organizations that prioritize employee's training are likely going to retain their employees simply because of the organizational investment on them. Trained employees have the potential to increase productivity. This does not mean that you must divide the time equally but you must have time for your private life in other to sustained an emotional balance (Akanji et. al.,2019).

For the employees to perform as expected and achieve work-life balance clear and effective communication is important for expressing ideas, feedback and resolving conflict, work-life balance if not maintain can reduce efficiency, creativity and motivation (Akanji, 2012) throws more light on work life balance in developing countries which Nigeria is one, that like other nations of the world also faces economic challenges and labor market pressures, past and

extant work- life. In Nigeria today, most organizations have come to realize the importance of work- life balance and its effects on organizational productivity.

The aim of this research is to find out the significance of leadership training on work -life balance policies and the effects on productivities of Ondo State Public Service. Generally speaking, the work of Ondo state Civil Service is spread across the five days of the week, it follows a set of action-oriented process that involves influencing and motivating people to achieve the set goals.

Leaders are a set of people with specific vision for the future, others must also be inspired to follow the laid down goals and principles. Ideally, they are judged based on their leadership acumen and styles. According to (Morgan, 2020), to get improvement in work- life balance, leadership matters a lot and must manifest some leadership skills in their day-to-day activities. Such skills as delegation, effective communication, control, effective organizational productivity among others. With advent of technology, work can now be done remotely at any time, but it's crucial for leaders to set boundaries to manage their time effectively, (Zhou, et. al,.2020). Taking regular breaks boosts productivity and good communication skills, these are essential for effective leadership. The importance of leadership training and work-life balance in organizations, like the Ondo State civil service, cannot be overemphasized.

Literature Review

Nigeria Employers spend much hours at work against their leisure; thus, this can be conflicted and known as work-life conflict, as usually it happens in all sector of Nigeria economy. Following is the brief history of work-life balance according to (Vasumathi, 2018) that; at the cutting edge of research interest between the 1980s and 1990s because of the influx of a female workforce. According to him, there were prevailing culture of working for long hours while there will be no provision for overtime in the 1950s, but with the help of innovative technologies, most countries became industrialized.

On the other hand, working hours for women and children were limited, which resulted in the promotion of five working days per week. After this time, patterns changed convergence around lower normal hour has been substantiate since 1960s in the United State (Knutsen and Rasmussen, 2018).

Leadership styles is the combination of attitude and behavior of a leader, which leads to certain action in dealing with the subordinates (Demirtas & Akdogan, 2015). A good leader knows the appropriate motivational measure for the employees in achieving the organizational goals, and that will help organization to achieve their aim and objectives. Every leadership style has their implication either positive or negative though there is no stereotype in administration, which have direct and indirect impact on the employee's attitude and behavior (Yukl Gary, 2009).

Both transactional and transformational leadership styles result in the organization strong relationship between leaders and employees in term of using work-life balance policies and practices. Many researchers agreed that good work-life balance aids organizational

productivity to a good direction, increase work satisfaction and improve organization commitment (Casper, Harris, Taylor-Bianco, & Wayne, 2011). Work-life Balance is defined by balanced relationship in every aspect of life, time and commitment. (Greenhaus & Powell, 2006).

Specifically, Work-life balance can also be view as balanced work-life time allocation and psychology (Clark, 2000). Work-life Balance is the presence of improved role and low of role conflict in and outside work. (Alrowwad, et al., 2018) stated that work-life balance is like balanced scale that one side is work-life and the other side is personal life. According to (Sharma and Nayak, 2016), Work-life Balance is one of the important variables for improved turnover.

Employees that have flexibility in their work time get less stressed, and conflict could be minimize in their workplace. If the employee could manage and balanced their work in organization without getting stressed is considered to have a work-life balance. (Connie, 2015) in his research opined that work-life balance strategy is important for an individual to managed health and welfare issue in workplace. It is the equilibrium of personal life and working life.

Work-life Balance

Work-life balance is an important issue in increasing responsibility and balancing work with leisure and personal life, as well as family and social activities. Any organization that is committed to work-life balance will have goodwill and reputation. Mirwan (2023) asserted that conflict between work and family could be avoided through work-life balance to ensure work effectiveness since work can interfere with family activities. As there two things that are equally important for work and family work-life balance is the relationship between work and any other aspects of life such as leisure, social among others (Kelliher, et al., 2019). Work and family life balance leadership training is necessary to explore more deeply values, roles with respect to how to inform work-family life balance (Akobo & Stewart 2020).

However, the challenge of work-life balance is rising to the top of many organization so that work-life balance is about creating and maintaining supportive and healthy work environment which will enable employees to have balance between work and personal life, thus improve employees productivity (Mukhere,2022). Nigeria of today employees have many responsibilities to attend to at work, family, volunteering, society, parental care and this will have resulted to stress on individual, families and the communities. And the problem of work-life balance is increasing daily couple with the economic situation. (Akanji, et al., 2015) asserted that employees who have balanced work and non-work roles are more likely to perform better thus it is important for the employers to promotes good policies on leadership training for the employees that will enhance work-life balance in their organization, leadership failure usually hinder the implementation of work-life balance (Taylor,2021) emphasis that work-life balance does not mean that equilibrium can be made but to create dynamic equilibrium to reduce stress and to remain healthy and productive.

Family friendly policies

The aim and objective of family friendly policy on work-life balance is to help employee balance work and personal life such as which will benefit both the employer and the employees, covering both mother and father allowing time for children and annual leave with paid, flexible work arrangements like working at home through technology, children support by providing access to affordable and quality services, sickness leaves where employee can take time to take care of their siblings. Family policies are type of policy that benefit and allow employees to participate in a flexible work environment so that they can take care of their loves ones and have time for their personal life. Abbey Carton explain "parent and caregivers continue to experience stress as they balance work and increased care giving due to the effect of COVID-19". Family friendly policies are also important according to (World Bank, 2023) that they help employees to prioritize their family needs such as attention while maintain organizational goals. Employees can work from home, this allow employee to take care of their children. Family friendly policy also reduces employee stress and enhance job focus, friendly policy work-life balance also increases employee satisfaction and reduces employee turnover (Perrigino et al., 2018).

Leadership training

Some authors believe that leadership does not necessarily translate into leadership learning. (Abner et al., 2020) view productivity improvement can happen as a result of leadership development program that has a monetary value which should be accounted for as an organization investment outcome. Leadership training is essential for competitive advantage, old management theory is still relevant today mostly the leadership theories from the greatest thinkers and contributors to management thought (Bell & Rolbuck 2015) leader should be able to communicate effectively with channel selection for formal and informal messages for meaningful development (Chatman et al., 2020). Leadership training program are necessary to educate and equip leaders for their duties and to be in line with the organization vision, mission, goals and objectives. It must be supported by the organization investment planning strategy "credibility is the foundation for leadership, people must be able, above all else to believe in their leader". Leadership is seen as a collective that includes multiple individual sharing leadership responsibility (Raelin, 2018)

However, leadership training according to (Diebig et al., 2017) is all about developing the soft and hard skills required to lead a team or organization to success, it involve a combination of events such as seminar, lectures, case studies, conferences among others. It helps organization boost success, retain top talent, increase productivity, improves time management while decision making will not be a problem for a well-trained leader.

Spillover: Work and life domains are separate and mentally exclusive but factors in one domain can affect the other. These effects can be negative or positive. Edwards and Rothbard (2000) said that there is a great similarity currently in the behaviors, feelings, and values of the two domains. Spillover may come from both sides which could be either positive or negative. However, high involvement in one domain leads to a scarcity of time dealing with the demands of the other role, which causes stress, health in balance, originally proposed by (1960) spillover model is based on the notion that there is an 'extension' of experiences from

the sphere of work to non-work in a way that the perception of the social experience of the spheres of work and non-work for an individual is effectively boundary-less (Grafiat, 2021). Consequently, the theory has some implication on employee's responsibility for the outcome of whatever they experience either from work or home meaning that transfer of aggression is bound to happen; if you are not happy at home definitely could replace at work. (Farah, 2023) view work-life balance as either positive or negative way that one domain can influence the other, that the work-life of an individual can influence family life and other way round this also allow for flexible work schedules

Positive spillover according to (Bernardi et at., 2017) said experiences in one domain leads to positive result in another domain for example happiness can be derived from job satisfaction and personal well-being at the same time negative spillover is a situation whereby negative experience in one domain leas to negative outcome, it usually has negative effects on family and personal well-being for example burnout at work might decreased patience at home. When spillover is well managed it promotes work-life balance and improving employee wee-being (Matais et al., 2017). (Bernardi et al., 2017) stated that workers satisfaction with their work-life balance might also affect their partners work-life balance satisfaction and verse versa

Research Design

For the purpose of this research, the researcher adopted qualitative approach using in-depth interviews, one-on-one conversations in collecting and analyzing data sets, where respondents share their ideals and belief as well as experiences. Epistemologically, the study drew from an interpretive-constructivist tradition with emphasis on discovering good contextual data from people's lived experiences. This design was deemed appropriate because it provides a framework for developing in-depth understanding of the research phenomenon under-study and leads to the discovery of taken-for-granted assumptions from detailed narrative (Cresswell, 2013). Thus, this research is a study of significance of leadership training on work-life balance policies: effects on productivity in Ondo State civil service. Detailed notes and recordings were also taken with document analysis, this is to see existing documents like organizational records to gain an insight into the experience and perspectives. Spillover theory was also used to formulate frameworks which explain the adopted phenomenon.

The participant for the study comprises human resource personnel, they are the government policy makers and other government employees in Ondo State public service. The sample size of the human resource structure are the policy makers who are directly managing the affairs of the government.

A non-probabilistic purposive sampling was employed in recruiting forty (40) of both junior and senior workers were randomly selected across all the MDAs in Ondo State

PARTICIPANTS	POSITION	GRADE LEVELS	NUMBER OF PARTICIPANTS
1	Permanent Secretary	16-17	4
2	Directors	15-16	6
3	Officers	10-12	20
4	Junior Staff	3-9	10
		TOTAL	40

Table 1: Demographic Profile of participants

Above table are the selected participant representing different cadre such as Permanent Secretary representing Human Resource Management, Directors, Officers and Junior staff in different discipline. Their names were not mention for confidential reasons. The structure and semi-structure interview conducted in English language lasted for 25 to 30 minutes. It was tape recorded with the participant permission (Atchison 2024). The data analysis was also descriptive for the summarized behavior of the demographic characteristic and variable of the study (Abuja 2021).

Findings and discussion

At the end of the research fact reveals that there is need for leadership training for Ondo State civil service on work-life balance policies while the effects cannot be overemphasis. Majority of the respondents across the cadre supported good and necessary leadership training policies on work-life balance and if that one done, there will be positive effect in Ondo State civil service productivity. Interviewee describe how they usually work for hours without having time for their leisure. Even the Medical Doctor who can work for 24hours needs to attend leadership training on reason why they need to rest despite the fact that long hours are an embedded culture of the medical practice (Adisa et al., 2017).

Leadership Training

Findings shows that majority of the respondents has attended training programs aimed at achieving work-life balance. Interviewees made it known that apart from the training organized for them through their professional body, government had sponsored them for some other management trainings to improve their productivity. These set of officers range from level 04 to 12. Below are some of the quotations which reflect their opinion:

How has leadership training affected your productivity in the public service? (Participant 2) Well there is no particular parameters for measuring productivities in my office but there is an improvement on my job after some of the training attended but not on work-life balance.

Although, I have attended several trainings on management, ICT, among others but I have not been opportune to go for any training on work-life balance, and also most of the training attended was self-sponsor due to late release of funds (Participant 3).

As a new entrance in service I enjoyed some of the trainings sponsored by the government which was narrowing down as I advance the ladder to management level (Participant 3)

I am not aware that there is anything like leadership training in service if there is our names will not be captured by the authority (Participant 4).

Above clearly showed that there is lacuna in the procedural approaches in displaying perceived fairness of making a thorough and well-designed strategic policies or decisions supporting work-life balance leadership training accessibility to all facets of cadres in the public service.

Government Policy

Are you aware of any government policy on work-life balance in Ondo state? I am not aware but I understand that there is recreational center supported by the State government for example senior staff club, where civil servants go to relax after working hours (Participant 1)
I believe that in some others state in Nigeria, the state government have successfully regulated working hours such that the civil servants have enough time to relax after work, some even introduce some sporting activities in those relaxation centers such as hand ball, bulling ball among others (Participant 2).

The perceptions of the respondents above depicted the clear viewpoint of Ondo State government not strategically enough in prioritizing the work-life balance awareness for her workforce. While the importance in the area of productivity, job satisfaction, health care, developmental analyses among others attributed to work-life balance cannot be underestimated.

Supportive work-life balance policy

Civil servants in Ondo state work between an hour of 8am and 4pm. They also have Saturday and Sunday to themselves. What do you do during this period? I took a little rest, attends social functions. (Participant 1)

I go to farm and hangout with some of my friends among others (Participant 2)
I will be in my shop. Sir what are you selling? As a civil servant am selling agricultural product. (Participant 3). How did you have time to rest and leisure? I don't have the time to rest "awaku lowo (participant 3)

I don't have leisure time even if government declare any public holiday I will go to my farm because the salary is not enough looking at the prevailing economic condition in the country, one needs to do some other thing to argument (Participant 4).

Assessment of the above therefore, is that government at all level of governance should make policies and procedures that will invariably enhance living wages for their workforce so as to ameliorate the uncertainty attributed to ill-wages and salaries. This would pave ways for the economy to grow and lowering the hardship experiencing

Study, Conclusion and opportunity for further studies

This study shows that there is need for leadership training on work-life balance to enhance workers productivity in Ondo State public service. Through leadership training on work-life balance, Ondo State civil service workers will know the importance of work and leisure time and its impact on their health, family in the society. This study is expected to spur the Ondo State government in the design and implementation specific trainings on work-life balance for their workforce irrespective of their cadre, by doing so Ondo State workers will continue to enhance their workforce capabilities leading to high productivity. Finally, this study serves as a foundation for further researches so that it can contributes to the existing literature in the field of academic.

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