



Stress Management Influence on the Work-Life Balance of Construction Professionals in the Public Service of Abuja, Nigeria

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Abstract

The construction industry is widely recognised as a high-stress environment due to factors such as time pressure, mental demands, workflow interruptions, and long working hours. Maintaining a healthy work-life balance is essential for managing stress and enhancing employee performance. This study explores the influence of stress management on the work-life balance of construction professionals in Abuja's public service sector, aiming to promote awareness and healthier workplace practices. A quantitative research design was adopted, using structured questionnaires to gather data from randomly selected respondents in the Federal Capital Territory. Data were analysed using descriptive statistics (tables) and inferential statistics (Spearman's rho). Findings reveal that heavy workloads (MIS = 4.56) and tight deadlines (MIS = 4.54) are the major sources of stress among public service construction professionals. Planned problem-solving (MIS = 4.46) and general problem-solving (MIS = 4.45) emerged as the most effective stress management strategies. Overall, these strategies were rated as very effective (MIS = 4.26). Respondents strongly agreed on the importance of work-life balance, with an average Relative Importance Index (RII) of 0.84 across ten statements. The study concludes that effective stress management significantly influence work-life balance. While heavy workloads remain a key stressor, proactive stress management can mitigate its negative effects. It is recommended that government and industry stakeholders formulate work-life balance policies tailored to the local socio-institutional context to promote employee well-being and job satisfaction in the construction sector.

Keywords: Stress, stress management, work-life balance, professionals, public service.

1.0 Introduction

The construction industry is widely recognised for its demanding environment, characterised by tight deadlines, long working hours, and high stress levels. Work-life balance is essential for both individuals and organisations, as it influences various outcomes (Sirgy and Lee, 2023). If not effectively managed, stress can lead to burnout, reduced productivity, and negative impacts on physical and mental well-being (Jyoti and Verma, 2022; Shweta and Rohit, 2023). Chinvala and Battur (2022) emphasise that work-life balance is crucial for well-being, with work-family and social-work conflicts significantly affecting satisfaction and psychological health. Organisations are increasingly recognising the importance of implementing work-life balance strategies to enhance employee morale, motivation, and productivity (Avishek *et al.*, 2022).

Work-life balance among construction professionals in public service is particularly critical. Studies have shown that stressors such as job demands, tight deadlines, and unstable working hours significantly impact work-life balance, leading to interference between work and personal life (Saini and Bansal, 2023). Stress in the construction industry is often seen as inevitable and rising, exacerbated by economic challenges, which contribute to a culture of overwork (Nwaogu and Chan, 2022). Studies by Hulls *et al.* (2022) and Manivannan *et al.* (2022) highlight the prevalence of job stressors, burnout, and poor mental health among construction supervisors and project managers, impacting both performance and well-being. Risk factors contributing to stress, anxiety, and fear include age, safety culture, workload, and long hours (Pooladvand and Hasanzadeh, 2023).

Construction professionals in Abuja's public service face additional challenges that hinder project delivery and affect their well-being. Key issues include poor planning, corruption, and inadequate stakeholder management (Unegbu *et al.*, 2023). Addressing these challenges is vital to ensure effective service delivery and improve work-life balance.

Professionals such as engineers, architects, and project managers often experience stress due to role conflict, job demands, and organisational pressures. Research indicates that such stressors—especially role conflict, role ambiguity, emotional exhaustion, and burnout—can lead to job dissatisfaction and turnover intentions (Jin *et al.*, 2023). Occupational stress in the construction sector has been linked to low productivity, absenteeism, and poor performance, adversely affecting both work and personal life (Hazeen and Umarani, 2022). It is essential for construction organisations to address these stressors by redesigning roles, offering

support systems, and implementing effective stress-alleviation tools to safeguard mental health and retain professionals (Manivannan *et al.*, 2022; Sarhan *et al.*, 2023).

Stress management strategies are crucial in mitigating the adverse effects of stress on the work-life balance of construction professionals (Jin *et al.*, 2023; Nwaogu and Chan, 2022; Wu *et al.*, 2023). Effective coping strategies help reduce stress and support well-being. Deen *et al.* (2023) found that many professionals use emotion-focused coping mechanisms. In Abuja, construction professionals in public service employ a variety of stress management approaches, including problem-solving, emotion-based coping, and acceptance strategies (Adeyemi and Aigbavboa, 2022). Additionally, they use methods such as collaboration, accommodation, negotiation, compromise, mediation, and arbitration to manage stress and conflicts within professional settings (Adunfe *et al.*, 2022; Nwaogu and Chan, 2022).

Work-life balance is vital for the well-being and performance of construction professionals in public service (Chan *et al.*, 2020; Nwanzu and Babalola, 2023). Research indicates that work-life balance enhances psychological well-being, with social competence playing a key role in this relationship (Manivannan *et al.*, 2022). The industry continues to face labour shortages and high stress levels, underlining the need for work-life balance strategies. Job demands and unstable working hours negatively impact work-life balance, making it essential to understand and address these stressors to promote a supportive work environment.

However, there is limited research exploring the influence of stress management on work-life balance specifically among construction professionals in Abuja's public service. Most studies focus on the causes and performance impacts of stress (Yusuf and Ola-Awo, 2023), without considering the importance of a healthy work-life balance. This gap highlights the need for targeted research to understand the unique challenges faced by this group and to develop tailored policies that support their well-being.

2.0 Materials and Methods

2.1 Concept of Work: Work-Life Balance, Stress, and Stress Management in the Construction Industry

Work-life balance is a state of well-being that individuals define for themselves, characterised by the effective management and integration of various responsibilities related to work, home, family, community commitments, and personal leisure time. The positive impact of a good work-life balance on both employees and organisations has been well-documented. These benefits include enhanced productivity, reduced absenteeism, greater job autonomy, improved employee retention, increased job satisfaction, better employee attitudes and behaviours, and a stronger ability to attract top talent (Manivannan *et al.*, 2022). However, despite these benefits, poor work-life balance is prevalent in the construction industry (Manivannan *et al.*, 2022).

The work-life balance of construction professionals in public service in Abuja, Nigeria, is influenced by various factors. Long working hours, low job control, and work-life imbalance contribute to elevated work stress and poor mental health (Adejoh *et al.*, 2023). Poor mental health among employees is linked to several negative workplace outcomes, including absenteeism, presenteeism, and high turnover rates, all of which can be costly for organisations (de Oliveira *et al.*, 2023; Kumar, 2023). Additionally, psychological changes impacting mental health are significantly correlated with decreased employee performance, highlighting the need to address mental health issues to maintain productivity (Chellam and DivyaI, 2022).

Stress is a multifaceted concept that has evolved over time. Initially described as a state of imbalance, it is now widely recognised across various disciplines (Dorosh, 2023). Stress can be categorised into physical, psychological, psychosocial, and psycho-spiritual forms (Chaudhuri, 2022). Defined as a state of exaggerated tension resulting from excessive activity or responsibilities, stress can lead to both physical and psychological disorders (Rochette *et al.*, 2023). In public administration, stress is acknowledged as a critical issue that requires effective management to achieve positive outcomes (Arman *et al.*, 2023). Work-related stress can significantly affect individuals, leading to both physical and psychological difficulties and reducing overall productivity.

Stress management, mental health, and work-life balance are particularly critical for professionals in the construction industry. Numerous studies highlight the high prevalence of stress among construction workers and its significant impact on their mental well-being (Adah *et al.*, 2023; Rajamanikandan *et al.*, 2023; Sarhan *et al.*, 2023). Research consistently points to the negative effects of stress on mental health, work-life balance, and job satisfaction, indicating an urgent need for interventions (Saini and Bansal, 2023).

Implementing stress management techniques not only improves work-life balance but also boosts morale and overall well-being. This underscores the need for comprehensive mental health approaches in the construction sector. Understanding the complex interplay between stress, mental health, and work-life balance is essential to fostering a healthy and sustainable workforce (Avishek *et al.*, 2022; Chinvala and Battur, 2022; Saini and Bansal, 2023).

Factors such as resilience, career development, promotion opportunities, and evidence-based prevention and intervention programs contribute to better mental health outcomes in the workforce (Steinebach, 2022).

In Abuja, Nigeria, it is important to understand the unique challenges influencing stress management, health, and work-life balance among construction professionals in public service.

Studies have highlighted the importance of flexible work arrangements, leave policies, and career advancement opportunities in improving work quality and job satisfaction (Okolie *et al.*, 2023; Solihu *et al.*, 2023). However, significant challenges remain, including long working hours, lack of supportive organisational cultures, and irregular work schedules, all of which affect work-life balance in Nigeria (Ogomegbunam, 2023). In the construction sector specifically, heavy workloads, rigid work schedules, and organisational culture negatively impact employees' work-life balance, affecting job satisfaction and workplace dynamics (Adah *et al.*, 2023). Addressing these issues through appropriate work-life balance initiatives can enhance employee well-being and improve performance in both the public and private sectors of the Nigerian construction industry.

2.2 Sources of Stress among Construction Professionals in Public Service.

Sources of stress among construction professionals in public services include heavy workloads, tight timeframes, unstable working hours, bureaucracy, lack of support, discrimination, and work-life conflict (Manivannan *et al.*, 2022). According to Sarhan *et al.* (2023) Construction professionals in the public sector face heightened stress levels due to challenges like limited resources and political influences. Stress in the construction industry is a significant concern, with stressors impacting workers' mental health and safety performance. Moreover, factors like age, inappropriate safety equipment, high workload, and long working hours contribute to stress, anxiety, and fear among construction workers, potentially leading to occupational accidents and fatalities (Sarhan *et al.*, 2023). These findings underscore the critical need to address stressors, improve working conditions, and enhance mental health support to mitigate the impact of stress on construction professionals in Nigeria.

However, Public Service Motivation (PSM) plays a crucial role in moderating the relationship between work stressors and individual well-being, with higher levels of PSM aiding in better stress management (Bao and Zhong, 2021).

2.3 Work-Life Balance among Construction Professionals in Public Service.

Achieving a healthy work-life balance is crucial for construction professionals due to the negative impact of demanding work schedules on their well-being. Studies highlight various factors influencing work-life balance, such as organisational culture, heavy workloads, long hours, and inadequate safety measures (Adah *et al.*, 2023; Gómez-Salgado *et al.*, 2023). Maintaining a positive working environment and implementing work-life balance strategies have been shown to positively impact employees' motivation and productivity, ultimately reducing stress related to role conflict and ambiguity (Sirgy and Lee, 2023).

Assessing the work-life balance of construction professionals in public service in Abuja, Nigeria, various factors need consideration. Studies highlight key aspects affecting professionals in the construction industry. Issues such as skills gap, planning practices, mentoring, professional satisfaction, and service quality in consultancy impact work-life balance. The research emphasises the importance of skill development programs, transparent planning practices, effective mentoring relationships, and enhancing professional satisfaction to improve work-life balance (Aluko *et al.*, 2022; Aminu *et al.*, 2022).

Work-life balance is associated with counterproductive work behaviour, turnover intention, and overall organisational success, underscoring the importance of incorporating work-life balance practices in employee welfare programs. The study emphasises that work-life balance is essential for workers to maintain equilibrium in their work-life system, promoting well-being and productivity (Eniola, 2023). Work-life balance is crucial for various reasons, as highlighted in the research by (Sirgy and Lee, 2023).

2.3.1 Importance of work-life balance

Work-life balance is important for several reasons, based on the research by (Sirgy and Lee, 2023).

Work life-balance contributes to overall life satisfaction and well-being. When individuals can effectively manage their work and personal/family responsibilities, they experience less stress, better mental and physical health, and a greater sense of fulfilment.

It enhances job performance and productivity. Employees who have a healthy work-life balance tend to be more engaged, motivated, and focused on their work, which can lead to better job performance and increased productivity for the organisation.

It promotes employee retention and loyalty. Companies that support work-life balance initiatives are more likely to attract and retain talented employees, as these initiatives demonstrate a commitment to employee well-being and a positive work culture.

It fosters better relationships and personal life. With a balanced work-life, individuals have more time and energy to devote to their personal relationships, hobbies, and other aspects of their lives outside of work, which can lead to greater overall life satisfaction.

It contributes to societal well-being. When individuals can balance their work and personal lives effectively, it can have positive ripple effects on their families, communities, and society as a whole, as they are better able to contribute to and participate in various aspects of society.

2.4 Stress Management Strategies Employed by Construction Professionals.

Stress management encompasses techniques and interventions aimed at controlling and reducing stress levels to enhance overall well-being and functioning (Antoni *et al.*, 2023; Mendagudli *et al.*, 2021). Construction professionals in public service in Abuja, Nigeria, employ various stress management strategies. These strategies include problem-solving, emotion-based coping, and acceptance approaches (Adeyemi and Aigbavboa, 2022). Moreso, stress management techniques like delegating work, sharing burdens with colleagues, taking time off with family, and reducing overtime can help alleviate workplace stress and improve work-life balance (Massoud *et al.*, 2020). Coping mechanisms include exercise, social interactions, and vacations at a personal level, while organisational strategies involve improved communication and providing private space and holidays (Nwaogu and Chan, 2022).

Organisational support and policies play a crucial role in managing stress and promoting work-life balance among construction professionals in the public service sector. Studies highlight that work-related stressors like job demands, tight deadlines, and unstable working hours significantly impact work interference with personal life and vice versa (Manivannan *et al.*, 2022).

2.5 Methodology

This study adopted a quantitative research design using a questionnaire survey administered to construction professionals in public service in Abuja, the Federal Capital City. The target population comprised public servants in the Federal Ministry of Housing and Urban Development, the Ministry of Niger Delta, the Ministry of Defence, and the Ministry of Youth and Sports (Stadia Facility Unit), made up of construction professionals registered with various professional bodies—namely, the Nigerian Institute of Quantity Surveyors (NIQS), the Nigerian Institute of Architects (NIA), the Nigerian Society of Engineers (NSE), and the Nigerian Institute of Building (NIOB)—these are Quantity Surveyors, Architects, Engineers, and Builders within Abuja.

The significance of this location lies in its sizeable professional public service workforce of approximately 410 professionals. Of this number, 50% were selected as respondents. Data was collected through a self-administered questionnaire. A total of 202 questionnaires were distributed, and 200 were returned, representing a 99% response rate. All returned questionnaires were analysed.

The research methodology provided a structured approach to identifying the major sources of stress and assessing work-life balance among construction professionals in public service in Abuja, Nigeria. Furthermore, it examined the stress management strategies employed by public service professionals and their influence on work-life balance.

Respondents were purposively selected based on their work experience and knowledge of the civil service. Their years of experience were ranked according to length of service. A well-structured, closed-ended questionnaire was used, divided into two sections: Part A covered general demographic information, while Part B focused on the influence of stress management on work-life balance among construction professionals in public service. Data collected from the questionnaires was thoroughly analysed.

3.0 Results and Discussion

3.1 Background to the study

Table 1 presents the demographic characteristics of respondents. As regards the gender of the respondents, 84.0% are male and 6.0% are female. This aligns with the study of Naoum *et al.* (2020) where it was established that construction is a predominantly male-dominated industry, with women making up a small percentage of the workforce. As regards the professional background of the respondents, 29.0% were architects with a majority, followed by engineers with 27.5%, quantity surveyors with 25.0%, and builders with 18.0%, while others had a minority with 1.0%.

The major professions in the Nigerian construction industry are well represented. Regarding the membership status of the respondents, 94.0% were members, 4.0% were fellows, and the remaining individuals were associate members. In terms of years of experience, 44.5% of respondents have 11–15 years of working experience, 27.0% have 6–10 years of working experience, 22.5% have 16 years and above, and 6.0% have 1–5 years of working experience.

This implies that the respondents are well-equipped to provide valuable information for this research. As regards educational qualification, 42.5% have a bachelor degree, 4.5% have a Higher National Diploma (HND), 8.5% have a postgraduate diploma, 43.0% have a master degree, and 1.5% have a doctorate qualification. It was discovered that the respondents are sufficiently educated to provide meaningful information for this research. For the age group, 58.0% of the respondents were between 41 and 50 years old, 15.5% were between 31 and 40 years old, 7.5% were between 20 and 30 years old, and 19.0% were 51 years and older. This shows that almost all age groups are well represented. See Table 1 for demographic information.

Table 1: Demographic Information of the Respondents

Demographic Information	Variables	Frequency	Percentage
Gender	Male	167	84.0%
	Female	33	6.0%
	Total	200	100%
Profession	Architect	58	29.0%
	Builder	35	18.0%
	Quantity Surveyor	50	25.0%
	Engineer	55	27.5%
	Others	2	1.0%
	Total	200	100%
Membership	Fellow	7	4.0%
	Member	187	94.0%
	Associate	6	3.0%
	Total	200	100%
Experience	1-5years	12	6.0%
	6-10years	54	27.0%
	11-15years	89	44.5%
	16 and above	45	22.5%
	Total	200	100%
Educational qualifications	PhD	3	1.5%
	MSc/MTech	86	43.0%
	BSc/B.Tech	85	42.5%
	PGD	17	8.5%
	HND	9	4.5%
	Total	200	100%
Age	20-30	15	7.5%
	31-40	31	15.5%
	41-50	116	58.0%
	51 and above	38	19.0%
	Total	200	100

Source: Researcher's Survey (2024)

Results and Discussion: Table 1: Demographic Information of the Respondents

The result revealed that respondents are experience and knowledgeable on their profession's. It is worth knowing that the demographic shows details of respondent's professions, qualifications, age, gender and membership status including years of experience.

3.2 Major Sources of Stress Among Public Service Professionals

Findings from MIS analysis results on the major sources of stress among public service professionals are summarised in Table 2. Based on the existing knowledge on sources of stress among professionals, the respondents strongly agreed on two (2) major sources of stress, agreed on seven (7) sources of stress among public service professionals, and had a neutral opinion on one (1).

Table 2 reveals that heavy workloads (MIS = 4.56) and tight timeframes (MIS = 4.54) were ranked as the 1st and 2nd most strongly agreed upon by the respondents as the major sources of stress among public service professionals. This was followed by staff shortages (MIS = 4.39), which were ranked third, and lack of support (MIS = 4.26), which was ranked fourth. Furthermore, conflicting roles, bureaucracy, and discrimination were the major sources of stress among public service professionals, least agreed upon by the respondents, with an MIS of 4.09, 4.08, and 3.18, respectively, ranked 8th, 9th, and 10th. On average, the respondents agreed that

all ten identified variables were the major sources of stress among public service professionals in Abuja (MIS = 4.17). It is worth knowing that all identified sources of stress agree with the study (Manivannan *et al.*, 2022).

Table 2: Major Sources of Stress Among Public Service Professionals

S/N	Sources of Stress	MIS	Rank
1	Heavy workloads	4.56	1 st
2	Tight timeframes	4.54	2 nd
3	Staff shortages	4.39	3 rd
4	Lack of support	4.26	4 th
5	Poor planning	4.25	5 th
6	Work-life conflict	4.23	6 th
7	Job demands	4.15	7 th
8	Conflicting roles	4.09	8 th
9	Bureaucracy	4.08	9 th
10	Discrimination	3.15	10 th
	Average	4.17	

Source: Researcher's Survey (2024)

Results and Discussion Table 2: Major Sources of Stress Among Public Service Professionals

The result revealed that the respondents strongly agreed on two (2) major sources of stress; Heavy workloads and Tight time frame. Moreso, agreed on seven (7) sources of stress among public service professionals, and had a neutral opinion on one 'Discrimination' least MIS 3.15 ranked 10th.

It is worth knowing that all identified sources of stress agreed with the study (Manivannan *et al.*, 2022).

3.3 Stress Management Strategies Employed by Professionals in Public Service

Findings in Table 3 revealed that the Ten (10) strategies were very effectively employed by professionals in public service. Which was in accordance with the literature reviewed on stress management strategies employed by professionals. Study reveals that planned problem-solving (MIS = 4.46) and problem-solving (MIS = 4.45) were ranked as the first and second most effective stress management strategies employed by professionals in public service. This was followed by team dynamics (MIS = 4.43), which were ranked third, and resilience-building (MIS = 4.31), which was ranked fourth.

Furthermore, social support/interaction, emotion-focused coping mechanisms, and vacations/holidays were ranked as the least effective stress management strategies employed by professionals in public service, with MISs of 4.17, 4.09, and 4.04, respectively, ranked eighth, ninth, and tenth. On average, the identified stress management strategies employed by professionals in public service were very effective (MIS = 4.26). The identified stress management strategies agreed with (Adeyemi and Aigbavboa, 2022; Gómez-Salgado *et al.*, 2023).

Table 3: Stress Management Strategies Employed by Professionals in Public Service

S/N	Stress Management Strategies	MIS	Rank
1	Planful problem-solving	4.46	1 st
2	Problem-solving	4.45	2 nd
3	Team dynamics	4.43	3 rd
4	Resilience-building	4.31	4 th
5	Exercise	4.27	5 th
6	Positive reappraisal	4.22	6 th
7	Improved communication	4.21	7 th
8	Social support/Interaction	4.17	8 th
9	Emotional-focused coping mechanisms	4.09	9 th
10	Vacations/Holiday	4.04	10
	Average	4.26	

Source: Researcher's Survey (2024)

Results and Discussion Table 3: Stress Management Strategies Employed by Professionals in Public Service

The ten (10) stress management strategies employed by professionals in public service were very effectively, study reveals that planned problem-solving and problem-solving are the most effective stress management strategies employed by professionals in public service.

Vacations/holiday was ranked as the least effective stress management strategies employed by professionals in public service. This as result of the economic challenges, professionals use this vacation/holiday period to source for additional income or engaged in other activities.

On average, the ten identified stress management strategies employed by professionals in public service were very effective (MIS = 4.26).

The identified stress management strategies agreed with (Adeyemi and Aigbavboa, 2022 and Gómez-Salgado *et al.*, 2023).

3.4 Work-Life Balance Among Professionals in Public Service

Table 4 presents the results of the RII analysis on work-life balance among public service professionals. The findings revealed that the respondents agreed that professional satisfaction (RII = 0.89) and demanding roles both at work and at home (RII = 0.86) were ranked as the first and second most important work-life balance among professionals in public service, respectively.

This was followed by mentoring, organisational commitment, and service quality (RII = 0.85, 0.85, and 0.85), which were ranked third, respectively. The findings also revealed that the respondents agreed that work-life conflict among female professionals, mediating roles, and low job control (RII = 0.83, 0.82, and 0.81) ranked Eighth, Ninth, and Tenth, respectively, which were the least on Table 4.

On average, the respondents agreed that all ten statements on work-life balance among professionals in public service in Abuja are important (RII = 0.84). The study found agreement with the findings of (Aluko *et al.* (2022) and Aminu *et al.* (2022)).

Table 4: Assess Work-Life Balance Among Professionals in Public Service

S/N	Assess Work Life- Balance	RII	Rank
1	Professional satisfaction	0.89	1 st
2	Demanding roles both at work and at home	0.86	2 nd
3	Mentoring	0.85	3 rd
4	Organisational commitment	0.85	3 rd
5	Service quality	0.85	3 rd
6	Planning practices	0.84	6 th
7	Skills gap	0.84	6 th
8	Work-life conflict among female professionals	0.83	8 th
9	Mediating role	0.82	9 th
10	Low job control	0.81	10 th
	Average	0.84	

Source: Researcher Surveys 2024

Results and Discussion Table 4: Work-Life Balance Among Professionals in Public Service

The findings revealed that the respondents agreed that professional satisfaction (RII = 0.89) and demanding roles both at work and at home (RII = 0.86) are the most important work-life balance among professionals in public service, respectively. Excessive demands roles at work and home can affects professionals but this can be mitigated by stress management and engaging work-life balance policy.

Moreso, findings revealed that the respondents agreed that work-life conflict among female professionals, mediating roles, and low job control (RII = 0.83, 0.82, and 0.81) were the least assessing factors on work-life balance. Female professionals have work-life imbalance which affect their work and family life.

On average, the respondents agreed that all ten statements on work-life balance among professionals in public service in Abuja are important (RII = 0.84).

The study found agreement with the findings of Aluko *et al.*, (2022) and Aminu *et al.*, (2022).

3.5 Stress Management Strategies Influence on the Work-Life Balance Among Professionals in Public Service

Table 5 presents the ten (10) Spearman Rank (rho) correlation analyses was undertaken. Correlation Analysis 1 – 10 were used to evaluate Stress Management Strategies influence on the Work-Life Balance among Professionals in Public Service. The results of the Spearman Rank correlation analysis are presented in table below.

It was revealed that all the stress management strategies (Correlation Analyses 1, 2, 3, 4, 5, 6, 7, 8, 9 and 10) have a positive influence and significant relationship with work-life balance among professionals in public service. The correlation coefficient (r) value observed from the analyses ranged from 0.211** to 0.765**. This shows that the strength of the correlation between logistics management activities and construction professionals' performance ranged between weak and strong. Hence, there is a range of small and medium

correlations between the variables in each of the analyses concerned, the observed probability (p) values ranged from 0.000 to 0.003, which were all less than the study's level of significance of 0.01. These indicate that each of these stress management strategies has a significant influence relationship with work-life balance among professionals in the public service. Hence, the null hypothesis is hereby rejected, while the alternative hypothesis is accepted.

Table 5: Examine Stress Management Strategies Influence on the Work Life-Balance Among Professionals in Public Service

Correlation Analysis No.	Variables		Observations		P _{value}	Inferences Strength of Relationship	Remarks
	X ₁ (Stress Mgmt)	X ₂ (Work-Life Bal)	r	LOS			
1	Organisational support	Work Life-Balance Among Professionals in Public Service	0.765**	0.01	0.000	Strong	SS
2	Ensure living wages	Work Life-Balance Among Professionals in Public Service	0.533**	0.01	0.000	Slightly Strong	SS
3	Delegating work	Work Life-Balance Among Professionals in Public Service	0.482**	0.01	0.000	Slightly Strong	SS
4	Maintaining a positive working environment	Work Life-Balance Among Professionals in Public Service	0.346**	0.01	0.000	Weak	SS
5	Charismatic leadership	Work Life-Balance Among Professionals in Public Service	0.432**	0.01	0.000	Weak	SS
6	Counselling units	Work Life-Balance Among Professionals in Public Service	0.306**	0.01	0.000	Weak	SS
7	Taking time off with family	Work Life-Balance Among Professionals in Public Service	0.211**	0.01	0.003	Weak	SS
8	Segmenting roles	Work Life-Balance Among Professionals	0.415**	0.01	0.000	Weak	SS

Correlation Analysis No.	Variables		Observations		P _{value}	Inferences Strength of Relationship	Remarks
	X ₁ (Stress Mgmt)	X ₂ (Work-Life Bal)	<i>r</i>	LOS			
9	Policies	in Public Service Work Life-Balance Among Professionals in Public Service	0.219**	0.01	0.000	Weak	SS
10	Applying a whole-life perspective in decision-making	Work Life-Balance Among Professionals in Public Service	0.351**	0.01	0.000	Weak	SS

KEY:

SS = Statistically Significant

NS = Not Significant

r = Correlation Coefficient

LOS = **. Correlation is significant at the 0.01 level (2-tailed).

P_{value} = Calculated Probability Value**Source: Researcher's Survey (2024).****Results and Discussion Table 5: Examine Stress Management Strategies Influence on the Work Life-Balance Among Professionals in Public Service**

Ten (10) Spearman Rank (rho) correlation analyses were undertaken, Correlation Analysis 1 – 10 were used to determine the influence on the Work-Life Balance among Professionals in Public Service. The result revealed that all the stress management strategies (Correlation Analyses 1, 2, 3, 4, 5, 6, 7, 8, 9 and 10) have a positive and significant influence with work-life balance among professionals in public service. The correlation coefficient (*r*) value observed from the analyses ranged from 0.211** to 0.765**. This shows that the strength of the correlation ranged between weak and strong, each of the identified Stress Management Strategies have influence on the Work-Life Balance among Professionals in Public Service.

Hence, there is a range of small and medium correlations between the variables in each of the analyses concerned. The observed probability (*p*) values ranged from 0.000 to 0.003, which were all less than the study's level of significance of 0.01.

4.0 Conclusion

It was concluded that stress management have a positive and significant influence on the work-life balance among professionals in public service.

Respondents agreed that professional satisfaction and demanding roles both at work and at home as the first and second most important work-life balance among professionals in public service, respectively.

Planned problem-solving and problem-solving were ranked as most effective stress management strategies employed by professionals in public service.

Stress management strategies influence on the work-life balance is crucial among construction professionals in public service in Abuja, Nigeria, due to the identified sources of stress factors, negative impact of work imbalance, and the high prevalence of mental health issues in the construction industry globally.

Recommendations

It was recommended that to achieve a healthy work-life balance amongst construction professionals, identified sources of stress factors have to be mitigated through stress management strategies, construction industry should organise workshops and seminars on stress management and coping strategies for their employees.

Construction industry and organisation management should ensure that tasks are assigned to appropriate team members to reduce individual workloads, government policy makers should aim to formulate and adopt

appropriate work-life balance policies document, considering their social and institutional context for creating sustainable employees in Nigerian; public sector public service in Abuja, Nigeria.

Contribution to Knowledge

The study has made following significant contributions to the body of knowledge:

The study identified heavy workloads as the major sources of stress among construction professionals in public services.

The study revealed that professional satisfaction is significant factor used to assess the work-life balance among construction professionals in the public service.

The study identified planned problem-solving as a stress management strategy employed by construction professionals in public service.

The findings reveal that stress management strategies have significant influence on work-life balance among construction professionals in the public service.

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