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REMOTE WORK PRACTICES AND EMPLOYEE WORK-LIFE BALANCE IN THE OIL AND GAS FIRMS IN RIVERS STATE

By

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Abstract

The study investigates the association between remote work practices and employee work-life balance in the oil and gas firms in Rivers States. The accessible population comprises 485 employees of 5 Oil and gas firms, within Rivers State. The sample size of 214 was determined Krejcie Morgan (1970) table. The primary data was obtained using a well-structured questionnaire. Findings from the data analysis revealed that remote work practices dimensions positively influence employee work life balance. Furthermore, the study conclude that remote work practices dimensions positively influences work life balance of oil and gas firms in Rivers State. The study recommends that the oil firms should offer flexible work schedules and invest in strong technology and support services. These steps will help employees balance their time and mental health, which will help them manage their work and personal lives.

Keywords: Remote Work Practices, Work Flexibility, Technological Support, Employee Work-Life Balance, Time Balance, Psychological Well-Being.

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1.0 Introduction

Many oil and gas workers in Rivers State are still 'on' when the rig lights go out and the river traffic slows down. They are fielding late-night calls, coming back from offshore hitches or getting ready for the next shutdown. In an industry with long shifts, dangerous worksites, and demand that goes up and down, work-life balance (WLB) is not a reward; it is a must for safety and performance. Studies from around the world and in Nigeria show that when companies intentionally make their work flexible—by changing the schedule, offering hybrid options for non-critical roles, and managing psychosocial risks—employee well-being, commitment, and productivity all go up at the same time (Asare et al., 2021; D'Antoine et al., 2023).

The oil and gas work patterns put unique stress on families and communities, making WLB even more important. Rotation and offshore arrangements are regularly associated with sleep disruption, exhaustion, anxiety, and mood problems, which subsequently compromise safety culture and operational reliability (Asare et al., 2021). Qualitative evidence from offshore platforms underscores how cramped accommodations, unreliable connectivity, extended 12-hour shifts, and a "fear/blame" culture exacerbate stress, suggesting that work-life balance (WLB) in this sector must encompass psychosocial safety—predictable schedules, sufficient rest, respectful supervision, and access to mental health resources (D'Antoine et al., 2023). These results are consistent with post-pandemic evaluations indicating that well-managed schedules and supportive leadership mitigate burnout and enhance compliance with safety protocols (Asare et al., 2021; D'Antoine et al., 2023).

Leaders in oil and gas companies have a clear goal: to improve WLB by design, not by exception. Such an objective could be achieved through roster predictability, fatigue risk management, and psychosocial safety for field staff; for non-field roles, hybrid options with clear boundary norms, technology support, and outcome-based performance management (Asare et al., 2021; D'Antoine et al., 2023; Josiah-Hart & Worlu, 2023; Alikornwo et al., 2024). When combined with training for managers and making sure that employees take restorative leave, these approaches lead to more dedication and steadier productivity, even when demand shocks and turnaround spikes happen (Georgewill, 2023; Isaiah et al., 2022). In an industry where every minute counts and mistakes can be costly, working around life isn't a surrender; it's an edge over the competition.

Georgewill (2023) revealed that WLB significantly and positively impacted affective, normative, and continuation commitment, highlighting that flexibility and recovery time are not only "HR issues" but crucial levers for retention and discretionary effort.Isaiah et al. (2022) also emphasise pragmatic strategies—flexible scheduling, leave enforcement, and supervisory support—to mitigate work–family conflict and enhance performance stability within energy organisations. As companies formalise their post-COVID work design, studies in specific industries show that hybrid work-location models (for jobs that can be done remotely) make Nigerian oil and gas operations more responsive and improve job performance (Josiah-Hart & Worlu, 2023). Additionally, they enhance the flexibility of indigenous operators (Alikornwo et al., 2024).

Since 2020, remote and hybrid practices have gone from being quick remedies to planned ways to manage people. This has changed how workers in oil and gas companies balance their demanding jobs with their family and community lives. Evidence from around the world demonstrates that remote and hybrid work can increase productivity or at least not hinder it, while also lowering unit non-labor expenses. However, the impacts depend on the type of

task, the technology used, and the way management works (Pabilonia & Redmond, 2024; Singh et al., 2023). In Nigeria's oil and gas industry, where offshore rotations and safety-critical on-site work meet back-office and technical roles that can be done from anywhere, this change raises an important question: how do remote work practices affect employees' work-life balance without hurting the reliability of operations?

Alikornwo et al., (2024) found strong positive correlations between hybrid work arrangements and measures of organisational agility, such as flexibility and response speed. This shows that structured remote days and split-week schedules can work with fast operational decision-making In addition, evidence from administrative staff at major oil and gas companies in Rivers State shows that there are strong positive links between hybrid work location and job performance indicators. This supports the idea that carefully designed hybrid models can work in this field (Josiah-Hart & Worlu, 2023). These findings indicate that remote and hybrid practices serve as an adjustable lever for enterprises, rather than a binary switch, to reconcile performance requirements with human needs.

Several studies have investigated remote work practices and work-life balances. For example, Georgewill (2023) asserts that a flexible scheduling policy, controlled after-hours communication, and planned hybrid rosters can help keep the workforce stable. Singh et al. (2023) support this assertion. Telework is associated with an improved work–nonwork balance and reduced stress when autonomy, support, and boundary control are established—conditions that managers can intentionally cultivate. Pabilonia & Redmond (2024) assert that companies may get the most out of remote work when they set clear rules, provide the right digital tools, and plan ahead. Alikornwo et al. (2024) and Josiah-Hart & Worlu suggest that organisations with hybrid models need to be structured, with things like weekly split schedules and set remote days, to keep responsiveness high while making commuting easier on families. Despite these studies, there is a dearth of empirical research on remote work practices and employee work-life balance in Rivers State; hence, his study seeks to fill this gap.

1.1 Statement of the Problem

Workers in Rivers State's oil and gas industry have a hard time finding a balance between work and life (WLB) because of their rigorous schedules, extended rotations, and the high-pressure culture of the industry. Research indicates that employees in indigenous oil-servicing firms experience significant work-life balance challenges that impact their job dedication and create tension in familial relationships (Georgewill, 2023). Likewise, WLB issues have been associated with diminished job satisfaction throughout the sector, indicating that the issue is systemic rather than confined to a select number of organisations (Uchenna, 2024).

Poor WLB can have serious effects on health and safety. Studies indicate that rotating personnel, prevalent in offshore and field operations, frequently suffer from sleep disruptions, exhaustion, anxiety, and psychological stressors that undermine well-being and safety performance (Asare et al., 2021; D'Antoine et al., 2023). When employees are tired, they are more likely to make mistakes, not follow safety rules, and lose interest in their work. This raises operational risks and business costs, especially when experienced personnel depart or cut back their hours (Texas A&M ACELAB, 2024). Companies have started wellness and fatigue-management programs, but these mostly deal with symptoms without changing how work is done, what roles people are expected to play, or how flexible their schedules are. So, work-family friction and tiredness continue.

Even though more people are aware of these problems, there isn't much research on how remote or hybrid work arrangements might help with WLB issues in Rivers State's oil and gas business. Global research indicates that structured hybrid models, boundary-setting policies, and outcome-oriented performance management can improve employee recuperation and productivity (Pabilonia & Redmond, 2024); but local data is limited. Research by Rivers suggests that hybrid frameworks may enhance organisational agility (Josiah-Hart & Worlu, 2023; Alikornwo et al., 2024); nevertheless, their particular impact on work-life balance in the oil and gas sector remains inadequately researched. This study aims to address this deficiency by assessing the influence of remote work methodologies—specifically hybrid location frameworks and safeguarded "no-after-hours" policies—on the work-life balance of employees at oil and gas businesses in Rivers State. The study offers evidence-based insights for promoting sustainable workforce practices in a sector vital to Nigeria's economy by analysing the impact of these arrangements on work-family conflict, employee recovery, and operational reliability.

1.2 Aim and Objectives of the Study

The aim of this study is to examine the relationship between remote work practices and employee work-life balance Oil and gas firms in Rivers State. The specific objectives are to;

i. Examine the relationship between work flexibility and time balance of the oil and gas firms in Rivers State.
ii. Determine the relationship between work flexibility and psychological well-being of the oil and gas firms in Rivers State.
iii. Examine the relationship between technological support and time balance of the oil and gas firms in Rivers State.
iv. Determine the relationship between technological support and psychological well-being of the oil and gas firms in Rivers State.

1.3 Research Questions

The following research questions were given in the study;

i. What is the relationship between work flexibility and time balance of the oil and gas firms in Rivers State?
ii. How does work flexibility relate with psychological well-being of the oil and gas firms in Rivers State?
iii. How does technological support relate with time balance of the oil and gas firms in Rivers State?
iv. What is the relationship between technological support and psychological well-being of the oil and gas firms in Rivers State?

1.4 Research Hypotheses

The following research hypotheses were stated and tested in this study;

H_{o1}: There is no significant relationship between Work flexibility and time balance of the oil and gas firms in Rivers State.

H_{o2}: There is no significant relationship between Work flexibility and psychological well-being of the oil and gas firms in Rivers State.

H_{o3}: There is no significant relationship between technological support and time balance of the oil and gas firms in Rivers Sta.

H_{o4}: There is no significant relationship between technological support and psychological well-being of the oil and gas firms in Rivers State

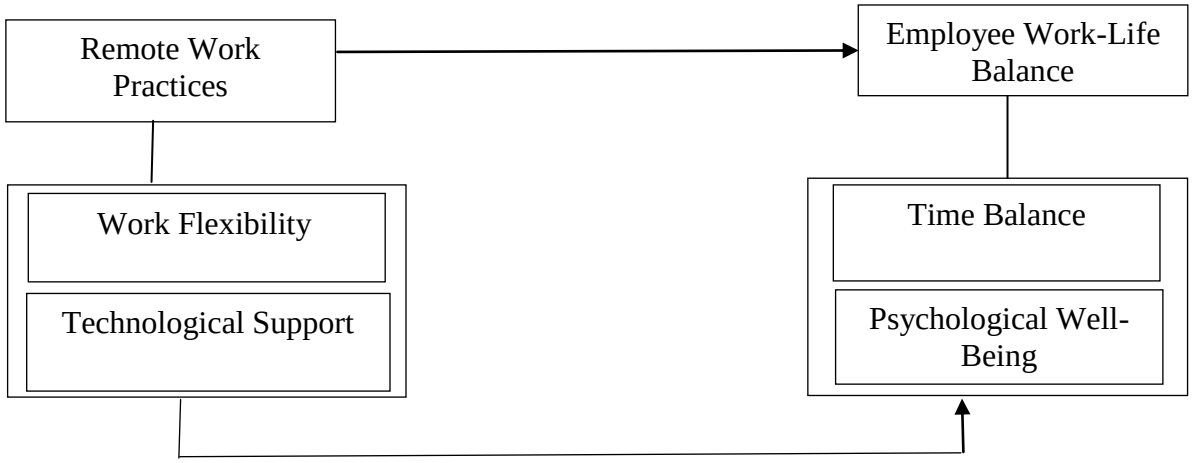


Figure 1: A conceptual framework showing the relationship between remote work practices and employee work-life balance oil and gas firms in Rivers State
Source: Adapted from Gajendran and Harrison (2007) and Allen, Golden, and Shockley (2015).

2.0 Review of Related Literature

2.1 Conceptual Review

Remote Work Practices
Remote work practices are ways that companies let their employees do their jobs outside of the office, usually with the use of digital tools like video conferencing, cloud systems, and collaboration platforms. Depending on the type of job and the rules of the company, these practices could include full telecommuting, hybrid models, or occasional remote days. The major goal is to make things more flexible, lower the stress of commuting, and boost productivity while still staying in touch with co-workers and company goals (Onuegbu et al., 2022).

Due to changes in technology and the expectations of workers, remote work has become an important part of organisational strategy in recent years. Remote work, when done right, gives employees more freedom, boosts productivity, and helps keep employees (Emmanuel, 2024). However, maximise its efficiency, problems like isolation, blurring work-life boundaries, and reliance on technology must be carefully dealt with. So, to make sure that remote work is good for both individuals and businesses, it's important to have good policies and adapt to different cultures.

Work Flexibility
Work flexibility means that employees can change when, where, and how they work to better meet their personal and professional needs. This could include working from home, flexible hours, or sharing a job. Work flexibility recognises that employees have different demands, which makes the workplace more adaptive and responsive than traditional strict timetables. Its main idea is to give workers more control over their work schedules, which can lead to higher levels of satisfaction, commitment, and performance (Ikwor & Chikwe, 2025). Work flexibility has become more important in modern businesses because it fits with changing demographics and the goal of better work-life balance. Udokwu et al. (2023) demonstrated that flexibility leads to decreased absenteeism, enhanced motivation, and greater adaptation

in dynamic business contexts. Organisations that make flexibility a part of their culture generally see higher employee engagement and resilience, even if it's not a one-size-fits-all answer. So, in today's global and knowledge-based economy, work flexibility is becoming more and more important to get ahead of the competition.

Technological Support

Technological assistance means giving employees the digital tools, infrastructure, and resources they need to do their jobs well, especially when they work from home or have flexible hours. This includes things like cloud storage, enterprise systems, IT helpdesk services, and secure communication platforms. The purpose of technology assistance is to make it easier for people to do their jobs by making sure that everyone can connect and work together in real time, no matter where they are (Odunayo & Fagbemide, 2024). In the age of digital transformation, businesses need technology help to be successful. A strong infrastructure boosts productivity makes it easier to come up with new ideas and keeps a competitive edge. Inadequate technology support, however, can lead to inefficiency, irritation, and poor staff morale. Companies that spend money on strong technology systems not only make their operations more efficient, but they also make their employees more confident in working from home or in a hybrid setting (Udokwu et al., 2023). So, technical support is no longer an option; it is now a must-have for managing a sustainable staff.

Employee Work-Life Balance

Work-life balance (WLB) means that people can handle the demands of their jobs while also taking care of their personal and family duties. It stresses the need to keep a balance between work and non-work life in order to protect health, relationships, and general happiness. A balanced work-life strategy acknowledges that excessive focus on one area can result in stress, burnout, and diminished productivity (Olanipekun et al., 2023). WLB has become an important way to monitor the health of an organisation and the well-being of its employees around the world. Babarinde, Ocholi, & Adekunle, 2024 suggested that personnel possessing superior balance exhibit enhanced job satisfaction, loyalty, and less turnover. On the other hand, bad balance might make you tired, make mistakes, and lose interest Organisations today know that promoting WLB through flexible schedules, health initiatives, and equitable workload sharing is the best way to keep their workers productive and strong. So, WLB is not just a personal issue, but also a strategic issue for the organisation.

Time Balance

Time balance means using and allocating time wisely between business and personal life so that neither one takes up too much of the other's time. It stresses the importance of planning work hours, breaks, and family or leisure time so that people don't have too many roles to play. A good work-life balance gives people enough time to rest and recover, which is important for keeping their energy, focus, and long-term productivity (Microsoft Work Trend Index, 2025).

Digital connectivity and the expectation of always being available, on the other hand, sometimes blur the lines of time in modern workplaces. If management isn't done right, employees could end up with the "infinite workday," when their personal time is taken up by work. To have a good balance of time, you need both organisational rules, like "no-after-hours" rules, and personal tactics, such time-blocking and setting limits. When achieved, time balance not only boosts well-being but also improves organisational efficiency by reducing errors and fostering sustainable work rhythms (Tilman et al., 2022).

Psychological Well-Being

Psychological well-being is the state of a person's mental health, which includes things like how stressed they are, how well they handle emotions, how happy they are at work, and how happy they are with their life. It shows how optimistic, engaged, and able individuals feel about meeting both work and personal responsibilities. High levels of psychological well-being correlate with motivation, innovation, and enduring organisational commitment, while low levels frequently result in burnout, disengagement, and absenteeism (Mazzetti et al., 2023). Psychological well-being has been a focal point in contemporary workplaces as organisations increasingly acknowledge mental health as integral to success. If not managed well, remote and flexible work arrangements might make people more likely to feel alone, stressed, and techno stressed. On the other hand, environments that are supportive and give people freedom, peer support, and mental health services make them more mentally strong (Babarinde et al., 2024). So, companies that care about their employees' mental health not only protect them, but they also encourage long-term productivity and new ideas.

2.2 Work-Family Border Theory

Clark (2000) propose the work-family border theory, which elucidates how individuals navigate and regulate the demarcations between their professional and personal spheres. The theory asserts that individuals traverse boundaries daily between the spheres of work and family, with the degree of flexibility and permeability of these boundaries influencing the extent of work-life balance attained. When people work from home, flexible schedules and supportive company rules enable them combine or separate their duties in a way that lowers work-family friction and improves mental health. So, the theory is quite useful for looking into remote work practices, time balance, and employee well-being in oil and gas companies in Rivers State, where strict schedules and high job demands often make it hard to separate work from personal life.

2.3 Empirical Review

Alikornwo et al. (2024) investigated the impact of hybrid work patterns, including flexible schedules and week-by-week arrangements, on organisational agility across indigenous oil and gas companies in Rivers State. The study included 10 companies, and a census of 40 managers (four from each company) was taken. The study utilised structured questionnaires and Pearson correlation analysis, demonstrating a robust positive link between hybrid work patterns and agility metrics, such as flexibility and responsiveness. Although the findings demonstrate a significant correlation between hybrid work and agility, the study did not investigate employee-level outcomes such as work–life balance or psychological well-being. Furthermore, its emphasis on managers omitted the viewpoints of non-managerial staff, who frequently encounter scheduling difficulties more directly.

Likewise, Wilson-Amadi et al. (2024) examined the impact of work–life balance (WLB) initiatives—namely job autonomy, telework, work-family enrichment, and supervisor support—on employee performance at deposit money institutions in Rivers State. The study employed a survey design utilising purposive sampling, disseminating 371 questionnaires, of which 359 were returned as valid responses. The results showed that WLB programs made employees more committed, more creative, and less likely to leave their jobs, although locus of control had an effect on these results. The study was confined to the banking sector and utilised solely self-reported survey data, raising enquiries over the implementation of structured hybrid or remote schedules in other industries, such as oil and gas, where physical presence and safety requirements are paramount.

Bloom et al., (2024) carried out a six-month randomised controlled experiment at Trip.com in China to assess the causal impacts of hybrid work within a broader framework. A total of 1,612 employees were randomly assigned to either a hybrid schedule (working from home two days a week) or a full in-office schedule based on their birth date. The study used performance reviews, promotion statistics, retention rates, and productivity indicators like lines of code for engineers to show that hybrid employment cut quit rates by a third and made people happier at work without hurting their performance or chances of getting a better job. The study was conducted in the tech-services sector, which restricts its direct relevance to Nigerian oil and gas support positions. Additionally, it did not directly evaluate outcomes such as work–life balance or weariness, which are essential in high-demand sectors.

Kang et al. (2025) examined the effects of rotating shift work on fatigue levels among offshore oil and gas workers in the Gulf of Mexico. The study monitored 70 employees across two platforms, assessing sleep quality, psychomotor vigilance, and fatigue levels over a period of seven days. The results indicated that forward day-to-night rotations markedly heightened drowsiness, diminished sleep efficiency, and prolonged reaction times in contrast to fixed day shifts, but backward rotations decreased sleep duration for fixed night workers. These results highlight the health and safety hazards linked to offshore shift work. The study did not examine how organisational interventions—like hybrid work models for onshore personnel or flexible boundary policies—could alleviate fatigue-related issues in various contexts, including the Nigerian oil and gas sector.

3.0 Methodology

The cross-sectional survey was used in this study. The accessible populations comprise of 485 employees of 5 Oil and gas firms, within Rivers State. A sample of 214 was derived using Krejcie and Morgan (1970) table. The primary data was obtained using a well-structured questionnaire. The independent variable, remote work practices, was operationalized using two dimensions: work flexibility and technological support. Each construct was measured with a set of five items. For instance, work flexibility was assessed with five items (e.g., “My job allows me to adjust my work schedule to suit personal needs”). Similarly, technological support was measured with five items (e.g., “My organization provides adequate digital tools to support remote work”).The criterion variable, employee work-life balance, was measured using two dimensions: time balance and psychological well-being. Time balance was assessed with five items (e.g., “I am able to allocate sufficient time to both work and family responsibilities”). Psychological well-being was also measured with five items (e.g., “Remote work reduces my level of work-related stress”). Face and content validity were used to determine the validity of the instrument used in this investigation. The reliability was determined using Cronbach's Alpha. The Cronbach's Alpha reliability level of 0.7 was used in the investigation. Values above 7.0 are considered composite reliable. Spearman’s rank correlation analyses were used for the analysis.

4.0 Results and Discussion

217 questionnaires were distributed, but only 198(92.5%) copies were returned, and this constitutes the valid questionnaire. The hypotheses test is undertaken at a 95.5% confidence interval and the decision rule is stated below.

Where $P < 0.05$ = Reject the null hypotheses

Where $P > 0.05$ = Accept the null hypotheses

Table 1: Correlations Between Work Flexibility and Dimensions of Employee Work-Life Balance

			Work Flexibility	Time Balance	Psychological Well-Being
Spearman's Rho	Work Flexibility	Correlation Coefficient	1.000	.822**	.835**
		Sig. (2-tailed)	.	.000	.000
		N	198	198	198
	Time Balance	Correlation Coefficient	.822**	1.000	.815**
		Sig. (2-tailed)	.000	.	.000
		N	198	198	198
	Psychological Well-Being	Correlation Coefficient	.835**	.815**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	198	198	198

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

Source: SPSS Output, 2025.

Work Flexibility and Time Balance: As shown in table 1, the Spearman's rho value is 0.822 (p = 0.000), which is less than the significance threshold of 0.05. The coefficient of determination (r^2) is 0.676, indicating that approximately 67.6% of the variation in time balance can be explained by work flexibility. Based on these results, the null hypothesis (Ho_1) is rejected, and the alternative hypothesis (Ha_1) is accepted. This indicates a significant and positive relationship between work flexibility and time balance.

Work Flexibility and Psychological Well-Being: Table 1 reveals a Spearman's rho value of 0.835 (p = 0.000), which is also below the alpha level of 0.05. The r^2 value of 0.697 suggests that 69.7% of the variance in psychological well-being is attributable to work flexibility. Consequently, the null hypothesis (Ho_2) is rejected in favour of the alternative hypothesis. This confirms a strong and positive relationship between Work flexibility and psychological well-being.

Table 2: Correlations between Technological Support and the Dimension of Employee Work-Life Balance

			Technological Support	Time Balance	Psychological Well-Being
Spearman's rho	Technological Support	Correlation Coefficient	1.000	.810**	.805**
		Sig. (2-tailed)	.	.000	.000
		N	198	198	198
	Time Balance	Correlation Coefficient	.810**	1.000	.790**
		Sig. (2-tailed)	.000	.	.000
		N	198	198	198
	Psychological Well-Being	Correlation Coefficient	.805**	.790**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	198	198	198

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

Source: SPSS Output, 2025.

Technological Support and Time Balance: According to table 2, the Spearman's rho value is 0.810 (p = 0.000), which is below the significance level of 0.05. The coefficient of determination (r^2) is 0.656, indicating that 65.6% of the variation in time balance is explained by technological support. Given this result, the null hypothesis (Ho_3) is rejected, and the alternative hypothesis (Ha_3) is accepted. This demonstrates a strong and significant positive relationship between technological support and time balance.

Technological Support and Psychological Well-Being: As shown in table 2, the Spearman's rho value is 0.805 (p = 0.000), which is less than the 0.05 significance level. The r^2 value is 0.648 indicating that technological support accounts for 64.8% of the variation in psychological well-being. Based on this evidence, the null hypothesis (Ho_4) is rejected in favour of the alternative hypothesis. This suggests that there is a strong significant and positive relationship between

Discussion of findings

Hypothesis One (Ho_1): *There is no significant relationship between work flexibility and time balance.*

The findings demonstrated a robust and positive correlation between work flexibility and time balance, shown by a Spearman's rho of 0.822 (p = 0.000). The null hypothesis was rejected in favour of the alternative because the p-value is less than 0.05. This means that flexible work arrangements make it much easier for employees to balance their work and personal lives. The finding is in line with what Allen et al. (2021) said: that giving employees flexibility in their schedules helps them balance their tasks better. It also backs up the Job Demands-Resources (JD-R) model (Demerouti et al., 2001), which says that things like flexible work options can help reduce stress at work and make it easier to balance work and personal life.

Hypothesis Two (Ho_2): *There is no significant relationship between work flexibility and psychological well-being.*

The research revealed a Spearman's rho value of 0.835 (p = 0.000), indicating a robust positive association between work flexibility and psychological well-being. So, the null hypothesis was thrown out. This research indicates that employees with flexible work arrangements encounter less stress and enhanced emotional well-being. This result supports Bloom (2022), who discovered that flexible work schedules improve employee well-being by alleviating role conflict. It also aligns with Greenhaus and Beutell's (1985) Work-Family Conflict Theory, which asserts that flexible arrangements mitigate interference between work and family roles, therefore safeguarding psychological well-being.

Hypothesis Three (Ho_3): There is no significant relationship between technological support and time balance.

The results show a strong positive link between technical support and time balance, with Spearman's rho being 0.810 (p = 0.000). The null hypothesis was dismissed. This means that having access to useful technology helps workers manage their time better at work and in their personal lives. This support Wang et al. (2021) said about how important technology is for balancing work and personal life. Technology is an important tool that helps remote workers balance their time by cutting down on delays and making things go more smoothly.

Hypothesis Four (H_{O4}): There is no significant relationship between technological support and psychological well-being.

The findings revealed a Spearman's rho of 0.805 ($p = 0.000$), signifying a robust and significant positive correlation between technical support and psychological well-being. Consequently, the null hypothesis was rejected. This shows that employees with enough digital tools are less likely to feel stressed or frustrated when they work from home, which is good for their mental health. These findings align with Wang et al. (2021), who contended that digital support alleviates job strain and improves well-being. The result also fits with the JD-R model, which says that the resources an organisation gives its employees help them deal with work demands, which in turn improves their mental health.

5.0 Conclusion

This study examined the influence of remote work practices—specifically work flexibility and technological support—on employee work-life balance in selected oil and gas firms in Rivers State. The results from the hypotheses tests demonstrated that both dimensions of remote work practices significantly and positively affect the two key dimensions of work-life balance, namely time balance and psychological well-being. Work flexibility was shown to improve employees' ability to allocate time between work and personal responsibilities, while also enhancing their mental and emotional health. Similarly, technological support was found to provide employees with the tools and resources needed to manage their tasks effectively, thereby reducing stress and promoting well-being. Overall, the findings affirm that remote work practices serve as critical organizational resources that promote work-life balance by reducing role conflict and enhancing employee satisfaction. These results are consistent with theoretical perspectives such as the work-family conflict theory and the job demands-resources model, which emphasize the importance of resources in mitigating job stressors and supporting employee outcomes. In practical terms, the study underscores the need for oil and gas firms, and organizations generally, to prioritize flexible work arrangements and invest in robust technological infrastructure to support remote work. By doing so, they can foster healthier, more balanced, and more productive employees.

6.0 Recommendations

1. The oil and gas companies should let their workers choose flexible work hours and the ability to work from home so they may combine their employment with their family and personal responsibilities. This will assist in cutting down on conflicts that come up because of time and boost productivity.

2. Companies should allow employees more freedom and flexibility in their work hours. Companies can lessen stress levels and improve employees' overall mental health by giving them greater autonomy over when and how they work. They can also combine wellness programs with flexible work schedules to improve mental health.

3. Oil and gas companies should put money into solid technology infrastructure, such as fast internet, safe communication tools, and digital tools that let people work together.

4. Employers should always give their workers access to the latest digital tools and quick IT help to reduce the stress that comes with tech problems at work. There should also be training programs to help employees feel more comfortable utilising remote workplace technologies, which will improve their mental health and well-being.

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