

IMPACT OF LEAVE POLICY ON THE EFFICIENCY OF CIVIL SERVANTS IN NIGERIA

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Abstract

The study examined the effect of annual leave utilization on the productive work habit of civil servants in Kwara State. Survey design was used for the study. The population for the study is 276 officers who are responsible for job scheduling, job assignment and performance appraisal of all civil servants working in the nineteen (19) ministries and four (4) departments of the Kwara State Government. Census of 276 respondents was adopted as the sample size for the study. Structured questionnaire was used as instrument of data collection. Descriptive and inferential statistics were employed as the method of data analysis. The result showed that the variability change in productive work habit of a civil servant is accounted for by the factor of leave policy. The study concluded that annual leave utilization has significant effect on the productive work habit of civil servants in Kwara State. It is therefore recommended that annual leave should be granted compulsory for all grade levels and enforced by the government without an option for civil servants to earn accrued leave balance.

Keywords: Annual Leave, Civil Servants, Social Wellness, Work Habit, Workers' Efficiency

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1. Introduction

One of the trending issues in Human Resource Management that is receiving global attention is the concept of wellness activities. Wellness activities are situated in the heart of employer's care for the wellbeing of their employees as a prerequisite for engendering an employee that is highly efficient and beneficial to the organization. Wellness activities involve the totality of physical, emotional, social, intellectual, spiritual and occupational wellbeing of an employee (Bhatia, 2009). However, social wellness activity has received global attention which is very critical to the efficiency and wellbeing of an employee.

Social wellness involves a totality of activities that present an employee as lively, relaxed, and courteous and customer friendly. Both private and public organizations lay so much emphasis on all the variables of social wellness activities because of the human relation aspect that they represent. One of the variables of the social wellness that has thrown up so much concern worldwide is the variable of leave policy. Leave policy is, one of the social wellness activities that organizations designed for their employees who are stressed up or facing challenges begging for their attention at work and away from workplace. In Nigeria, civil servants are granted days off from work sometimes as a right and sometimes at a cost (Bhatia, 2009). Leave policy is however entrenched in the Public Service Rule (PSR) which standardized the leave days allocated according to grade levels and purpose. Leave policy is a reward system that is granted with or without financial compensation. The purpose of leave policy is to ensure that employees are given a specified number of days free from work to enable them take care of themselves or attend to personal issues in order to engender their efficiency. Leave policy has become an important strategic task for staff officers, admin officers and accounting officers of public service who are vested with the duty to ensure that employees utilize their leave days appropriately and avoid accrued leave balances, which may be monetized in time of their exit from the service (Dissanayaka & Hussain, 2018).

Leave approval has its procedures and compliance standard in the civil service and thus is expected to ensure that there is availability of sufficient resources to compensate the beneficiaries where necessary and ensure that the timing of the approval does not affect government service delivery to the public (Bhatia, 2009). Therefore, adequate control and monitoring are essential for achieving efficiency and effectiveness of the policy so that employee's request for time away from work, does not have adverse effect on certain functions of the government at the ministries, department and agencies (MDAs).

In order to ensure that these MDAs continue to render services to the public in line with their mission and vision statements, there is the need for them to ensure that enough officials are on duty and are in the right frame of mind. It is a common challenge in civil service for civil servants to manipulate or misuse their right to leave utilization. Therefore, it is important to always identify the trends in leave policy because it affects the social, psychological, economical and mental well-being of an employee (Dissanayaka & Hussain, 2018).

Leave policy tends to consume a small but significant portion of managerial time and also attracts financial compensation. Leave approval has its procedures and compliance standard in the civil service and thus is expected to ensure that there is

availability of sufficient resources to compensate the beneficiaries when necessary in order to ensure that the timing of the approval does not affect government service delivery to the public (Bhatia, 2009).

The civil service commission (CSC) and the office of the head of service (OHOS) had been making concerted efforts to ensure that employees' leave requests are considered on merit, need-based and of value more than ever (Reddy et al, 2010). It is against this background that this study examined the impact of leave policy on the efficiency of civil servants in Kwara State.

Statement of the problem

Previous studies Givati and Troiano (2012); Hans and Grahn (2017) focused on leave policy as a right of an employee rather than employer's concern for the wellbeing of their employees and as strategic solution to work-life balance challenges faced by employees. Also, it is generally believed that any organization where employer does not make leave policy as a strategic concern and solution to the wellbeing of its employees, is susceptible to a work environment where employees engage in arbitrary leave day's utilization without approval of the human resource management. This is a common phenomenon bedeviling the public service where civil servants take time out from their employment without the formal approval of the staff officer, reporting officer and accounting officer (Hye, 2014). This insincere act of the employees has contributed greatly to delays in the process of service delivery and has thus added to the bureaucratic challenge in the public service. The resultant effect of utilization of arbitrary leave days could lead to man-hour loss arising from wastage of productive time for personal issues rather than promoting the government programs. The utilization of arbitrary leave does not reflect in employment records of the employee and may be but is claimed as accrued leave balance by the same employee in due course.

Employees working in the administration, accounts, maintenance and health units are prone to sudden collapse and death arising from pressure of work and stress. Because of the critical and sensitive nature of their functions in their respective MDAs, this category of employees is usually denied leave approvals and utilizations in order to enable them breath fresh air into their lives, or refuel their bodies and attend to family issues that are affecting their efficiency at work. The inability of such employees to enjoy leave days facilitate transfer of aggression to both clients and colleagues. This contributes largely to industrial disharmony. Leave policy has a major challenge of reducing employee's efficiency, poor service delivery, industrial disharmony and health related issues if not properly managed by the employers.

However, this study was conducted on implementation of leave policy and its effect on the productive work habit with a focus on Kwara State civil servants in the personnel, finance and supply departments and who are under the direct administrative control of the office of the head of service in the nineteen ministries and four departments. This was consequent to the challenges experienced by the employees in recent times. These included recurrent grievances, that is, frequent complaints and friction among workforces and the authorities of the affected ministries and departments with various protest against the deficient leave policy and its poor implementation in the involved ministries and departments resulting in lack

of work commitment, absence at work, and high labour turnover. It is thus thought important for the authorities of the concerned ministries and the heads of the affected departments to understand that these problems have a tendency to endure as long as the workers notice imbalance in their input-output ratio with reference to their colleagues in another place. Hence this study, focused on the fact that there is a necessity for a revision of the current leave policy so as to give birth to the type that is staff friendly and has the ability to remedying the emergent workers' discontentment, disloyalty and non- commitment to the workplaces.

In an effort to accomplish this task, the involved ministries and departments should endeavour to afford their staff members the conditions of work satisfactory enough to make them improve their skills optimally (Muhammad et al, 2018). Similarly, it is essential to tackle these problems abruptly with a view for these civil servants to give their best, performance - wise since any establishment is duty- bound to appreciate its employees for their performances (Prayoga & Achmad, 2017). It was however noticed that it appeared there was dearth of studies on leave policy and implementation not only in Kwara State which is just a section of Nigeria, but also in the country at large, while the only known study on leaves was undertaken by Thompson (2016), titled "Maternity leave, what about paternity leave? Child care and social inclusion question in Nigeria." Nevertheless, presently, it is doubtful whether any empirical study has in the past been undertaken on leave policy and implementation using Kwara State government ministries or agencies as a focus. Therefore, this study aims to fill that gap.

This is with the specific objective to examine the impact of utilization of annual leave on the productive work habit of civil servants in Kwara State, while raising a research question to serve as a guide for the study:

What is the impact of utilization of annual leave on the productive work efficiency of civil servants in Kwara State?

2. Literature Review

Leave policy

Bhatia (2009) described leave policy as an organizational document that contains the rules guiding employee's leave management. It further described leave as the number of days that an employee is authorized by his or her employer to be away from employment position without consequences. The number of leave days that an employee is entitled to, is written in the employment terms and conditions of an organization which is subject to international best practices (Givati & Troiano, 2012). The authorized period of time away from employment position is compensated for by the employers, and employees are allowed to request for leave in line with the rules and procedures of the organization. Hans and Grahn (2017) opined that leave policy is a management authorization which allows the employees to release themselves from work stress to enable them to take care of themselves and their family activities. When employees resume work from leave, they are expected to return to work fresh, organized and agile to perform better at their workplace.

Kwara State Public Service Rule (2008) identified five major types of leave concepts that are commonly granted to civil servants in the State. Annual leave is

granted compulsorily to each employee in the permanent and pensionable appointment of the KWSG. It is granted based on grade level of the employee and it ranges from fourteen working days to thirty working days. Annual leave is granted any time during the leave year. Maternity leave is granted for female public servants who are pregnant and expecting a baby. The approved leave days for a pregnant female public servant is 84 calendar days. These include six weeks before and six weeks after delivery upon provision of Expected Delivery Date (EDD) certificate from a recognized government hospital. Maternity leave is annual leave consumable because annual leave is included in the maternity leave. As option one, in case, the female public servant has expended the annual leave before delivery of the baby, the annual leave days are deducted from the maternity leave days. The second option is that the days that she spent as annual leave will be without pay. The third option is for the female public servant to forego the following years leave. Casual leave is granted for a very short period to enable the employee to attend to urgent personal matters.

However, the casual leave approval is not compulsory but it is annual leave deductible if the request comes before annual leave (Public Service Rule, 2008). The maximum number of approved days for casual leave is seven (7) days. Sick leave is granted to employees who are recommended for bed-rest (out-patient only). Such an officer is expected to produce an excuse duty certificate duly signed by a recognized government hospital's medical officer. Any sick employee who is an in-patient does not need excuse duty certificate until he is discharged from the hospital. The subsisting approved days is seven working days. Leave of absence is granted under three conditions which includes a sick person begging for treatment abroad for up to a year and where the spouse has to accompany the sick spouse on medical vacation. It could also be granted for an employee wishing to proceed on study leave that is not less than a year. Where an employee is paramount in the resolution of communal clash in his community, leave of absence can also be granted. Leave of absence is granted for retiree who is exiting the service upon compulsory retirement. The retiring officer is expected to apply for terminal leave of absence and this depends on whether he has outstanding leave that has not been consumed (Public Service Rule, 2008).

Efficiency

Efficiency as a concept has previously been described or defined variously or differently at various times. For example, Cambridge academic content dictionary defined the term as a circumstance in which an individual, organization, factory, etc. utilizes resources. Also, efficiency of an employee is considered as a very important measure of quality and quantity of service delivery in the workplace. It enhances the capacity of the human resources to promote organizational goals and objectives. It translates into excellent service delivery and interaction, which affects every area of the organization. An employee's job performance depends on some combination of ability, effort, and opportunity, but the measurements can be done in terms of outcomes or results produced (Hye, 2014). Efficiency is also referred to as the record of outcomes produced on a specified job function or activity within a specified time period (Russell, O'Connell, & McGinnity, 2009). Thus, researchers have developed the working definition of employee's efficiency and for the purpose of the study,

efficiency was viewed as the achievement of targets of the tasks assigned to employees within a particular period of time. Workers' efficiency is not only related to the actions but also involves judgment and evaluation process (Kamau, Muleke, Makaya & Wagoki, 2013).

Generally, according to Mihaiu, Opreana, and Cristescu (2010), efficiency is achievable under the conditions of maximization of the outcomes of an action in relation to the expended resources, and it is thus calculated through comparison of the gained effects in their efforts.

Forms of efficiency

i. Technical efficiency:

Technical efficiency has to do with the measurement of how well an input like pharmaceutical drug is transformed into an output like hospital separations. It is therefore measured as the ratio of physical output to physical input (Australian Government Productivity Commission, 2013).

ii. Productive production efficiency:

This is a measure of how well a particular value of inputs like salaries, and costs of equipment and drugs are changed into output value such as the paid fees for surgical procedures and subsequent recovery in hospital. It is thus measured as the ratio of the value of outputs compared with the value of inputs (Australian Government Productivity Commission, 2013).

iii. Allocative efficiency:

Allocative efficiency is a measure of how well the resources on ground in the organization are dispersed for production that is in the same proportion with the preferences of the public. This is occasionally defined so largely as to liken it to the concept of overall economic efficiency (Australian Government Productivity Commission, 2013).

iv. Dynamic efficiency:

Dynamic efficiency often measures how well resources are apportioned over time to meet the present and upcoming preferences of the general people (Australian Government Productivity Commission, 2013).

v. Economic efficiency:

This is a measure of the upsurge in net benefits; covering productive, dynamic and allocative efficiency. An economically efficient option refers to the fact that no other option can offer a higher net benefit (Australian Government Productivity Commission, 2013).

Theoretical framework

The re-incentivizing theory of work and work absence

Thulesius and Grahn (2007) submitted that work capacity correlates weakly with disease concepts and therefore it is not sufficient to explain the behaviour of employees with sick leave. The theory focused on how employers should understand and manage cases of sick leave and employees' absence from work in any formal organization. The theory emphasized that leave approval and leave allowance are work incentives which can facilitate employee's efficiency in the work place. Re-incentivizing is a repair strategy for hurt work drivers which enable employees to undergo body repair, self-repair and re-humanized. The theory is applicable to this study in the area of time out for an employee to attend to personal challenges at work and away from workplace. Re-incentivizing is also an employer's strategic concern for the wellbeing of its employees. When employees are stressed at work or have family issues that unsettles them at work place, their productivity is reduced and therefore it should be re-incentivized through approved leave days with payment of leave allowance, hence, it leads to motivation and to improve their efficiency.

Economic theory of labours' absence

Drago and Wooden (1992) in their economic theory of labour absence, believed that where standard hours of work exceed a worker's preferred working hours, the advantage is in the favour of the worker and thus it facilitates his efficiency at work. The opportunity cost of not utilizing leave approval is efficiency forgone. The theory focuses primarily on the effects of the allowances attached to leave utilization and further it stressed that most employees preferred to experience the stress of work if there is no financial reward attached to leave utilization. It emphasizes the flattering of the organizational structures and the establishment of discretionary power to allow for speedy approval of leave requests. Leave policy has proved to be very vital to employee's positive attitude, morale, perceived health and efficiency. The theory emphasized that utilization of leave days is accompanied by leave allowance payment enhancing efficiency of an employee and it should therefore be emphasized by employers rather than encourage employees to work longer hours to experience work stress at the expense of their health and work efficiency.

The theory of labour absence is relevant to this study in the area of employer's concern for the well-being of its employee who is facing challenges at work and away from workplace. The challenges include personal health, family issues, academic and professional advancement and are capable of affecting the productive work-habit of an employee and consequently resulting in inefficiency.

Theory of efficiency

Archer (2010) submitted that efficiency theory measures effectiveness which produces minimum waste of time, effort and skill. The pursuit of maximum efficiency should go simultaneously with social efficiency. The theory established that most people wake up each day with several things on their minds but efficiency is typically not one of them. This agrees with one of the hierarchies of needs to fulfill as postulated by Maslow (1943), which states that people's thoughts and rituals are

predetermined by their basic instinctual imperatives to survive. Social efficiency is centered on medical and financial strains that occur when employee's body breaks down due to work stress. The minds of employees are clouded by social factors outside their control. These factors produce deep challenges to their daily routines at work and consequently impact on their overall efficiency. The theory was adopted for this study because it emphasizes effectiveness of employees which enables them to produce minimum waste of time, effort and skill while promoting the goals and objectives of their organization.

Empirical review

Moleki (2014) conducted a study on leave management for promoting organizational efficiency in Pretoria region of the South Africa public sector. The study aimed to assess coping strategies of Department of Correctional Services (DCS) and Department of Home Affairs (DHA) especially with the services rendered in a tight schedule and constraint using qualitative approach for reporting data. The study found that the accrual of leave by public servants is a practice with significant financial implications for the government. If leave is not managed and controlled effectively, it can result in substantial financial losses in terms of unwarranted expenditures. The study further found that leave entitlements form part of the accountability framework for the public sector especially when leave is attached to financial resources which are part of public money.

Cameron and Moss (2007) studied the impact of long-term maternity leave on the efficiency of breastfeeding a mother when she resumes work from maternity leave. The result showed that long-term maternity leave granted by employers can positively influence both the maternal and paternal behaviour of employees at work. They submitted that the efficiency of working parents is strongly influenced by the approval and utilization of long-term maternity leave days. Long-term maternity leave days therefore have significant effect on breastfeeding mother's efficiency upon resumption from maternity leave. The work of Ichino and Moretti (2009) agree with those of Cameron and Moss (2007) and thus submitted that the absence of women below the age of 45 years tends to follow a 28 day cycle not present for older women or men. They interpret this as absenteeism caused by the menstrual cycle, reflecting biological differences and no other reasons for taking occasional days off duty. The study hypothesized that the relationship between absence and earnings should be weaker for females than for males because biologically, cyclical absence makes sick leave less informative and signal of productivity.

Thulesius (2019) carried out a study in Sweden which was noted for high employee absence from work. The objective of the study was to develop an exploratory theory of how an employer can understand and manage cases of sick leave in an organization. 130 interviews were conducted and grounded theory was adopted for the data analysis. The result showed that work incentives, which include leave approvals and payment of leave allowance facilitate employee's efficiency. It therefore recommended that employers should introduce re-incentivizing as a repair strategy for hurt work drivers. However, in an effort to accomplish the specified research objective, a hypothesis was formulated in null form:

Ho₁: There is no significant impact of annual leave utilization on the productive work efficiency of Kwara State civil servants.

3. Methodology

Research design

The study adopted survey design because of the need to describe the characteristics of the target respondents in the civil service. The idea was to determine and report the way things were, and establish the current status of the population under study. This method is rigid and focuses on the objectives of the study.

Population of the study

The study population is 276 civil servants who are in charge of staff matter and performance appraisal of all civil servants in the permanent and pensionable employment of the Kwara State Government. They are the officers responsible for job evaluation, job assignment, job scheduling, and performance appraisal of all civil servants working in the nineteen (19) ministries and four (4) departments of the Kwara State Government. The 276 officers also report directly to the office of the head of service on staff matters.

Sample size and sampling techniques

The study adopted census as its sample size because of accessibility to all the respondents in the nineteen ministries and four departments. Therefore 276 respondents were adopted as the sample size for the study. Purposive sampling technique was used to select participants in the study area. Purposive sampling technique was adopted because the respondents are the custodian of material information on staff matters necessary for the study.

Method of data collection

Primary data was employed for the study. Primary data was used because of the interpretive philosophy which required inquiring into uncontrolled phenomenon about the opinions of civil servants on the significant role of leave policy as a social wellness variable and how it engenders the efficiency of civil servants in the study area.

Instrument for data collection

The study adopted a structured questionnaire as data collection instrument. The questionnaire was divided into three sections. Section A contained the demographic variables of the respondents. Section B and C contained questions on the dependent and independent variables. Likert scale of five (5) points was used to enable the respondents give their opinions to 22 question-items in the constructs. Two hundred and seventy-six copies of questionnaires were self-administered to the respondents, out of which two hundred and seventy five were duly answered, returned and used for analysis. This represents a response rate of 96%, which further depicts that larger proportion of the respondents positively attended to the questionnaire, making it appropriate for the study.

Validity and reliability of the used instrument

Cronbach's Alpha was employed to determine the reliability of the instrument. It should be noted that the satisfactory value is required to exceed 0.7 for the scale to be reliable (Pallant, 2007). As depicted in table 1 below, the Cronbach's Alpha values for all the variables indicated a high reliability and the overall measure of the scale was highly reliable since the Cronbach's Alpha value exceeded 0.7 (0.829), showing high internal consistency among all the items included in the scale.

For the instrument validation, the study used content and face validity. The adopted questionnaire was first given to two senior lecturers in the Department of Business Administration, University of Ilorin for validation before being validated by an expert in the field of study as the person is well known to be very proficient in the questionnaire design. Their constructive suggestions and corrections were incorporated into the final draft of the instrument.

Table 1: Cronbach’s Alpha

Variables	Number of Items	Cronbach’s Alpha Value
Overall	22	0.829
Annual Leave Utilization	15	0.811
Work Efficiency	7	0.788

Source: Field study, 2020

Method of data analysis

Descriptive and inferential statistics were employed as the method of data analysis for the study. The descriptive statistics involved the use of frequencies tables and relative percentages while the inferential statistics involved the use of Linear Regression Model. Data was processed with the aid of Statistical Package for Social Science (SPSS) version 23.0.

Model Specifications:

$$\text{AnnLevUti} = f(\text{Efficiency})$$

$$\text{AnnLevUti} = \beta_0 + \beta_1 \text{ProWokHab} + \epsilon$$

Where:

ProWokHab = Productive Work Habit (Dependent variable)

β_0 = Intercept of the model.

β_1 = Estimate of the parameter of the independent variable in the model of the slope.

ϵ = Error term.

AnnLevUti = Annual Leave Utilization (Independent variable)

4. Discussion and Results

Data were analyzed and interpreted based on the information supplied in the copies of the questionnaire.

Table 2: Respondents demographic data

Demographic Characteristic	Frequency	Percentage
Gender: Male	159	57.8
Female	116	42.2
Total	275	100.0
Age: Below 30yrs	29	10.5
30-39yrs	83	30.2
40-49yrs	102	37.1
50-59yrs	61	22.2
Total	275	100.0
Marital Status:		
Single	98	35.6
Married	170	61.9
Divorced	2	.7
Separated	5	1.8
Total	275	100.0
Highest Educational Qualification:		
NCE/OND/Equivalent	14	5.1
HND/B.sc/B.A/Equivalent	244	88.7
Postgraduate	17	6.2
Total	275	100.0
Job Tenure:		
Below 5yrs	14	5.1
5-9 yrs	48	17.5
10-14yrs	150	54.5
15 and above	63	22.9
Total	275	100.0

Source: Field survey, 2020

Respondents' demographic data analysis as revealed in table 2 depicts that gender distribution indicates that majority of the respondents were males with 57.8% while females constitute 42.2% of the total respondents. The age distribution indicates that 10.5% of the respondents were below the age range of 30years, 30.2% were within the age range of 30-39 years, 37.1% were within the age range of 40-49 years and 22.2% were within the age range of 50-59 years. This implies that majority of the respondents were mature adults who are active economically and who could understand the implication of annual leave utilization on productive work habit of civil servants. Respondents' distribution by marital status posits that 35.6% were singles; 61.9% which constitute the majority were married; 0.7% of the respondents were divorced; while 1.8% of the respondents were separated. This posits that the respondents covered a wide area of marital status helping to bring diverse perspectives to the subject matter. The level of educational qualification of the respondents revealed that 5.1% had NCE/OND or its equivalent; 88.7% which constitutes majority had B.Sc/BA or its equivalent and 6.2% had postgraduate certificates. This shows that most of the respondents were well educated and could appropriately understand the concept of utilization of annual leave and productive work habit of civil servants. Lastly, distribution of respondents' job tenure depicts

that 5.1% had below 5 years' experience; 17.5% had between 5-9 years; 54.5% had between 10-14yrs; and 22.9% had 15-yrs and above.

Test of hypothesis

Hypothesis one:

Annual leave does not have any significant effect on the productive work habit of civil servants in Kwara State.

The regression results to examine whether or not annual leave have significant effect on the work efficiency of civil servants in Kwara State were presented in table 3-4

Table 3: Model summary of simple regression analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707 ^a	.500	.484	.55521

Source: Authors' computation from SPSS 23.0, 2019.

Note: a. Predictors: (Constant), leave approvals with financial support, automatic approval of annual leave for GL1-17.

Table 1 shows the R Squared value of 0.500 (50%). This means that the variability changes in productive work habit of a civil servant is accounted for by 50% of the factor of annual leave days utilization by the civil servants in Kwara State. The germane factors that statistically explained the variability changes in productive work habit includes approvals of leave requests with the payment of leave allowance and the automatic approval of annual leave request for all grade levels from GL1 to GL17.

Table 4: Analysis of variance (ANOVA) of mean square and F- statistics

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	48.352	5	9.670	31.371	.000 ^b
	Residual	48.397	270	.308		
	Total	96.748	275			

Source: Authors' computation from SPSS 23.0, 2020.

Note: a. Dependent Variable: All public servants who resume work from leave have exhibited improved ability to organize their jobs.

Predictors: (Constant), leave approvals with allowance, automatic leave approval for GL1-17.

Table 2 showed the analysis of variance of the p-value at the significant level of 0.000 which is less than the 0.05 or 5% error value. Therefore, the study rejected the null hypothesis and accepted the alternative hypothesis which states that annual leave days utilization has a significant effect on the productive work habit of civil servants in Kwara State.

5. Discussion of Findings

The result from Table 1 showed an R-Squared value of 0.500 (50%). This means that the germane factors that statistically explained the variability changes in productive work habit are annual leave day's utilization by civil servants in Kwara State. The variables of annual leave day's utilization include confirmation of appointment, application for annual leave and approval of the same with the payment of leave allowance. The findings of the study agreed with the findings in the work of Moleki

(2014) which submitted that leave approval for employees should be done with financial compensation. Other factors that accounted for the remaining 0.500 (50%) include on-the-job training, professional training, academic training and productivity training, conducive internal environment and welfare package for employees. The finding was also in tandem with the opinion of Maureen (2013) that employees (both males and their female counterparts) should always be helped by their employers in the area of balancing their work and family responsibilities.

6. Conclusion and Recommendations

Conclusion

Following the findings of this study, it could be inferred or be said that leave policy in the workplace is an essential strategic task for any public service's officer entrusted with the obligation of ensuring employees' effective utilization of their leave days, thus necessitating provision of adequate resources for the compensation of the recipient. This is in addition to having a proper control mechanism and real monitoring of the policy so as to be certain that approval time does not upset the government's service delivery to the public and to also accomplish the policy's efficiency and effectiveness as at when due.

The study therefore concluded that annual leave utilization facilitates productive work habit of civil servants in Kwara State. Thus, leave policy facilitates employee's efficiency when request for approval of annual leave is sought and granted by the staff officer, reporting officer, the accounting and head of service. Approvals of Annual leave with allowance payment and automatic approval or compulsory leave implementation for all grade levels from GL1 to GL17 are germane factors that influence efficiency of civil servants in Kwara State.

Recommendations

The study recommended that annual leave should be enforcement at the instance of the government and should be made compulsory for all grade levels with automatic approval without any option to earn accrued leave balance. The automatic leave approval should be granted with payment of leave allowance. The office of the head of service should set up an administrative committee to review Chapter 13, Page 101-107, Rules 101-121 and 201-218 of the Public Service Rule (2008) and amend the same to accommodate this recommendation.

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