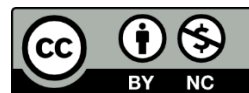


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## **The Impact of Job Relocation Assistance on Employee Performance: Evidence from Nigerian Public Universities**

### **Vplyv pomoci pri presťahovaní za prácou na pracovný výkon zamestnancov: dôkazy z nigérijských verejných univerzít**

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*Abstract: Relocation assistance is a critical organizational practice that can significantly impact employee performance, particularly in organizations with branches in multiple localities. This study explored the influence of relocation support on job performance among university staff in Delta Central Senatorial District, Delta State, Nigeria. The study surveyed 258 relocating academic staff - 118 from Delta State University, Abraka, and 140 from Southern Delta University, Orerokpe. Relocation assistance was examined across four dimensions: packing/mobility expenses, flexible work hours, temporary housing/home finding, and spousal & family relocation support. Data were collected via structured questionnaires and analyzed using descriptive statistics, Pearson correlation, and multiple regression. Overall, relocation assistance accounted for 73.6% of the variance in employee performance. While packing/mobility expenses and flexible work hours showed positive but insignificant effects, temporary housing/home finding and spousal & family relocation support demonstrated significant positive impacts on performance. The findings highlight that relocation assistance, particularly housing and family support, enhances employee motivation and productivity. By reducing relocation-related stress and signaling organizational care, organizations foster stronger commitment and improved performance among staff.*

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**Key words:** *Staff welfare. Job relocation assistance. Packing/mobility expenses. Temporary housing/home finding. Spousal and family support.*

## **Introduction**

Employee performance is generally understood as the extent to which employees effectively, efficiently, and satisfactorily execute their assigned duties in pursuit of organizational objectives. Employees may be likened to the legs of an organization: if they falter, the entire body struggles to move forward. Thus, no organization can thrive or remain competitive if its workforce operates below optimal levels.

One subtle yet significant inhibitor of employee performance, especially for relocating employees, is commuting stress. Relocating employees are uprooted from one place of domicile to another, leaving familiar surroundings and adjusting to new environments for long-term assignments. These transitions can be stressful and disruptive, potentially diminishing job performance. To mitigate these challenges, many organizations, employers, or human resources departments provide relocation assistance packages, sometimes referred to as relocation benefits (tangible and intangible), to employees who are required to move from one location to another, whether it's a new city, state, or country for work. These benefits help ease the financial burden of moving and get the employee started in their new position as quickly as possible. Some common relocation assistance practices adopted in many industries, including educational service organizations, are moving/mobility expenses, temporary housing, home-finding assistance, spousal & family relocation support, and flexible work hours (Finn & Ferretti, 2025).

The Delta State University and the Southern Delta University Ozoro are public sector service-providing organizations, and they are two of those organizations that uprooted their staff from an affiliate campus (Asaba campus for Delta State University and Orerokpe for Southern Delta University, respectively). As a result of moving the faculties in the satellite campus to the main campus, the employees in the former campuses were required to relocate for job purposes. In order to alleviate the relocation stress, the organization made some form of provision to assist the employees, both new and existing ones.

The rationale for this study is grounded in Finn and Ferretti's (2025) assertion that organizational support for relocating employees not only benefits the individuals concerned but also contributes to long-term organizational outcomes. This perspective underscores the potential for a meaningful relationship between relocation assistance and employee

performance, thereby warranting empirical investigation. Such an inquiry is further justified by the theoretical foundations of staff welfare, which emphasize the motivations and strategies behind providing benefits, services, and amenities to employees. As articulated within welfare theory, these measures are designed to enhance employee well-being, productivity, and loyalty, thereby reinforcing the strategic importance of relocation assistance as a component of organizational policy. In this sense, the present study is situated at the intersection of empirical evidence and theoretical interpretation, seeking to clarify how welfare-oriented interventions translate into measurable performance outcomes.

Moreover, while prior research has examined employee welfare and its impact on performance and engagement, relocation assistance, an important component of staff welfare and motivational incentives, has received limited scholarly attention. This gap highlights the need for empirical evidence on how relocation assistance influences employee performance. Thus, the objective of this study is to examine the level of influence job relocation assistance exerts on employee performance with a focus on four dimensions of relocation assistance: packing/mobility expenses, flexible work hours, temporary housing/home finding, and spousal and family relocation support within the service-providing organizational sector of universities. These dimensions have not been examined by previous studies. By addressing this gap, the study contributes to a deeper understanding of how relocation assistance practices shape employee performance in higher education institutions.

## **1 Theoretical background**

### **1.1 Employee Job Performance**

Employee job performance can be described in the work setting as the degree to which a scheduled duty is carried out enthusiastically, devotedly, well, and satisfactorily, whether related to production or the rendering of services on behalf of an organization/employer. Authors have, in their experience and perspectives, given meaning to the term ‘employee performance,’ and all the definitions boil down to ‘how well, how effectively, and efficiently employees carry out their job-related duties.’ Employee job performance, as defined by Ashley (2019), refers to how workers behave in the workplace and how well they perform the job duties assigned to them. Austin-Egole, Iheriohanma, and Nwokorie (2020) described employee job performance as the employees’ ability to carry out tasks both quantitatively and qualitatively, maintain impressive interpersonal relationships at work, and work effectively with minimal supervision. Dar and colleagues viewed employee job performance as the ability of an

individual to accomplish assigned tasks successfully, subject to the normal constraints of reasonable utilization of the available resources (Dar, Akmal, Akram & Khan, 2016).

Several indicators are used to gauge employees' performance. Unique among them is punctuality. Punctuality is seen in the employee's timeliness at work and timely attendance to work duties as scheduled. It's doubtful that workers who frequently miss work or arrive late for work are fulfilling their performance goals. According to Kimberlee (2019), if the staff who create or are to create customer reports are always late in completing them, the client services department would always be waiting, looking unprofessional, and perhaps incompetent. Employees on relocation who have not settled down and are still overwhelmed with the stress of the location are unlikely to be punctual in the job.

## **1.2 Job Relocation Assistance Practice**

The term relocation, simply put, is the act of moving from one geographical location, especially when it involves a considerable distance, to a new geographical location and establishing a home or business there. Concerning job or employment duties, relocation can be said to mean the change of employees' job location from one geographical area to another for the continuation of the job duties for which they were employed. Hogarty (2022) explained job relocation as the process by which a business moves one or more employees from one place to another, which may be in the same city or state, another city or state, or even another nation. Thus, the idea of 'assistance' refers to any form of support, help, and aid given to someone in any situation or circumstance.

The term "relocation assistance" is also referred to and used interchangeably with "employee relocation package/benefit" by most scholars. This job relocation assistance can be viewed from the aspect of the financial and technical support, help, and aid given to employees who are relocating for job purposes. Job relocation assistance practice can be seen as an act and practice of offering packages or support by the employer or organization to employees who are being transferred to another location. Employers may offer this assistance if they need to relocate an employee for business needs or if an employee wants to transfer to another one of the organization's locations. For new and old hires who are moving to accept a position, employers occasionally provide employment relocation aid to assist workers in relocating to and settling into a new workplace (Gleaves, 2025). This practice is intended to help employees start their new jobs as soon as possible and lessen the financial strain of transferring. According to Eduardo (2023), employment relocation assistance is a monetary benefit that employers offer to help both new and existing workers relocate when their jobs demand it. Assistance with job

migration occurs more frequently in some industries than others. For instance, banks and IT firms like Spotify and LinkedIn frequently provide relocation packages (Eduardo, 2023).

### **1.3 Dimensions of Job Relocation Assistance**

Scholars have identified several forms of relocation assistance practiced by employers and organizations for their employees, including moving/mobility expenses (also known as packing and unpacking services or transportation and moving costs, according to some scholars), temporary housing/lodging/home-finding assistance, home disposal or acquisition assistance, spousal and family relocation support, mortgage assistance, and cultural and language training (Kamila, 2024; Eduardo, 2023). However, for this investigation, the focus was on the following:

*Moving/mobility expenses:* With this assistance, employers may foot bills or reimburse the costs associated with moving the transferred or newly hired employee with his/her family, goods, and personal belongings from the employee's current location to the new destination. This is referred to as packing, transportation, and unpacking services to the employee (Eduardo, 2023).

*Flexible work hours:* Flexible working arrangements, as described by Austin-Egole et al. (2020), include those common practices or programs that organizations/managers designed to allow employees to have more scheduling freedom to enable them to perform the obligations required of their positions, to achieve increased flexibility for the company, improved work-life balance, and better performance of the organization. One major form of flexible working arrangements is flexible work hours. Employers offer flexible work hours as assistance to transferees/newly hired by offering them the privilege to decide the time they need to resume work, how frequently they can be at work, etc. This allows employees a flexible time frame reasonable for them to move. This is a step toward creating a good working relationship (Eduardo, 2023).

*Temporary housing/house-finding assistance:* If the employee is required to start by a specific date and needs to stay in temporary housing while still searching for a new home, employers provide accommodations or financial assistance for a specified period. This can include hotel stays, corporate apartments, or extended-stay arrangements. Employers may offer support to help the employee find suitable housing in the new location. This can include providing access to real estate agents, relocation specialists, or resources for researching neighborhoods and available properties. According to Kamila (2024), it can be quite challenging to find a new house or apartment in a new environment, especially when there is a language barrier. Based on this, employers offer house-hunting assistance, give housing

discounts, or pay the cost of rental application fees by connecting relocated employees with real estate brokers or rental agencies.

*Spousal & family relocation support:* Employers know that employee job relocation can affect not just the employee but also their family members; employers may offer assistance tailored to the needs of spouses and dependents. This can include career counseling, job search support, education resources, or assistance with finding schools or childcare facilities. This form of relocation assistance is given by employers/organizations to employees who are transferred or newly hired by finding alternative employment for the spouse of the transferred or newly hired employee and getting admission in schools for their children in a new place. If an employee's spouse requires assistance finding work in the new area, employers may offer job placement assistance or refund job search costs. Also, during the transition phase, companies may provide aid in locating schools for children or cover the cost of daycare, private school tuition, or childcare services (Finn & Ferretti, 2025).

#### **1.4 Job Relocation Assistance and Employees' Job Performance**

Scholars have logically proposed a link between relocating employees being offered a relocation assistance package and employees' job performance because these packages usually cover reasonable moving and work-related expenses, reducing some of the financial stress of moving for the employee and their family. From experience, employees who feel motivated to take on a new role tend to perform at their best due to the relocation assistance they receive. According to Mergler (2025), a well-designed relocation package can provide peace of mind and increase the likelihood of accepting the job offer. Hogarty (2022) noted that employee relocation assistance benefits the employee as it aids employee opportunities for career development because going to a new city or country can help broaden their experience and skills, which later enhance their performance. Thus, it influences employee performance and leads to improved quality of life as a result of moving to a new location, which can give the employees a new and exciting working and living environment (Hogarty, 2022). According to Eduardo (2023), the provision of employee assistance benefits can increase employee loyalty and show employees that the employer cares about their well-being.

#### **Packing/Mobility Assistance and Employee Performance**

Sponsoring and covering the expenses of employees' transportation for job relocation gives employees a sense of recognition and makes them feel that the employer cares about their welfare, which makes them happy. This encourages employees to reciprocate by taking their

work more seriously, applying greater initiative, and showing commitment to achieving set objectives. Workers' feelings of happiness and satisfaction influence their work environment, which is reflected in their performance at work. Assistance with moving or mobility expenses for relocating employees: an organization helps employees pack and unpack their belongings, saving them time and stress when done with personal resources (Mergler, 2025).

### **Flexible work hours and employee performance**

Scholars have inferred from the literature an association between flexible working schedules and workers' performance. For example, employees of organizations whose relocation packages include flexible starting dates and working hours may perform efficiently in their jobs because they are not working under any form of pressure or duress; they are allowed to work at their convenience until they are settled at the new location. According to the Timewise group (2021), flexible working plays a significant role in driving positive employee engagement. In the opinion of Bal and De Lange (2015), flexible working hours are related to work performance because they enable employees to manage their work-life balance better, thus positing that flexible working hours are a significant predictor of both employee performance and engagement.

The study on the link between flexible work hours and workers' motivation carried out by Ahmad, Mohammad, and Hashim (2013) in the XYZ government agency, Malaysia, revealed that the practice of giving workers flexible hours of work showed a significant positive effect on the motivation of employees towards work. In their study, Bal and De Lange (2015) found that flexible working hours were related to work performance through employees being able to better manage their work-life balance. They also found flexible hours of working as a significant predictor of both employee engagement and performance because flexible work hours act as a sign to employees that they are valued by the organization, and this then also increases their organizational commitment (Bal and De Lange, 2015).

### **Temporary housing/house-finding assistance and employee performance**

Temporary housing assistance offered to relocating employees can aid the employee's quick adjustment to the new locality within a few months. Also, the rental costs the companies undertake go a long way to alleviate some burden. This will mitigate the employee's stress resulting from the anxiety that the employee has nowhere to stay", and this absence of stress makes the employee concentrate and perform maximally at work. Temporary housing/home-finding assistance can offer the transferred employee accommodation closer to the workstation,

thereby eliminating absenteeism and encouraging punctuality, which are key elements of employee performance.

### **Spousal & family relocation support and employee performance**

The assistance in finding alternative employment for the spouse of the transferred or newly hired employee and securing school admission for their children in a new location reduces anxiety and stress for the moving family. This, in turn, helps the employee stay psychologically, emotionally, and mentally focused when performing work activities, leading to qualitative and effective performance. Supporting a transferee's spouse or partner in getting a job, along with providing childcare and helping them choose suitable schools for their children, acts as a motivating factor for the employee's productivity since it relieves certain financial pressures. "After all, no one would want to work for a company that makes relocation a burden" says Eduardo (2023).

The above insinuates an influential relationship between relocation assistance offered by organizations and the job performance of the employees. Thus, the conceptualization of this study is illustrated in Figure 1.

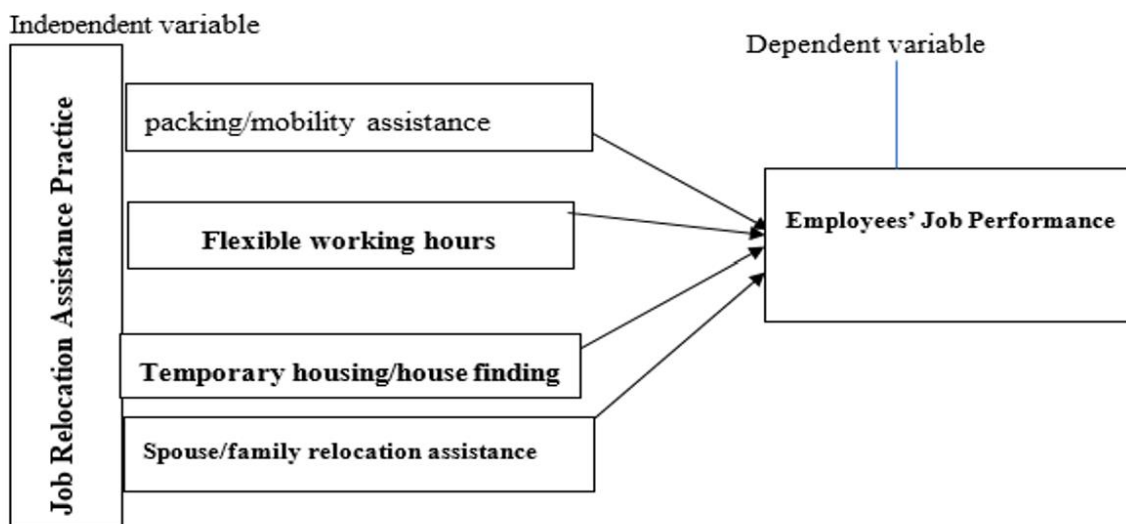


Figure 1 Conceptual framework

Source: Research's construct

This study is hinged on the Functional Theory of labor welfare and the Social Exchange Theory (SET).

The functional theory of labor welfare, which is also known as the efficiency theory, states that "if an employer takes good care of his workforce, they tend to be more efficient by

improving performance.’’ This suggests that welfare work can be used as a means of securing, preserving, and developing efficiency and productivity through increased performance of the workforce. This theory, in a way, implies that employee welfare can be used as an instrument or tool to secure, preserve, and develop the performance and efficiency of the workforce. According to Emmah and Wambugu (2022), programs for housing, education, training, provision of support for family, etc., are important for labor welfare as they increase the efficiency of workers in underdeveloped countries. Scholars such as Nickson, Simon, and Evans (2019) and Muruu, Susan, and Mwajuma (2016), who examined the influence of staff welfare in the form of allowances/benefits, compensation, and safety and health insurance programs on employee performance, reported that employee performance is positively and significantly impacted by staff welfare programs.

The theory is adopted in this study since job relocation assistance to employees is a staff welfare service that organizations offer through packing/mobility assistance, flexible work hours, temporary housing/house finding, and spousal & family relocation support to see to it that relocating employees are not too overwhelmed by the stress of being uprooted from one locality to another, which can affect the performance of any employee. It is obvious that if an employer shows some assistance to their employees, the employees tend to become more efficient and increase performance.

The Social Exchange Theory (SET), as proposed by Blau (1964) and Homans (1958), contends that relationships, whether personal or organizational, are built on reciprocal exchanges of resources. According to the theory, people respond to good treatment with positive attitudes and behaviors, and social relationships are driven by reciprocal exchanges of resources. According to Eisenberger, Huntington, Hutchison, and Sowa (1986), perceived organizational support increases the employee's affective attachment to the organization and his/her expectancy that greater effort toward meeting organizational goals will be rewarded. SET theory offers a strong theoretical framework for investigating the connection between employees' job performance and job relocation assistance practices. Employees who are relocating frequently face significant financial, psychological, and social hurdles that, if poorly handled, may negatively impact their work outcomes. Comprehensive relocation-aiding programs are an indication of an organization's care for the welfare of its workers and are an example of discretionary organizational support. In line with Social Exchange Theory (SET), employees who receive assistance with packing and transportation costs, flexible work schedules, temporary housing and home finding, and spousal and family relocation are likely to feel obligated to return the favor by performing better in their work responsibilities.

According to Susanto, Hoque, Jannat, Emely, Zona, and Islam (2022), when organizations care about their employees' personal and professional well-being, employees tend to reciprocate by helping them (the organizations) achieve their goals through improved performance.

Together, these theories explain why relocation assistance can motivate employees to perform better by reducing stress and signaling organizational care. Thus, the following research questions and hypotheses were raised:

### **Research Question**

RQ1. What level of influence does packing/mobility assistance have on employee job performance at the universities?

RQ2. Does giving flexible work hours have a significant influence on employee performance at the universities?

RQ3. What level of influence does temporary housing/house-finding assistance have on employee job performance at the universities?

RQ4. What influence does spousal & family relocation support have on employee job performance?

### **Hypotheses**

H<sub>01</sub>: Packing/mobility expenses assistance does not have a significant influence on employee job performance

H<sub>02</sub>: Giving flexible work hours does not have any significant effect on employee job performance

H<sub>03</sub>: Temporary housing/home finding assistance does not have a significant influence on employee job performance

H<sub>04</sub>: Spousal & family relocation support does not have a significant influence on employee job performance

## **2 Material and Methods**

A descriptive survey design, a type of quantitative research, was adopted to examine the influence of organizational job relocation assistance practices on employees' job performance. Our study population was 258 academic staff on relocation, comprising 118 from Delta State University, Abraka (66 from the Faculty of Management Sciences and 52 from the Faculty of Agriculture), and 140 from the Southern Delta University, Owerri (42 from the Faculty of Management/Administration, 38 from the Faculty of Social Sciences, 25 from the Faculty of Law, and 35 from the Faculty of Arts).

Job relocation assistance (packing/mobility assistance, flexible work hours, temporary housing/house-finding assistance, and spousal & family relocation support) was measured by a 25-item structured questionnaire (5 items each) on a four-point scale. Examples of statements about 'packing/mobility assistance' include 'I like it when I am given mobility assistance by my organization,' 'moving/mobility expenses motivated me to relocate for the job,' and 'footing the moving/mobility expenses saves me money that would otherwise be spent.' Statements for flexible work hours include 'Flexible working hours help me balance life commitments with work commitments,' 'Flexible work hours suit me because they make me feel relaxed and reduce pressure,' and 'Flexible working hours are essential for me to attend to family responsibilities.' Statements for temporary housing/house-finding assistance, include, 'I enjoyed the temporary housing searching assistance offered by my organization at resumption; temporary housing gave me peace of mind from the trouble of lack of accommodation; temporary housing assistance served as an incentive to accept the job offer in a new location.' Statements for spousal & family relocation support statements include, 'Relocation assistance for my spouse and family makes me happy,' 'Spousal & family relocation support shows my organization values family unity and happiness,' and 'Spousal & family relocation support shows my organization cares about my wellbeing.' Employee job performance includes 'I come early to work and always set the right priorities,' 'I actively look for ways to improve my performance at work,' and 'I try to carry out cost-saving activities in the course of my service.'

The face validity technique was employed to establish the validity of the instrument. After drafting the questionnaire, the researcher gave a copy to experts in the field of business research who thoroughly scrutinized the instrument for clarity, precision, and comprehensibility of the scope and research questions. Corrections and amendments were effected before production of the final copies for administration. A pilot study was conducted to test the reliability of the instrument. With Cronbach's alpha statistical tools, the reliability results yielded coefficients of 0.901 for moving/mobility expenses, 0.851 for flexible working hours, 0.855 for temporary housing/house finding, 0.864 for spouse/family relocation support, and 0.839 for the employees' job performance scale. The coefficients are all above 0.60, showing that the instrument is reliable because, according to George, Alexandra, and Adriana (2015), a coefficient of 0.6-0.7 indicates an acceptable level of reliability and is good for survey research. The questionnaire items were augmented with modified questionnaire items from the work of Majella (2005) and Koopmans, Claire, Vincent, Hildebrandt, Stef, Allard, and Henrica (2014).

Descriptive and inferential statistics were employed to analyze obtained data. Descriptive statistics were used to show the level of response to the items for measuring the variables.

Inferential statistics (Pearson correlation and multiple regression) were used to test the hypotheses at the 0.05 alpha level with the aid of Statistical Package for the Social Sciences (SPSS) software. This is to test for the relationship between variables and the level of influence the independent variable exerts on the dependent variable.

### **Model Specification**

The independent variable in this study is organizational job relocation assistance (JRA), divided into four dimensions: packing/mobility expenses assistance (PMAS), flexible working hours (FWHA), temporary housing/home finding (THAS), and spouse/family relocation support (SPFAS). The dependent variable is employees' job performance (EJP), in line with the above, the model is given as follows:

$$EJP = f(\text{PMAS}, \text{FWHA}, \text{THAS}, \text{SPFAS})$$

$$EJP = \beta_0 + \beta_1 \text{PMAS} + \beta_2 \text{FWHA} + \beta_3 \text{THAS} + \beta_4 \text{SPFAS} + \mu$$

#### **Where :**

PMAS = packing/mobility expenses assistance

FWHA = Flexible work hours assistance

THAS = Temporary housing/home finding assistance

SPFAS = Spousal & family relocation support

EJP = Employees' Job Performance

$\beta_0$  = Constant terms

$\beta_1 \dots \beta_4$  = Coefficients

$e_i$  = Error terms

### **3 Results and discussion**

From the 258 questionnaires administered, 13 were not returned, and only 245 (95%) were retrieved and used for the study.

#### **Demographic Distribution**

From the demographic data of the respondents in terms of gender, 134, accounting for 55% of the respondents, were male, while 111, accounting for 45% of the respondents, were female. This indicates that there are more males than females among the employees of the universities. For marital status, 15, accounting for about 6% of respondents, were single (unmarried); 228, accounting for 93%, were married; and 2, accounting for about 1%, are divorced. This indicates

that the majority of the sampled employees of the organizations were married people who may have families.

### **Result on Objectives/Research Question**

Table 1 Descriptive Statistics

Variable Scale	N	Min	Maxi	Mean	Std. Dev
Packing/Mobility Expenses Assistance (PMAS)	245	15	20	17.69	1.478
Flexible Work Hours Assistance (FWHA)	245	14	20	17.95	1.677
Temporary housing/home finding assistance (THAS)	245	9	20	18.21	1.930
Spousal & family relocation support (SPFAS)	245	11	20	17.62	2.060
Employee Performance (EJP)	245	14	20	18.23	2.038

Source: Author's Computation, 2026

Table 1 presents the descriptive statistics for five key variables: PMAS, FWHA, THAS, SPFAS, and EJP. These were all measured using a 4-point Likert scale, based on responses from 245 participants. PMAS had a mean score of 17.69, with a standard deviation of 1.478, suggesting that most employees feel that packing/mobility expenses assistance motivates them towards their jobs, as this score is significantly above the midpoint of the scale (12.60). The low standard deviation indicates that there is a strong consensus among respondents, with not much variation in their views. With respect to FWHA, the mean score of 17.95 points to a high level of positive response to the items for flexible work hours assistance, and the standard deviation of 1.677 shows that the views and responses are fairly uniform among participants. For THAS, the mean value of 18.21 suggests a great acceptance of the measures to the variable - Temporary housing/home finding assistance and the standard deviation of 1.930 indicates a similar opinion on this issue. For SPFAS, the mean point of 17.62 is greater than the midpoint of the scale (12.60), and the standard deviation is lower than the midpoint of the scale (12.60), indicating a high positive response to the scale and that there is no great variation in the participant's responses. Lastly, for EJP, the mean score of 18.23 reveals a high indication of employees' job performance. While this average is notably high, the standard deviation of 2.038 suggests there is little variation in their responses.

### **Test of Hypotheses**

Pearson's Product Moment Correlation (PPMC) statistical tool was employed to test the hypotheses at an alpha level of 0.05 to examine the relationship between variables.

**Decision Rule:** If the Sig. (p-value) If the p-value is less than 0.05 ( $p\text{-value} < 0.05$ ), we shall reject the null hypothesis and accept the alternative hypothesis, i.e., there is a significant influence/relationship/impact of the independent variables on the dependent variable.

Thus, the study's Hypotheses are:

H<sub>01</sub> packing/mobility expenses assistance does not have a significant influence on employee job performance

H<sub>02</sub> giving flexible work hours does not have any significant effect on employee job performance

H<sub>03</sub> Temporary housing/home-finding assistance does not have a significant influence on employee job performance.

H<sub>04</sub> Spousal & family relocation support does not have a significant influence on employee job performance

### **Abbreviations to Note**

PMAS = packing/mobility expenses assistance

FWHA = Flexible work hours assistance

THAS = Temporary housing/home finding assistance

SPFAS = Spousal & family relocation support

EJP = Employees' Job Performance

### **Correlation**

Table 2 presents the correlation statistics used to examine whether there is an association or relationship between the independent variables and the dependent variable. As shown in the analysis table, the correlation matrix shows strong associations between employee job performance (EJP) and the dimensions of job relocation assistance:

Spousal & Family Relocation Support (SPFAS) has the highest correlation with EJP (0.838), suggesting that family-centered welfare measures are most critical in sustaining employee performance. Temporary Housing/Home Finding Assistance (THAS) also shows a strong correlation (0.774), highlighting the importance of stability and security in transitions. Packing/Mobility Assistance (PMAS) and Flexible Work Hours Assistance (FWHA) are moderately correlated (0.616 and 0.603, respectively), indicating the logistical and temporal supports matter but are less decisive than family and housing support.

**Table 2: Pearson Correlation Matrix Showing if There Is an Association between the Independent and dependent variables**

Variables	EP	PMAS	FWHA	THAS	SPFAS
EJP	1				
PMAS	0.616	1			
FWHA	0.603	0.641	1		
THAS	0.774	0.499	0.534	1	
SPFAS	0.838	0.738	0.691	0.796	1

Researcher’s computation, 2026. SPSS V.23

### Multiple Regression Analysis

To further determine the level or degree of influence the independent variables have on the dependent variable, the data were subjected to multiple regression analysis, as shown in the preceding tables (3 and 4).

Table 3 presents the regression analysis examining the influence of the various dimensions of job relocation assistance (packing/mobility expenses assistance, flexible work hours assistance, temporary housing/home finding assistance, and spousal & family relocation support) on employee job performance. As seen in the analysis, the diagnostic tests confirmed the robustness of the regression model. Variance Inflation Factor (VIF) values (2.483, 2.066, 2.858, and 5.140) were all below 6, indicating acceptable multicollinearity. Tolerance values (0.403, 0.484, 0.350, and 0.195) were positive and acceptable, further supporting the reliability of the results. According to the position of Marshall of Sheffield Hallam University, “VIF scores should be close to 1, but under 5 is fine, and 10+ suggests high collinearity.”

Also, in the table, the t-value is important for the decision because the greater the magnitude of t, the greater the evidence against the null hypothesis—i.e., there is greater evidence that there is a significant effect, and the closer ‘t’ is to 0, the more likely there is not a significant effect.

**Table 3: Multiple regression analysis showing the regression coefficient values of each dimension of the independent variables on the dependent variable**

Model	Unstandardized Coefficients		Standardized Coefficients	t-val	Sig.	Collinearity Statistics		Df	F-val	T-Crit	
	B	Std. Error	Beta			Tolerance	VIF				
1	(Constant)	1.095	0.965		1.135	0.257			4	167.198	2.776
	PMAS	0.056	0.072	0.041	0.779	0.437	0.403	2.483			
	FWHA	0.054	0.058	0.044	0.929	0.354	0.484	2.066			
	THAS	0.321	0.059	0.304	5.415	0.000	0.350	2.858			
	SPFAS	0.530	0.074	0.536	7.126	0.000	0.195	5.140			

a. Dependent Variable: EP (Employees’ Performance)

Source: Researcher’s computation, 2026

The regression analysis (Table 4) revealed a high positive relationship between relocation assistance and employee job performance ( $R = 0.858$ ). The model explained 73.6% of the variance in job performance ( $R^2 = 0.736$ ; adjusted  $R^2 = 0.732$ ), with a statistically significant overall fit ( $F = 167.198$ ,  $p < 0.05$ ). This indicates that packing/mobility expenses assistance, flexible work hours assistance, temporary housing/home finding assistance, and spousal & family relocation support collectively account for just over half of relocating employees' job performance in a university setting. While job relocation assistance is therefore a meaningful predictor of job performance for relocating employees, the remaining variance suggests that other organizational and personal factors also play substantial roles.

Table 4: Multiple Regression Model Summary showing the level of effect/influence job relocation assistance has on employees' performance

Model Summary									
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	0.858 <sub>a</sub>	0.736	0.732	1.056	0.736	167.198	4	240	0.000
a. Predictors: (Constant), Spousal & family relocation support, Flexible work hours assistance, Packing/mobility expenses assistance, Temporary housing/home finding assistance									

## Discussion of Findings

This study examined the influence of relocation assistance practices on employee performance, drawing on the functional theory of labor welfare and social exchange theory (SET) as interpretive lenses. Overall, relocation assistance practices explained 73.6% of the variance in employee performance, underscoring their strategic importance. This supports Eduardo (2023), who argued that employee assistance benefits enhance loyalty and demonstrate organizational care, and Emmah and Wambugu (2022), who emphasized that welfare programs addressing housing, education, and family support are critical to sustaining worker efficiency in underdeveloped contexts.

Also, the findings reveal that not all welfare measures exert equal impact, highlighting a hierarchy of needs that distinguishes between convenience-based supports and foundational welfare provisions.

The regression results for packing/mobility assistance (PMAS) ( $\beta = 0.041$ ,  $p = 0.437$ ) indicate no significant effect on employee performance. While employees acknowledged the stress-reducing benefits of logistical support, the absence of statistical significance suggests that such measures function more as convenience enhancers than as drivers of efficiency. This

aligns with Mergler (2025), who observed that organizational support in packing and unpacking alleviates stress but does not directly translate into productivity gains.

Similarly, flexible work hours assistance (FWHA) ( $\beta = 0.044$ ,  $p = 0.354$ ) demonstrated a weak but statistically insignificant positive influence on performance. Flexible hours were found to support work-life balance during relocation, yet their impact on measurable outcomes remained limited. This partially supports Bal and De Lange (2015), who reported a significant relationship between flexible hours and performance, though the present study suggests the effect is weaker.

In contrast, temporary housing/home finding assistance (THAS) ( $\beta = 0.304$ ,  $p = 0.000$ ) exhibited a significant positive effect on employee performance. Housing stability reduces uncertainty and provides employees with security, enabling them to concentrate on work responsibilities. This finding corroborates Emmah and Wambugu (2022), who argued that housing welfare programs enhance worker efficiency.

The strongest effect was observed in spousal and family relocation support (SPFAS) ( $\beta = 0.536$ ,  $p = 0.000$ ), which had the most pronounced positive influence on employee performance. Family support ensures emotional stability, allowing employees to focus fully on their professional responsibilities. This finding resonates with Muruu, Susan, and Mwajuma (2016), who emphasized that welfare programs enhance satisfaction and performance.

The findings reveal a hierarchy of welfare needs: family and housing support are foundational, while packing/mobility and flexible work hour supports are secondary. This hierarchy reflects the prioritization of stability and emotional well-being as prerequisites for performance, with convenience-based measures serving as complementary supports

### **Theoretical implication**

From the functional theory perspective, PMAS represents a welfare measure that addresses convenience rather than core efficiency. Within SET, it is interpreted as a symbolic gesture of reciprocity, appreciated by employees but not reciprocated with substantial performance improvements. FWHA, from a functional view, enhances adaptability but does not constitute a critical determinant of efficiency. From the SET perspective, flexible hours are perceived as organizational goodwill, eliciting moderate reciprocity but weaker exchange dynamics compared to family or housing support. Interpreted through functional theory, housing assistance is a foundational welfare measure that sustains efficiency. Within SET, housing support represents a high-value exchange, where employees reciprocate organizational investment with loyalty and improved performance. Family support, from the functional theory

lens, is a critical welfare measure sustaining both emotional and professional stability. Within SET, it represents the most powerful form of reciprocity: when organizations extend care to employees' families, employees reciprocate with heightened commitment and performance.

## **Conclusion**

The study set out to examine the influence of relocation assistance practices on employee job performance, guided by both the functional theory of labor welfare and social exchange theory. The findings reveal a clear hierarchy of welfare needs, underscoring that not all forms of assistance exert equal impact on performance outcomes.

Packing and mobility assistance (PMAS) and flexible work hours assistance (FWHA) were found to provide convenience and adaptability, reducing stress and supporting work-life balance. However, their effects on performance were statistically insignificant, suggesting that such measures function more as symbolic or secondary supports rather than core drivers of efficiency. In contrast, temporary housing/home finding assistance (THAS) and spousal/family relocation support (SPFAS) demonstrated significant and positive effects on employee performance. Housing assistance and family support emerged as foundational welfare measures, directly sustaining emotional security, loyalty, and performance. Among these, family support proved to be the strongest determinant, highlighting the centrality of family well-being in enabling employees to perform optimally.

Overall, the findings underscore that relocation assistance as a welfare program is not merely an act of goodwill but a critical investment in sustaining workforce efficiency and loyalty. This study therefore recommends that organizations seeking to maximize employee performance during relocation should prioritize family and housing support while complementing these with packing/mobility expenses assistance (logistical) and flexible-hour measures to enhance overall employee satisfaction.

## **Limitations and Suggestions for Further Studies**

This study has contributed to knowledge by addressing staff welfare areas that most empirical literature has not covered; it therefore fills in the gaps. It also adds to the body of existing literature on factors affecting employee motivation in organizations. However, the study was constrained by certain limitations, including the relatively small sample size, restricted to two universities in Delta State of Nigeria, which limits the generalizability of findings. Future research should expand the scope using larger and more diverse samples across states and regions of Nigeria to strengthen statistical validity and explore whether staff welfare in the form of relocation

assistance has a similar influence on performance as in this study. Researchers are also encouraged to adopt strategies that foster respondent cooperation and comfort during data collection to enhance data quality.

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