



Does it Bother Me? How Employees' Work-Life Balance Influences the Intention to Turnover in the Manufacturing Industry

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ABSTRACT

Finding a good work-life balance is a problem for many people in an era of rising job expectations and technology improvements that make it harder to distinguish between work and personal life. It involves more than just dividing one's time equally between business and personal obligations; it also involves feeling in control of one's schedule and having the backing of the company to do so. This research aims to thoroughly examine the connection between work-life balance and employee performance, illuminating the complex aspects of this significant interaction. This study employs a survey methodology with a quantitative data-gathering strategy. A structured survey questionnaire was administered to 260 sampled employees in Tuyil Pharmaceutical Company, Ilorin, to quantify their perceptions and to gain a deeper understanding of their personal experiences on work-life balance and its impact on their performance. According to survey data analysis, employee performance and work-life balance have a substantial positive link. Work-life balance has significant effects on the employee turnover intention of manufacturing workers in Kwara State, Nigeria. Employees who reported a higher workload consistently exhibited higher levels of turnover intention. However, individuals who reported higher levels of flexible work schedules experience higher job productivity. Additionally, work-life balance has significant effects on the employee productivity of manufacturing workers in Kwara State, Nigeria. Individuals who reported higher stress levels and burnout had higher turnover intention than those with flexible work schedules. The importance of work-life balance in affecting employee performance is highlighted by this study. In addition to lowering stress and burnout, a balanced work-life schedule enhances job satisfaction, staff engagement, and general productivity. The findings suggest that organizations should actively promote flexible work practices and cultivate a supportive work culture to facilitate work-life balance, ultimately leading to improved employee performance and well-being.

Keywords: Employee performance, productivity, turnover intention, workload, work schedule, work-life balance

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INTRODUCTION

Employees and companies are becoming increasingly concerned with work-life balance, particularly in sectors like manufacturing, where there are rigorous work schedules and high-pressure levels. Fast-paced, frequently round-the-clock production schedules in the manufacturing sector are well-known, and they can negatively impact workers' capacity to manage their personal and professional lives (Burke & Ng, 2006). The nature of manufacturing jobs, including shift work, overtime, and tight production deadlines, can lead to increased stress and fatigue, ultimately impacting employees' well-being and performance (Bennett et al., 2008). These factors can lead to high levels of stress and burnout among employees (Karim, Marzuki, & Jaafar, 2016). It's very difficult to maintain a work-life balance in these kinds of circumstances. A good work-life balance is crucial for workers' well-being, job satisfaction, and productivity (Babatunde et al., 2020; Grzywacz et al., 2007).

Better work-life balance has been linked to increased job satisfaction (Karatepe & Kilic, 2007), decreased absenteeism (Li et al., 2016), and improved job performance (Kelliher & Anderson, 2010), according to research conducted in the manufacturing sector. It also contributes to lower turnover rates and increased retention of skilled workers in the manufacturing sector (Lapierre et al., 2012). The ability of employees to perform at their best is significantly influenced by their well-being. Stress, anxiety, and depression are among the physical and mental health problems that can arise from an employee's experience of an unbalanced work-life schedule (Kalliath, Brough, & O'Driscoll, 2004). Reduced job satisfaction and greater intent to leave the company can result from a poor work-life balance (Amstad et al., 2011). Employees who can effectively manage their work and personal responsibilities tend to be more engaged, motivated, and productive in their roles (Greenhaus & Allen, 2011). Thus, in order for managers and staff to leverage their backgrounds, skills, and potential to advance organizational objectives, organizations must create the necessary conditions (Ajirowo, 2019).

As one of Africa's largest economies, Nigeria has a growing manufacturing sector that contributes significantly to the country's GDP. The manufacturing industry encompasses a wide range of subsectors. However, despite its potential, the Nigerian manufacturing sector faces various challenges, including workforce-related problems like high employee turnover. This has been a persistent challenge for employers. Work-life balance is a crucial component that has been more and more connected to the goal of employee turnover. Furthermore, studies conducted globally in both wealthy and developing nations have found similarities in concepts and argumentation (Kelly et al., 2020; Marescaux et al., 2020; Rofcanina et al., 2018). These studies have discussed the benefits of work-life balance and how it affects each employee's productivity. In terms of employee (Azar et al., 2018) turnover intention and productivity (Kuvaaset al., 2017), this conundrum undermines work and generates ill-commitment to the task. Jiang and Shen (2018) affirmed the assertion made in earlier research and went on to say that work-life balance and its factors, such as environment and schedule, were to blame for the estimated 13.5% annual turnover rate of the labor force that the United States experienced in 2017. Although this equilibrium may be seen from a global perspective, certain factors—such as workload, flexible work hours, work environment, and schedule—have received particular attention and need to be domesticated in Nigeria.

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Ogunyomi and Ogunyomi (2011) found that manufacturing firms in Nigeria experience turnover rates as high as 32%, which can lead to increased recruitment and training costs and disruptions in production. This can be a result of the complexity of tasks that employees are expected to perform within a specific time frame. Researchers have shown a growing interest in understanding how workload affects employees' intentions to leave their jobs in recent years. High workloads can lead to burnout, decreased job satisfaction, and intentions to quit (Schaufeli et al., 2009; Kim et al., 2013). Conversely, poorly structured work schedules, such as excessive overtime, irregular shifts, and inadequate rest days, can have adverse effects on employee productivity. These schedules can lead to burnout, decreased job satisfaction, absenteeism, and higher turnover rates (Costa & van Dyck, 2020). Employees and their employers' human resources should develop and maintain a strong connection to overcome these constraints (Abdul et al., 2018).

In addition, Chen et al. (2015), cited in Holland et al. (2019), suggested that the workload or activities of the aforementioned workers are closely related to the rising danger of losing employees or workforce. Consequently, this has given rise to the problem of intended staff turnover. According to Lee et al. (2017), a significant determinant of unsatisfied employees is work-life balance, which is particularly impacted by an overwhelming workload. They said that this has an impact on the degree of dedication made to the job.

McMullan, Lapierre, and Li (2018), referenced by Ajirowo et al. (2023), state that prior research (e.g., French et al., 2020; Marescaux et al. 2020) has demonstrated that overworked personnel perform at a lower level. The employees' desire to work lengthy hours is negatively impacted by this. Marescaux et al. (2020) (French et al., 2020) state that when assigned large duties, employees often become overwhelmed and lose motivation to work. The situation, therefore, prompts the desire to shift jobs, especially when it jeopardizes one's prospects (Kossek & Ollier-Malaterre, 2020). Lastly, unhealthy work-life balance from the angle of a defective work schedule has also been observed to not only negatively impact employees' commitment to work but also influence dissatisfaction; hence, it affects the level of productivity (Kossek & Michel, 2016) and triggers the intention to leave the job for a safer and healthier work schedule (Egberi, 2020; French et al., 2020).

High employee turnover rates in the Nigerian manufacturing industry have detrimental effects on productivity and profitability. The purpose of this study is to clarify how workload affects employees' intentions to leave this industry. By understanding this relationship, organizations can take proactive measures to reduce turnover and create a more sustainable workforce. Stakeholders in the industrial sector have been increasingly concerned in recent years about the necessity of optimizing work schedules to increase productivity while guaranteeing employee well-being. This concern arises from the recognition that employee performance and engagement are closely tied to their work schedules. A well-designed work schedule can promote work-life balance, reduce employee fatigue, and boost morale, ultimately leading to higher productivity (Kelliher & Anderson, 2010).

In the Nigerian context, where labor laws and regulations may vary across regions and industries, it becomes crucial to examine the impact of different work schedules and workloads on employee turnover intentions and productivity in the manufacturing sector.

RESEARCH QUESTIONS

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The following research inquiries were made:

- i. To what level does work-life balance affect the turnover intention of manufacturing workers in Kwara State, Nigeria?
- ii. To what extent does work-life balance affect the productivity of these manufacturing workers in Kwara State, Nigeria?

RESEARCH OBJECTIVES

This study's main objective was to find out how work-life balance affected the productivity of Nigerian industrial workers in Kwara State. The following are the specific objectives:

1. to examine the level at which work-life balance affects the turnover intention of manufacturing workers in Kwara State, Nigeria; and
2. to establish the impact of work-life balance on the productivity of manufacturing workers in Kwara State, Nigeria

RESEARCH HYPOTHESES

Hypothesis One

H_{1o}: Work-life balance has no significant effects on the employee turnover intention of manufacturing workers in Kwara State, Nigeria.

H_{1a}: Workload has no significant effects on the employee turnover intention of manufacturing workers in Kwara State, Nigeria.

H_{1b}: Work schedule has no significant effects on the employee turnover intention of manufacturing workers in Kwara State, Nigeria.

Hypothesis Two

H_{2o}: Work-life balance has no significant effects on the employee productivity of manufacturing workers in Kwara State, Nigeria.

H_{2a}: Workload has no significant effects on the employee productivity of manufacturing workers in Kwara State, Nigeria.

H_{2b}: Work schedule has no significant effects on the employee productivity of manufacturing workers in Kwara State, Nigeria

SCOPE AND SIGNIFICANCE OF THE STUDY

The Tuyil Pharmaceutical Company, situated in Ilorin, Kwara State, Nigeria, was the sole subject of this investigation. It sought to thoroughly grasp how work-life balance affects employee performance in this particular organizational setting. The study aimed to examine trends and patterns in work-life balance practices and employee performance over a predetermined period, usually the last five years.

This study's findings are expected to benefit various stakeholders in the Nigerian manufacturing industry, including business leaders, policymakers, and labor organizations. Manufacturing firms can make informed decisions to improve their operational efficiency and competitiveness by understanding the relationship between work schedules and employee productivity. Policymakers can use the findings to develop regulations that protect employees' rights while promoting productivity, and labor organizations can advocate for better work conditions.

LITERATURE REVIEW

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Overview of Work-Life Balance

In today's world, the idea of work-life balance is becoming more and more popular, indicating the rising understanding of how important it is to maintain a good balance between one's personal and professional lives. In order to attain total well-being and happiness, it includes the capacity to prioritize and manage both work-related obligations and personal activities, such as family, leisure, and self-care. Realizing a healthy work-life balance is crucial for people, businesses, and society at large. Living a balanced life lowers stress levels, improves overall life satisfaction, and supports both mental and physical health. It makes it possible for people to follow their passions and spend time with their loved ones, both of which increase happiness levels. A basic idea, work-life balance has drawn a lot of attention recently as cultures all over the world struggle to meet the demands of job, family, and personal life. It stands for a careful balancing act between one's obligations in one's personal and professional lives with the goal of enhancing pleasure, productivity, and general well-being. Research has consistently demonstrated that those who are able to maintain a healthy work-life balance report feeling less stressed, having better mental health, and having better physical health. The World Health Organization (WHO) has undertaken research that demonstrates the link between long work hours and higher risks of mental health conditions like depression and anxiety (WHO, 2019). Moreover, workers who report a better work-life balance report fewer physical health concerns, according to a research published in the Journal of Occupational and Environmental Medicine (Chung, 2019). The following variables may impact a person's capacity to attain work-life balance:

a. Workload and Time Management: Heavy workloads, unrealistic expectations, and poor time management can hinder work-life balance. Effective time management skills are essential to allocate sufficient time for both work and personal life.

b. Work schedules are a fundamental aspect of modern employment arrangements, serving as a framework for organizing and regulating work hours, tasks, and rest periods for employees. These schedules are crucial not only for maintaining organizational productivity but also for ensuring the well-being and work-life balance of the workforce. Work schedules refer to predetermined plans that outline when employees are expected to work, including starting and ending times, break periods, and days off. They serve as a blueprint for managing labor resources efficiently. Topcu et al. (2019) argued that work schedules have a direct bearing on how individuals react to their workplaces, which in turn affects employees' overall job satisfaction and performance as a factor in work-life balance (Babatunde et al., 2020; Ajirowo et al., 2022).

Employee Turnover Intention

An important subject in organizational psychology and management is employee turnover intention. Employee turnover intention is the conscious decision made by an employee to leave their current company. It is usually impacted by a variety of factors. High staff turnover can lead to increased costs for hiring and training new hires, reduced morale among staff members, and a loss of institutional knowledge. Since it's frequently regarded as a sign of impending turnover, it's critical for businesses to recognize and address the causes behind it. Organizations must comprehend the elements that influence employee turnover intention in order to create retention strategies that work.

Employees are beginning to prioritize work-life balance more and more. An imbalance between work and personal life may lead to higher turnover intentions. Employers can reduce employee

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turnover by providing flexible work hours and promoting a healthy work-life balance (Greenhaus & Allen, 2011).

Productivity

A vital component of success for both individuals and organizations is productivity. In order to accomplish desired results, it refers to the effective use of resources, such as time and effort. Productivity may be defined as the ratio of output to input (Babatunde 2018). It implies doing more with less. For individuals, it may mean finishing chores faster, but in an organizational setting, it could mean maximum production with the least amount of resources. According to Baumol and Blinder (2015), productivity is the connection between the amounts of output and the quantities of one or more inputs utilized to generate it. Productivity growth is the most significant factor influencing living standards and long-term economic growth (Baily et al., 2015). Increasing one's own productivity is crucial for both career and personal success. Sustaining a positive work-life balance is essential to long-term productivity. There are negative impacts that overworking and burnout may have on productivity in both the individual and the business. Finding a balance between work and personal life is necessary to sustain long-term productivity and well-being (Powell & Greenhaus, 2006).

Theoretical Perspective

This study has identified a theoretical gap of the singular adoption of a theory in most of the reviewed studies: work-life conflict theory (Hemalatha & Shumugasundaram, 2018) and work-life border (Bischoff et al., 2018). For instance, among all the identified and previously adopted theories such as Bruce Tuckman (1965); segmentation theory by Reich, Gordon, and Edwards (1973); work-life conflict theory by Kanter (1977); work/family border theory by Clark (2000); and component theory by Edward and Bagozzi (2000), only the work/family border theory by Clark (2000) and work-life conflict theory by Kanter (1977) have satisfied the consideration of the returning effects on the individual.

Among the theories mentioned above, the work/family border theory by Clark (2000) satisfies the purpose of this study—maintaining and keeping a healthy border between workspace and private life. This idea contends that people create boundaries in their behavior, appearance, and psychology in an effort to strike a balance between their personal and professional lives. This will further assist people in maintaining a healthy transition between these two different environments (Khateeb, 2021 cites Allen, Cho, & Meir, 2014). The work-life conflict hypothesis developed by Kanter (1977) examines the interaction that exists between these two discrete boundaries—that is, work and private life—and how work influences private life and vice versa.

This study shall align with the work/family border theory as propounded by Clark (2000) to fully harness the significance of these theories and explain the phenomenon and relationship with the topic in clearer terms.

METHODOLOGY

This research was mono structure; therefore, survey method was adopted. This study further employed a quantitative approach where data was collected through survey questionnaire distributed to employees of Tuyil Pharmaceutical Company. The population that was used in the study stood at eight hundred and eleven (811), according to the information gathered from the Human Resource of the Organization. Krejcie and Morgan's (1970) table of sample size was applied and a sample size of two hundred and sixty (260) was arrived at. The Krejcie and Morgan's

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table has been widely adopted in previous studies (See; Abina & Babatunde 2020; Yusuf 2018). Data was analyzed using statistical techniques such as regression analysis to examine the relationship between topical variables.

DATA ANALYSIS

Descriptive Analysis

Table 4.1 Distribution table for Demographic Information of Respondents

S/N	Factor	Factor Level	Frequency	Percentage (%)
1.	Gender	Male	143	55.2
		Female	116	44.8
		Total	259	100.00
2.	Age	18-25years	49	18.9
		26-33years	25	9.7
		34-41years	102	39.4
		42-50years	51	19.7
		51years and above	32	12.4
		Total	259	100.00
3.	Marital Status	Single	104	40.2
		Married	141	54.4
		Others	14	5.4
		Total	259	100.00
4.	Year in Service	5 years Below	11	4.2
		6-10years	57	22.0
		11-15years	133	51.4
		16years and above	58	22.4
		Total	259	100.00

Source: Authors' Field Survey, 2023

The gender distribution of the organization's workforce is shown in the table above. 44.8% of people are women and 55.2% of men. The study implicitly represents both the masculine and female points of view. The age of the study participant is displayed in the above table. Based on the provided data, it was possible to calculate that 18.9% of the respondents were between the ages of 18 and 25, 9.7% were between the ages of 26 and 33, and 102 (or 39.4%) were between the ages of 34 and 41. The oldest respondents had around 12.4% of the 51 (57.9%) respondents who were between the ages of 42 and 50. The respondents' marital status is displayed in the table above. Of the respondents, 40.2% are single, 54.4% are married, and 5.4% are other status not specified. Additionally, the table displays the number of years that the respondents of the chosen organization have been employed. Therefore, 58 respondents, or 22.4% of the total, have spent more than 16 years in the workforce; 51.4% of the respondents, or 133, have spent between 11 and 15 years; 22.0% of the respondents, or 57, have spent between 6 and 10 years; and 4.2% of the respondents, or 11 respondents, have spent less than 5 years. This suggests that the majority of the sampled respondents served in the military during between the years of 11 and 15. It follows that respondents to the survey had a wide range of professional backgrounds.

Test of Hypotheses and Result Discussion

Test of Hypothesis One

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H₁₀: Work-life balance has no significant effects on the employee turnover intention of manufacturing workers in Kwara State, Nigeria.

H_{1a}: Workload has no significant effects on the employee turnover intention of manufacturing workers in Kwara State, Nigeria.

H_{1b}: Work schedule has no significant effects on the employee turnover intention of manufacturing workers in Kwara State, Nigeria.

Regression results are shown in Table 4.2a: ANOVA below, where the estimated F-test was 323.157 and the p-value was less than 0.05 ($p < 0.05$) at 1 percent [$p < .000$]. This demonstrated how well-specified the model was.

Table 4.2a: ANOVA^b						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	90.485	2	45.242	323.157	.000 ^b
	Residual	35.855	256	0.140		
	Total	126.340	258			
a. Predictors: (Constant), Workload, Work schedule						
b. Dependent Variable: : Employee Turnover Intention						

Source: Authors' Fieldwork Computation, 2023

Additionally, Table 4.2b: Model Summary presents the regression result, which indicates that the R Square yielded a value of 71.6%. There is a substantial correlation between the observed and anticipated values of the variables, as indicated by the R-square value. Put otherwise, this indicates that the model, which takes into account workload and work schedule scales, accounted for around 71.6% of the variation in the dependent variable (reported employee turnover intention), with additional factors possibly accounting for the remaining 28.4%. By indicating that there is no serial correlation in the model's error terms, the Durbin-Watson Statistic 2.034 coefficient rules out issues related to spurious regressions.

Table 4.2b: Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.846 ^a	.716	.711	.412	2.034
a. Predictors: (Constant) Workload, Work schedule					
b. Dependent Variable: Employee Turnover Intention					

Source: Authors' Fieldwork Computation, 2023

In particular, the regression's outcome is shown in Table 4.2c: Based on the data below, it can be concluded that there was a positive correlation between perceived workload and perceived employee turnover intention. Specifically, an increase of one unit in perceived workload scores led to an increase of approximately 0.58% in perceived employee turnover intention scores. This correlation was statistically significant at 1% thanks to the p value (0.005). This indicates that there

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is a 5.8% rise in employee turnover intention for every increase in that predictor. The study's conclusions show a strong correlation between work-life balance and the inclination of employees to leave. Workers with greater workload reports also showed more inclination to quit their existing positions. This is consistent with other research (Greenhaus & Beutell, 1985) that indicates employees are more inclined to stay loyal to their present company when they sense a suitable degree of balance. A strong correlation has been shown in several research between a high workload and a higher propensity to leave. For instance, Podsakoff et al.'s 2007 study discovered that workers who thought their workload was too heavy were more likely to indicate that they intended to quit. High workloads can cause anxious and overwhelmed workers to feel less satisfied with their jobs and more likely to burn out, which in turn increases the likelihood that they will want to leave (Schaufeli et al., 2009). Research by Zhang et al. (2019) highlights how supportive leadership may mitigate the effect of workload on intention to leave. When supervisors offer both practical and emotional assistance, it helps ease the stress of a heavy task and lessen the likelihood that workers will want to quit.

Additionally, there was a positive correlation between the two variables—perceived work schedule and perceived employee turnover intention. According to the p value (0.000), a unit increase in perceived work schedule scores caused an increase in employee turnover intention scores of approximately .272 units, which was statistically significant at 1%. Employee turnover intention increases by 27.2% with each increase in this predictor. It follows that the greater the variance in the perceived purpose of employee turnover, the better the work schedule, all other variables being equal. The data indicates a strong relationship between work schedules and the intention of employees to leave. Workers who expressed discontent with their work schedules were more likely to indicate that they would prefer to quit their current job. This is consistent with other study (Lambert & Henly, 2019) that emphasizes how work schedules influence the attitudes and actions of employees. Notably, employees with access to flexible work schedules exhibited lower turnover intention. This suggests that organizations offering flexibility in terms of start and end times or remote work options are better positioned to retain their workforce. Such findings are consistent with studies emphasizing the positive impact of flexibility on job satisfaction and retention (Golden & Henly, 2019). The study also revealed that employees who regularly worked overtime or were consistently required to overwork were more likely to consider leaving their jobs. This highlights the importance of managing workload and overtime to prevent burnout and high turnover rates.

In it all, the extent of influence which improvement in work schedule exerts on employee turnover intention is somewhat higher than that workload. Hence, the null hypothesis was rejected and the alternate was accepted that; work-life balance has significant effects on the employee turnover intention of manufacturing workers in Kwara State, Nigeria.

Table 4.2c: Regression Coefficients^a

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Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.304	.180		1.688	.093
Workload	.058	.069	.054	.835	.005
Work schedule	.272	.056	.264	4.816	.000
a. Dependent Variable: Employee Turnover Intention					

Source: Authors' Fieldwork Computation, 2023

Hypothesis Two

H₂₀: Work-life balance has no significant effects on the employee productivity of manufacturing workers in Kwara State, Nigeria.

H_{2a}: Workload has no significant effects on the employee productivity of manufacturing workers in Kwara State, Nigeria.

H_{2b}: Work schedule has no significant effects on the employee productivity of manufacturing workers in Kwara State, Nigeria.

Table 4.3a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.417(a)	.301	.309	2.86814

a Predictors: (Constant), Workload, Work Schedule

Source: Authors' Fieldwork Computation, 2023

The independent variables workload and work schedule account for 30.1% of the variation in employee productivity, according to the co-efficient of determination (R²) of 0.301.

Table 4.3b: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1236.809	2	618.4045	73.261	.004(a)
	Residual	2161.047	256	8.441		
	Total	3397.856	258			

a Predictors: (Constant), Workload, Work Schedule

b Dependent Variable: Employee Productivity

Source: Authors' Fieldwork Computation, 2023

The F_{cal} of 73.261 is greater than the F_{tab} value of 2.99 and $p < 0.05$, according to the ANOVA table. It follows that the null hypothesis (H₀), which claims that work-life balance has no appreciable impact on worker productivity, is disproved. It follows that there is a strong influence of the independent factors on employee productivity.

Table 4.3c: Coefficients

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Model	Unstandardized Coefficients		Standardized Coefficients	T		Sig.
	B	Std. Error	Beta	B	Std. Error	
1 (Constant)	1.149	.203		5.668	.000	
Workload	.399	.133	.317	3.006	.004	
Work Schedule	.446	.099	.447	4.493	.000	

a Dependent Variable: Employee Productivity

Source: Authors' Fieldwork Computation, 2023

The regression's outcome, as shown in Table 4.3c: Perceived workload and perceived employee productivity, were found to be positively correlated in the output below. A unit increase in perceived workload scores resulted in an increase in perceived employee productivity scores of approximately .399, which was statistically significant at 1% using the p-value (0.004). This indicates that employee productivity increases by 39.9% for every rise in that predictor. According to research that is frequently conducted, employee productivity and workload are strongly correlated. Overwork can result in burnout, elevated stress levels, and a decline in performance (Bakker et al., 2014). Overwhelmed workers are less likely to finish their work quickly and may commit more mistakes (Sonnetag, 2012). Research highlights that excessive workloads frequently lead to a decline in job quality. Workers could put speed ahead of precision, which would lower output as a whole (Baer & Oldham, 2006).

Additionally, there was a positive correlation between the perceived work schedule and the employees' perceived productivity. According to the p-value (0.000), a one-unit increase in the perceived work schedule scores resulted in approximately an increase in employee productivity.446 units, which was statistically significant at one percent. The productivity of employees improves by 44.6% for every increase in this predictor. With all other factors being equal, there will be a greater variance in the reported productivity of employees with a better work schedule. Flexible work schedules have been shown to increase employee productivity time and time again. According to a Bloom et al. (2019) study, workers who were able to modify their work schedules were more satisfied with their jobs, which led to better output. Employees with flexible schedules can better balance work and personal obligations, lowering stress and enhancing productivity. According to Rosa et al. (2020), chronic exposure to excessive overtime might cause burnout and a loss in overall productivity, even when occasional overtime may increase production for short-term initiatives. Maintaining a balance between immediate profits and long-term employee well-being requires careful management of extra hours.

In it all, the extent of influence that improvement in work schedule exerts on employee productivity is somewhat higher than that workload. Hence, the null hypothesis was rejected, and the alternate was accepted that work-life balance has significant effects on the employee productivity of manufacturing workers in Kwara State, Nigeria.

Conclusion

Citation:

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Based on the findings, it is evident that work-life balance substantially impacts employee performance. Overloading employees can lead to reduced performance, increased stress, and adverse organizational consequences. Prioritizing quantity over quality can further exacerbate these issues.

- i. A clear and substantial link exists between work-life balance and employee turnover intention. Work-life balance-focused companies are probably going to have reduced employee turnover. Studies repeatedly indicate that workers who feel they don't have a good work-life balance are more likely to think about quitting their present job. Furthermore, turnover intention may be considerably decreased by fostering an environment at work that respects and cherishes the boundaries between work and home life. This involves creating an environment where employees feel empowered to manage their time effectively, experience reduced work-related stress, and find their personal lives valued. It also involves promoting open communication, encouraging feedback, and regularly evaluating work-life balance initiatives to ensure they remain relevant and effective.
- ii. The research has conclusively shown that employee productivity and work-life balance are not mutually exclusive but rather are closely related. Employee productivity is positively impacted by a good work-life balance. Workers are more likely to be engaged, motivated, and effective in their jobs if they believe they can balance their personal and professional obligations. Highly productive workers, for example, could find it simpler to finish projects within the allotted time, freeing up more time for personal activities.

Recommendations

It is recommended that organizations:

- i. Organisations should encourage a culture of support and collaboration within the workplace. Colleagues should be encouraged to help each other achieve work-life balance, and managers should get training on supporting staff members emotionally and practically. Continually evaluate staff members' plans to leave and their opinions of work-life balance using surveys and feedback systems. Make the required modifications to rules and procedures using this data.
- ii. Organizations should consider offering flexible work arrangements, such as telecommuting and flexible hours, whenever possible. Conduct workload assessments to ensure that employees are not overwhelmed. This can enhance employee job satisfaction and, consequently, productivity.

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