



HOW WORK-LIFE BALANCE STIMULATES HEALTH WORKERS PERFORMANCE IN THE NORTH CENTRAL REGION OF NIGERIA.

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Abstract

This research study delves into the intricate relationship between work-life balance and employee performance within contemporary organizational settings. The pursuit of optimal employee performance is a fundamental goal for businesses seeking to maintain competitiveness and sustain growth. Recognizing that employees' personal lives significantly influence their work-related outcomes, this study provided a comprehensive analysis of the multifaceted effects of work-life balance on the performance of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria. An accessible population of 1534 health workers was given while the study considered a sample size of 306, as suggested by Krejcie and Morgan's (1970) table of sample size. The research used a quantitative data collection method to understand the subject matter better. Quantitative data was gathered through a close-ended questionnaire administered to diverse employees across the organisation and job roles. Preliminary findings suggested that a positive work-life balance significantly contributes to enhanced employee performance. Individuals who reported better balance between their work and personal lives through flexible work time and work environment tend to exhibit increased job satisfaction and higher levels of engagement and commitment to their organizations. Hence, flexible work time and good work environment initiatives emerge as key facilitators of work-life balance and subsequently bolster employee performance. The implications of these findings are far-reaching, as they can inform HR policies and practices aimed at optimizing employee performance, talent retention, and organizational competitiveness. By recognizing the symbiotic relationship between work-life balance and employee performance, organizations can cultivate a more sustainable and productive workforce, ultimately benefiting both employees and the bottom line. Therefore, this study recommends that tools and surveys should be implemented to assess employee commitment levels regularly. This can help organizations identify areas where improvement is needed and track the impact of work-life balance initiatives.

Keywords: Flexible work time, employee performance, job satisfaction, employee commitment, work environment, work-life balance.



Introduction

Maintaining an apt equilibrium between work and private life has been at the centre of academic discourse as it lingers in the corporate world (Babatunde et al., 2020; Rofcanina et al., 2018). Scholars have argued that a severe imbalance exists between work and private life, which frequently affects employees' work and private activities, thereby negatively affecting performance (Peeters et al., 2013, as cited in Pluut et al., 2018). Sawyer et al. (2017) also stress that the work-life balance has been a topic of discourse in recent times due to the demanding pressure from work and private life, which is often a result of workplace pressure to meet up with the global competition, multicultural workforce, and changing technology (Heerwagen et al., 2010, as cited in Azar et al., 2018).

In the same vein, Rofcanina et al. (2018) opined that in recent times, individuals have been faced with the management of work and family spaces due to the mounting responsibility to meet family needs, which include finances, emotions (Hofmann et al., 2017) and other private obligations (Adkins et al., 2019). Furthermore, Wayne et al. (2019) have argued in an aggregate position that individuals are often affected by both workspace and private life encroachments, which affect competitive tasks at work and family demands in terms of basic and present needs. These encroachments often result from workspace dynamics through management change, technology, and behavioural change, which is usually a result of impending situations (Land et al., 2010, as cited in Golob et al., 2021). The situation is multidimensional as it is frequently experienced in every workspace, with no exception for developed and developing nations.

Bongo et al. (2018) opined that exhaustive workload caused by work demand and competition has become a trend. On the one hand, the consequences of this development include stress and defective employee performance (Inegbedion et al., 2020). On the other hand, the outcomes are evident in dissatisfaction (Sravani, 2018) and diminishing job commitment. Similarly, Burdin et al. (2019) opined that the mode through which an organisation manages the flexibility of its workspace often determines employees' satisfaction and commitment to work, which sometimes leads to turnover intention. In a diverse opinion, Jena et al. (2019) elucidated that flexible work time directly links employees' performance with respect to intrinsic and extrinsic elements and consequently enhances job satisfaction and commitment. Every firm understands the value of employee motivation since achieving goals involves physical, financial, and human resources. This may be achieved through increasing employees' willingness to work, as this will support the company in ensuring the greatest resource usage. It boosts output while lowering operating expenses and increasing overall effectiveness (Shahzadi et al. 2014; Abdul et al. 2018). Poulouse et al. (2017) also argued that industry competition and the pressure to meet market demands have raised work pressure in the forms of inflexible working time and increasing job schedules, which sometimes lead to a lack of job satisfaction and performance (Le et al., 2020). Specifically, Topcu et al. (2019) argued that work schedule, as a determinant of work-life balance, directly influences how individuals react to the work environment and affects employees' overall performance and satisfaction (Babatunde et al., 2018).

From a more specific vantage, employees in the health sector are of focus, especially during the coronavirus pandemic, which started in Wuhan, China, and ravaged the entire world in the last quarter of 2019 before spreading across the world in 2020 (WHO, 2021). The virus codenamed COVID-19 has adversely impacted and confronted the global health community without sparing even the exclusively pronounced top best health systems in the world as colossal casualties have



been recorded. This novel virus is a member of the coronavirus disease family, which exists in animals and is transferable to humans. It is capable of causing health damage to the body system by weakening the respiratory organs in a short period. The world has recorded over 160M+ cases and a 3M+ current death toll (WHO, 2021). Adversely, nations, including those with assumingly effective health systems, struggle to contain this virus, using all available resources ranging from world-class health facilities and equipment to human resources; thus, they are stressing the capacity of the available workforce.

In Nigeria, for instance, the pandemic has further brought an overstretched and overwhelming workload on health workers as there has been an influx of affected individuals coming into health facilities for care. The majority of these workers (i.e., doctors, pharmacists, nurses, and medical laboratory scientists) who are regarded as the frontline and essential players and fighters in this important yet tragic moment are not only placed at a high risk of contracting this disease, but there is also a lack of equilibrium between their respective work and life (Suguna et al., 2017). Consequently, they run continuous work shifts and have an ill flexible balance in terms of employees' permissible leaves, holidays, and vacations with the family (Tunji-Olayeni et al., 2017).

Studies (Akinyele et al., 2017) have observed through the lens of flexible work time that defective work-life balance has resulted in employees' lack of commitment to the job (Jackson et al., 2018). This is also evident in how employees perform tasks and handle responsibilities (Kelly et al., 2020). In addition, Kelly et al. (2020) posited that uncondusive work environments have been proven to play a vital role in the underperformance of employees as it often determines their level of comfortability, which affects their commitment to work (Sawyer et al., 2017). Furthermore, a disadvantaged environment affects commitment and alters employee satisfaction. This situation defeats their level of performance (Rofcanina et al., 2018) and infuses the intention to change jobs (Egberi, 2020; French et al., 2020), especially in the health sector (Adeloye et al. 2017; Senthana et al., 2021). Therefore, the absence of a healthy environment affects the private and overall life of employees. McMullan et al. (2018) further affirmed that overloading employees with work has had a more negative effect on their level of performance as evident in past studies (i.e. French et al., 2020; Marescaux et al., 2020), and this has been observed not only negatively to impact employees' commitment to work but also influence dissatisfaction.

McNamara et al. (2013) echoed that conflicts of interest exist between work and private life, thereby leaving a vacuum to be filled by the individual in question. While these factors affect all sectors of human endeavour, studies need to focus on the health sector as it holds a major vein in human life. Additionally, factors such as an ill-balanced work schedule and defective flexibility (Bohnke et al., 2018) directly affect how employees navigate the work and family spaces (Kelly et al., 2020). Thus, the individual must strike a balance by aligning with a realistic, flexible work arrangement and schedule to enhance favourable work and private life and ultimately to improve performance (Hofmann et al., 2017). Even though some notable works concerning work-life balance have been mentioned, this study intends to fill a handful of gaps that span across contemporary issues. This, in relation to the study of the novel coronavirus as a factor that affects the work-life balance of frontline health workers, shall bridge the gap of contemporary issues such as workers' welfare and their ability to integrate work and private affairs.



Research Questions

The following research questions were inquired:

- i. To what extent does work-life balance affect the commitment of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria?
- ii. How does work-life balance affect the satisfaction of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria?

Research Objectives

The primary objective of this study was to develop a framework for effective work-life balance and the performance of health workers in Kwara State, Nigeria. The specific objectives are:

1. To determine the extent to which work-life balance affects the commitment of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria, and
2. To investigate the impact of work-life balance on the employee satisfaction of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria.

Research Hypotheses

For clarity, below are the hypotheses set for this study. These are expanded to have three sub-hypotheses, each as indicated in the format below. Also, the study has corresponding research questions.

Hypothesis One

H_{1o}: Work-life balance has no significant effects on the employee commitment of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria.

H_{1a}: Flexible work time has no significant effects on the employee commitment of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria.

H_{1b}: Work environment has no significant effects on the employee commitment of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria.

Hypothesis Two

H_{2o}: Work-life balance has no significant effects on the employee satisfaction of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria.

H_{2a}: Flexible work time has no significant effects on the employee satisfaction of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria.

H_{2b}: Work environment has no significant effects on the employee satisfaction of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria.



Scope and Significance of the Study

This study focuses on the University of Ilorin Teaching Hospital (UITH) in Kwara State, Nigeria. The choice of Kwara State was to get an in-depth analysis of the work-life balance of health workers. Hence, this study covered the following categories of health workers: doctors, pharmacists, nurses, and medical laboratory scientists. Furthermore, this study paid attention to certain variables and indicators awaiting full exploration in African research. It specifically examined how work-life balance variables (flexible work time, work environment) affect the performance of employees in the case study vis-à-vis employee commitment and satisfaction.

Furthermore, as seen in the literature, only a few studies have been conducted on work-life balance with regard to the Nigerian health sector. This gap has limited the access of policymakers—in government and the health sector to accurate and sufficient information in terms of suggestions and recommendations for improvement. Specifically, less emphasis has been placed on the area of overstretching of staff capabilities (through work environment and flexible work time). This is, however, a result of the shortage of manpower, which affects the work and home balance of these employees in the health sector.

Lastly, this study contributed to improving existing theories and management practices in this terrain by establishing facts and figures in Nigeria. This further reformulates the study and conceptual scope and reiterates relating and negating facts about the theoretical philosophies of Clark (2000), Edwards et al. (2000), Staines (1980), Reich et al. (1973), and Bruce Tuckman (1965). Also, it contextualized the locally acceptable belief of the concept using Kanter's and Clark's theories. Empirically, this study aligns with some studies more than others due to differences in geographical boundary, the study scope, industry, level of research, the climate of the issue, and the availability of data for analysis.

Literature Review

An Overview of Work-Life Balance: Classical Point of View

There is no universally established explanation for the concept of work-life balance due to its peculiarity and multidisciplinary nature; therefore, understanding it deserves the contemplation of diverse perspectives. For instance, Lockwood (2003) and MacEwen et al. (1994) both have a classical assertion of work-life balance to be the effective integration of work and private life to achieve an equitable work and private environment. It was further clarified that it becomes important for the organisation to create an avenue for the actualisation of such a motive as both parties have roles and benefits to attain. In the same vein, Appiah et al (2013); Pushpakumari (2008), and Wheatley (2012) opined that the realisation of work-life balance (WLB) is not solely the responsibility of any component, thus advocating for synergy between both parties. However, the common opinion among authors is that the practice of WLB is often initiated by organisations to bridge the work and family conflict gap (Gaur et al., 2018). Consequently, where these parties' conflict, it breeds discomfort and dissatisfaction (Lazăr et al., 2010) in the employees' affairs and affects the performance of the two components (Bani-Hasan et al., 2017).

In the last decades, scholars with different perspectives have begun to operationalise the concept of work-life balance to present a simpler means of explaining and understanding the broad thought.



For instance, flexible work time, job security, work environment, schedule, and safety are widely researched by many in this terrain (Ghai, 2014; Gragnano et al., 2020; Lazăr et al., 2010; Sakalle et al., 2017), while others have their attention on work-life boundaries, work overload, well-being, and remuneration (Hogarth et al., 2000). However, views on flexible work time, work environment and workload are prominent and widely accepted because of their adaptability in global studies (Agha et al., 2017).

Work-Life Balance in the World Context

In the world academic space, numerous studies have been conducted on work-life balance, and these have led to research breakthroughs. Studies from the likes of El-Kassem (2018) and Bani-Hasan and Teng (2017) have confirmed the assertion of Manor and Desiana (2018) that work-life balance plays a significant role in shaping employee performance outcomes. Similarly, Leitão et al. (2019) also opined that a safe workspace through effective work-life balance forms a great part of what affects employee job satisfaction and commitment and ultimately, the economic performance of an organisation. In the same vein, Allen et al. (2017) pointed out that the United States workforce experienced a rise in the number of women entering the workforce from 29% in about five decades ago to about 47% in 2015, which was directly attributed to the awakened consciousness of work-life balance implementation (Waclawska, 2018). As further described by Gaur and Saminathan (2018), it is a major driver of employee satisfaction and individual commitment.

Likewise, Manor et al. (2018) described work-life balance as an individual employee's ability to balance the affairs of the workplace and private life by drawing a borderline between the two terrains. This aligns with the view of Suguna et al. (2017) who confirmed that even though work-life balance does not imply equal distribution of time and mind by individual but a healthy balance between the two concerns, it has a direct effect on the individual's work performance (Mendis et al., 2014). Additionally, Bani-Hasan et al. (2017) mentioned that work-life balance is the amount of time an employee spends doing his/her duties at work and relaxation time with family, bringing equilibrium between the two environments.

Work-life balance can also be viewed as the idea or state of mind in which an individual employee attains that level of satisfaction in balancing the workspace responsibilities and private life activities such as parenting, social and other economic engagement, and relaxation (Harini et al., 2019). This healthy, flexible work balance and schedule are indicators for increasing employee satisfaction, commitment, and productivity and for eliminating the intention to turnover (Lee et al., 2017). In addition, Daipuria et al. (2013, as cited in Johari et al., 2018) described work-life balance as the event of probing for a meeting point between workspace and private or family life and the attainment of comfort space with both work and family obligations. Johari et al. (2018) ascertained that the idea of work-life balance can be premised on the complementary balance between work responsibilities and family commitments in order to achieve a tenable lifestyle. This difference would be thought to have been achieved when the needs of the appropriate parties (work and family responsibilities) have been satisfactorily met as defined (Aruldoss et al., 2021).

Work-Life Balance in the African Context

Work-life balance in the African context has also been critiqued by authors and researchers with respect to the continent's peculiarities. Mušura et al. (2013) have affirmed that this stability and its



satisfaction significantly impact the performance of employees and their environment. While aligning with this, Chimote et al. (2013, as cited in Jackson et al., 2018) argued that the returning effects of effective work-life equilibrium lie in the attainment of employees' job satisfaction and reduction in both turnover intention (Choi, 2018) and employees' lack of commitment. Jackson et al. (2018) asserted that despite a lack of statistical reportage in recent times, Grobler et al. (2011) have submitted statistical evidence that up to 20% of South Africans have adopted flexible work in the last decade. Thus, work-life balance not only significantly impacts the employees' ability to commit to effective operation, but it also decreases turnover by 34% (Choi, 2018).

Also, Dhanpat et al. (2019) argued that the work environment forms part of the balance; therefore, organisations should provide a hazard-free atmosphere to achieve employee satisfaction. To Hussein et al. (2016), work-life balance is a concept that encompasses aligning the workspace needs with private lifestyles with regard to family needs.

Work-Life Balance in the Nigeria Context

In relation to Nigeria, some studies have been carried out with different conceptual definitions and explanations. For instance, Nwaggara (2020) described work-life balance as the understanding that exists between work and private levels, which are mutually managed by the concerned individual employee. Akanji et al. (2020) also described it as the maintenance of workspace and private life possible spillover in order to meet the equilibrium point. To Clark (2000, as cited in Mushfiqur et al., 2018), it involves the double satisfaction of work and family life with a visible minimum of encounters. This was further explained as the responsibility interface between work and family spaces, which in turn affects employee work satisfaction, commitment, and the productivity of the concerned organisation (Mushfiqur et al., 2018).

In the same vein, Adisa et al. (2019) viewed work-life balance as the ability of an individual worker to manage the struggle between work and other formal duties and family life concerns, which largely determines the well-being of such an individual. Furthermore, Anthonia et al. (2018) asserted that work-life balance has to do with how individual employees have a measure of control over when, where, and how they work and how they spend their private time with the family. Onu et al. (2018) acknowledged the challenges but still described work-life balance as a task to be achieved in order to attain a healthy work and family balance.

Theoretical Perspective

The theoretical underpinning of WLB has an expansive field where numerous theories have been reviewed and tested in previous studies. Theories such as the team-work theory by Tuckman (1965), segmentation theory by Reich et al. (1973), work-life conflict theory by Kanter (1977), spill-over theory by Staines (1980), and work-family border theory by Clark (2000) have been widely adopted for studies in this aspect.

The abovementioned theories have explicitly explained the fundamental belief around the concept, where Tuckman (1965) has a similar position to Reich et al. (1973) and Kanter (1977) focuses on the underlying effects of separating work from family life in order to attain individual performance (Mulinge, 2017). Other studies have aligned with the recently propounded work-family border and spill-over theories, which further show that effective integration of work and family life not only



affects the performance of organisations and employees (Ghai, 2014) but also somewhat influences the level of satisfaction derived from doing the job and loyalty which breeds misperception of role separation by individuals.

Particularly, studies conducted in relation to health workers are mostly pinned on the work-life conflict theory (Hemalatha et al., 2018). While the spill-over theory describes how to balance work and life by dealing with emotions, attitudes, skills and behaviours that they establish at work in employees' family life (AlHazemi et al., 2016), the work-life border theory discusses physical, temporal, or psychological factors and further addresses the issue of 'crossing borders' between life and work environment. This study was premised on the work-life conflict theory and work-family border theory. The basis for this is to fill the gap acknowledged in Kanter's theory using Clark's. Kanter's theory clearly discusses the explicit separation of domains between work and life, while Clark's framework further queries into considering what affects individual psychological and emotional behaviours, which are also elements of separation but with clearer individuality purpose of human psychology. The selection of these theories aligns with the study of Ghai (2014).

Method

This study shall adopt the survey method by selecting a fragment of the targeted population of health workers. Thus, it covers doctors, pharmacists, nurses, and medical laboratory scientists in the selected general hospitals in Kwara State, Nigeria. This study also aligns with the axiological philosophy while conforming to objectivism, which further explains that the environment directly affects values and emotions and can be regarded as social factors. In this study, health workers in the University of Ilorin Teaching Hospital (UIITH), Kwara State, Nigeria, are the general population. The target population was segmented using job roles and descriptions that cover medical doctors, pharmacists, nurses, and medical laboratory scientists. Hence, the accessible population stands at about 1534 staff as given by the hospital management. To select a sample, Krejcie and Morgan's (1970) table of sample size was employed in arriving at a scientifically accepted size of 306 that conforms to scientific standards. This table was selected as studies across several disciplines, such as management and organizational behavior (Abdul & Ahmed, 2018; Babatunde et al., 2018; Farouq et al., 2021) and marketing (Abina & Babatunde, 2020) have found it statistically effective in deriving a sample.

To promote compliance and decrease the percentage of non-submission of the questionnaire, more than 306 copies of the questionnaire were distributed. In essence, the questionnaire was distributed to respondents in about (320) copies, allowing the researcher to retrieve a sizable number from which 306 properly filled copies of the questionnaire were selected, representing the sample size taken into consideration for this study, and this allowed for the achievement of the 100% response rate (Ajirowo, 2019). This study employed the primary source of data through which data was gathered directly from targeted respondents using the close-ended questionnaire as the instrument of data collection. The collected data was analysed using the standard multiple linear regression, which aims at analysing the relationship between measured variables and latent construct.



Data Analysis

Table 4.1 Distribution table for Demographic Information of Respondents

S/N	Factor	Factor Level	Frequency	Percentage (%)
1.	Gender	Male	121	39.5
		Female	185	60.5
		Total	306	100.00
2.	Age	18-25years	17	5.6
		26-33years	106	34.6
		34-41years	71	23.2
		42-50years	41	13.4
		51years and above	71	23.2
		Total	306	100.00
3.	Marital Status	Single	119	38.9
		Married	176	57.5
		Others	11	3.6
		Total	306	100.00
4.	Year in Service	5 years Below	49	16.0
		6-10years	98	32.0
		11-15years	135	44.1
		16years and above	24	7.8
		Total	306	100.00
5.	Job Roles	Nurse	91	29.7
		Doctor	79	25.8
		Pharmacist	74	24.2
		Medical Laboratory Scientist	62	20.3
		Total	306	100.00

Source: Researcher's Field Survey, 2023.

The Table above shows that male respondents accounted for 39.5% while female respondents accounted for 60.5%. The implication of this is that the participation was evenly distributed. Also, the table indicates that 6% were in the age bracket of 18-25years and below, people between the age brackets 26-33 years accounted for 35% of the respondents, 23% were between the age of 34-41years, 42-50years accounted for 13% while 23% were in the age bracket of 51 years and above. From this, most of the respondents sampled were in the age bracket 26-33 years, which is old enough to give accurate information as regards the study. Furthermore, the table above shows that 39% of the respondents were single, while 58% of the respondents were married, and 4% were either divorced or separated. The implication of this is that most of the respondents sampled were responsible enough to participate in the study. Furthermore, the table indicates that 16% of the respondents had below or up to 5 years of work experience, 32% of them had about 6 to 10 years of experience, 44% had spent 11 to 15 years in service, and 8% had spent above 16 years in service. The implication is that most of the respondents sampled were experienced enough academically and practice-wise to give relevant data as the study demanded. Lastly, the table above shows that 30% of the respondents were nurses, 29% were doctors, 24% were pharmacists, and 20% were medical laboratory scientists. The implication of this is that all job roles were evenly considered.



Test of Hypotheses

Hypothesis One

H₁₀: Work-life balance has no significant effects on the employee commitment of health workers in the University of Ilorin Teaching Hospital (UTH) Kwara State, Nigeria.

Table 4.2a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.869	.866	.520

a. Predictors: (Constant), Flexible work time, Work environment

Source: Researcher's Field Survey, 2023.

Table 4.2a presents the model summary. It shows that the correlation coefficient r is 0.932 (i.e., $r = 0.932$), which indicates that there exists a very strong relationship between employee commitment (dependent variable, i.e., the variable being predicted) and work-life balance (Flexible work time, work environment - which are predictors or independent variables). It is also clear from the table that the r^2 which is the coefficient of determination, is 0.869, approximately 87%. This implies that more than three-quarters of the percentage, i.e., 87 % change in employee commitment, can be explained by the aggregate effect of work-life balance (Flexible work time, work environment)

Table 4.2b: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	442.049	2	221.024	1009.242	.000 ^b
Residual	66.602	304	.219		
Total	508.651	306			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Flexible work time, Work environment

Source: Researcher's Field Survey, 2023.

Table 4.2b above presents ANOVA table. The F-statistic as shown from the table is significant since the probability value of .000 is less than the alpha level of 0.05, thus the model is fit.

Table 4.2c: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.094	.089		1.055	.000
Flexible Work Time	.261	.073	.260	3.574	.000
Work Environment	.409	.074	.400	5.520	.000

a. Dependent Variable: Employee Commitment

Source: Researcher's Field Survey, 2023.

Table 4.2c presents the coefficient of independent variables. The coefficient of flexible work time of 0.261 suggests that there exists a moderate relationship between flexible work time and employee commitment. In addition, the probability and [t-statistics] value of .000 and [3.574] further suggests that the relationship between flexible work time and employee commitment is significant since alpha level of 0.05 is greater than the p-value. The conclusion therefore is that improvement in flexible work time contributes to employee commitment.



Also depicted on the table, the coefficient of work environment of 0.409 suggests that there exists a moderate positive relationship between work environment and employee commitment. In addition, the probability and [t-statistics] value of .000 and [5.520] further suggests that the relationship between work environment and employee commitment is significant since the alpha level of .05 is greater than the p-value. Therefore, the conclusion is that improvement in the work environment also contributes to employee commitment.

Therefore, the regression equation above has established that taking all factors into account (Flexible work time, Work environment) constant at zero, employee commitment will be 0.904. The findings presented further show that taking other independent variables (flexible work time) at zero, an improvement in flexible work time conduct would lead to a 0.260 (26%) increase in employee commitment. Similarly, it is revealed that when modification in the work environment is held at zero, a touch on the work environment will result in a 0.400 (40%) improvement in employee commitment. In it all, the extent of influence that improvement in the work environment exerts on employee commitment is somewhat higher than that of flexible work time. Hence, the null hypothesis was rejected, and the alternate was accepted that Work-life balance has significant effects on the employee commitment of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria.

These findings are consistent with the studies of Akinyele et al. (2016), Atsiaya and Wanyioke (2017); Babatunde et al. (2020), Jackson and Fransman (2018); Kelly et al. (2020); Sawyer et al. (2017). The findings suggest that fostering a positive work-life balance is not only beneficial for employees' personal well-being but also for enhancing their commitment to the organization. This has significant implications for human resource management and organizational strategy. Organizations that actively support and promote work-life balance through policies and practices are more likely to reap the benefits of increased employee commitment. Extant literature indicates that providing employees with flexibility and autonomy in managing their work schedules is crucial in promoting work-life balance and increasing commitment (Berg et al., 2010). When employees have control over when and where they work, they often report higher levels of commitment.

Hypothesis Two

H_{2o}: Work-life balance has no significant effects on the employee satisfaction of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria.

Table 4.3a: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	.635	.632	.860

a. Predictors: (Constant), Flexible work time, Work environment

Source: Researcher's Field Survey, 2023.

Table 4.3a presents the model summary. It shows that the correlation coefficient r is 0.797 (i.e., $r = 0.667$), which indicates that there exists a very strong relationship between employee satisfaction (dependent variable, i.e., the variable being predicted) and work-life balance (Flexible work time, work environment - which are predictors or independent variables). It is also clear from the table that the r^2 ^{the} coefficient of determination, is 0.635, approximately 64%. This implies that more than two-thirds of the percentage, i.e., 64 %, change in employee satisfaction can be explained by the improvement in work-life balance (Flexible work time, work environment).



Table 4.3b: ANOVA^a						
Model	Sum of Squares	df	Mean Square	F	Sig.	
Regression	320.739	2	160.369	264.635	.000 ^b	
Residual	184.261	304	.606			
Total	505.000	306				
a. Dependent Variable: Employee Satisfaction						
b. Predictors: (Constant), Flexible work time, Work environment						

Source: Researcher's Field Survey, 2023

Table 4.3b presents the ANOVA table. The F-statistic, as shown in the table, is significant since the probability value of .000 is less than the alpha level of 0.05; thus, the model is fit

Table 4.3c: Coefficients^a						
Model		Unstandardize Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.092	.150		.616	.539
	Flexible work time	.348	.062	.294	5.610	.000
	Work Environment	.621	.057	.567	10.817	.000
A. Dependent Variable: Employee Satisfaction						

Source: Researcher's Field Survey, 2023

Table 4.3c presents the coefficient of independent variables. The coefficient of flexible work time of 0.348 suggests that there exists a moderate positive relationship between flexible work time and employee satisfaction. In addition, the probability and [t-statistics] value of .000 and [5.610] further suggests that the relationship between flexible work time and employee satisfaction is significant since alpha level of 0.05 is greater than the p-value. The conclusion therefore is that modification of the flexible work time is a major contributor to employee satisfaction. Also depicted on the table, the coefficient of work environment of 0.621 suggests that there exists a strong positive relationship between work environment and employee satisfaction. In addition, the probability and [t-statistics] value of .000 and [10.817] further suggests that the relationship between work environment and employee satisfaction is significant since alpha level of .05 is greater than the p-value. The conclusion therefore is that modification of the work environment is also a contributor to employee satisfaction.

The regression equation above has therefore, established that taking all factors into account (flexible work time, work environment) constant at zero, employee satisfaction will be 0.092. The findings presented further shows that taking other independent variables (flexible work time) at zero, a unit increase in modification of flexible work time would lead to 0.294 (29.4%) increase in employee satisfaction. Similarly, it is revealed that when modification in the work environment is held at zero, a touch on the web display will result in a 0.567 (56.7%) improvement in employee satisfaction. In all, the extent of influence that modification of the work environment exerts on employee satisfaction is somewhat higher than that of flexible work time. Therefore, the null hypothesis was rejected, and the alternate was accepted that work-life balance has significant effects on the



employee satisfaction of health workers in the University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria.

This finding was supported by studies by Rofcanina, et al. (2018); McMullan, Lapierre, and Li (2018). A study by Allen et al. (2000) found that employees who reported higher levels of work-life balance satisfaction also reported higher overall job satisfaction. Similarly, a longitudinal study by Greenhaus, Collins, and Shaw (2003) discovered that improvements in work-life balance over time were positively associated with increased job satisfaction. Furthermore, research by Kossek and Ozeki (1999) demonstrated that employees who had greater control over their work schedules and more flexible work arrangements reported higher job satisfaction. These findings highlight the importance of organizational policies and practices in shaping work-life balance and employee satisfaction.

Conclusion

In light of the previous sections, this study concludes that work-life balance now has a place at the forefront of research in business and management, through which pertinent indicators and variables have been critically reviewed. Through independent variables such as work environment and flexible work, this study analysed how work-life balance affects the performance of Kwara health workers vis-à-vis job satisfaction and commitment. As organizations continue to evolve in response to changing workforce dynamics, it is imperative to recognize the significance of work-life balance as a pivotal factor in fostering employee performance. By recognizing the symbiotic relationship between work-life balance and employee performance, organizations can cultivate a more sustainable and productive workforce, ultimately benefiting both employees and the bottom line. The study found that: Work-life balance through flexible work time, work environment, workload and work schedule significantly affect the employee commitment of health workers in University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria. When employees perceive that their organization supports their efforts to balance work and personal life, they tend to be more committed to their jobs and the organization as a whole. Providing employees with flexibility and autonomy in managing their work schedules and workload is crucial in promoting work-life balance and increasing commitment. When employees have control over when and where they work, they often report higher levels of commitment. Achieving a work-life balance that fosters commitment is not a one-size-fits-all solution. Instead, organizations should tailor their approaches to account for individual differences, including generational preferences and personal circumstances. They must recognise the importance of flexibility and autonomy in work arrangements can empower employees to manage their work-life balance better, thereby enhancing their commitment to the organization.

Work-life balance through flexible work time, work environment, workload and work schedule significantly affect the employee satisfaction of health workers in University of Ilorin Teaching Hospital (UITH) Kwara State, Nigeria. Employees who are able to balance their work responsibilities with their personal lives effectively tend to report higher levels of job satisfaction. They are more engaged, motivated, and committed to their organizations, resulting in increased productivity and overall performance. This positive relationship between work-life balance and employee satisfaction is supported by numerous studies and is observed across various industries and job roles. Furthermore, it is evident that work-life balance is not solely an individual responsibility but also a shared one between employees and organizations. Employers play a crucial role in promoting work-life balance by implementing policies and practices that support flexibility, providing resources for employee well-being, and fostering a culture that values work-life balance.



Organizations that prioritize work-life balance tend to experience reduced turnover rates, lower absenteeism, and improved recruitment and retention of top talent.

Recommendations:

Create an environment where employees feel comfortable discussing their work-life balance concerns with their supervisors. Managers should actively listen to employees' needs and find solutions that work for both parties. Also, tools and surveys should be implemented to assess employee commitment levels regularly. This can help organizations identify areas where improvement is needed and track the impact of work-life balance initiatives. Organizations should periodically review their work-life balance policies to ensure they remain effective and relevant to changing employee needs. Solicit feedback from employees to identify areas for improvement.

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