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### Abstract

**Purpose:** The challenge of achieving a healthy work-life balance (WLB) is a persistent concern in many organizations, with only a minority of businesses taking proactive measures to address it. Consequently, it is imperative to assist workers in establishing a healthy work-life balance. The primary aim of this study is to analyze the impact of work-life balance on enhancing employees' work quality. The research attempted to provide answers to the following research questions: i) Does flexible work arrangements impact employee job quality? (ii) Do leave policies to contribute to enhancing employee job quality? (iii) Do opportunities for career advancement impact employee work quality?

**Methodology:** The study employed epistemological research design, which concerns the logical inquiry and acquisition of knowledge reflecting on the researcher's perspective on the topic. The research used an inductive and interpretive methodology. Secondary data was obtained from Google Scholar, Research gate, and other open Access sources, to locate relevant and current publications for analysis and interpretation. Publications from 2012 and 2022 on WLB, Work Quality, Leave Policies, Career

Progression, FWAs, and the impact of WLB on improving work quality considered as search variables.

**Findings:** The findings showed a significant impact of Flexible Work Arrangements (FWAs) on the quality of employee work. Additionally, a positive correlation was observed between employee work quality and leave programs. Finally, the study's findings indicate that career development opportunities impact the quality of productive work.

**Recommendations:** Consequently, the research suggests that adopting Flexible Work Arrangements (FWAs) by business managers could lead to an increase in employee contentment, a reduction in stress levels, and ultimately, an enhancement in work performance. The study also recommended that organizations provide employees with adequate and unobstructed access to leave and opportunities for career progression, as this can lead to increased job satisfaction.

**Keywords:** *Work-life Balance, Employees work quality, Flexible Work Arrangements, Career development*

## 1.0 INTRODUCTION

The Work Life Balance (WLB) initiative began in the 1930s when the Kellogg Company experimented with a three-day workweek to assist employees in better balancing their professional and personal obligations (Banerjee and Verma, 2022). In today's demanding economy, organizations seek workers who can balance their professional and personal lives more than ever (Boamah *et al.*, 2022). Nevertheless, studies indicate that organizations prioritize short-term earnings above long-term profitability and, as a cost-cutting tactic, diminish WLB initiatives (Yadav *et al.*, 2022).

Uddin *et al.* (2022) describe WLB as the degree to which an individual's pursuits mutually support one another; it exists when a worker's personal and professional lives are in harmony. It is how employers permit workers to attend to personal obligations without jeopardizing their job. *Work quality* is tasks that meet or surpass the company's standards (Widarko and Anwarodin, 2022). Hence, excellent work generally satisfies time requirements and objectives and contains relevant information.

Several authors have discussed WLB issues over the years (Uddin *et al.*, 2022). Should employees search for their ideal way of life in their spare time? Or would they continue to indulge in their interests if they insisted on a less-than-ideal lifestyle away from work? Workers require assistance to meet professional and personal needs because job quality is becoming more sought after and essential to an organization's sustainability, which puts employees under constant pressure to prove their worth and promote the company. Also, WLB is threatened when passion takes precedence over work and little time or effort is put into it. This chapter presents the research problem, the research objectives, research questions and the significance of the study.

### Statement of the Problem

Work-Life balance (WLB) is a problem that has hampered organizations for so long that it has become a usual way of life that only a small number of businesses address. Chapman and Karau (2023) assert that because firms constantly look for innovative solutions to address consumer wants (Furr *et al.*, 2022), time constraints have become a primary concern for employees. Employees are subjected to longer working hours, with little time left for leisure. In a study on countries with the best work-life balance, Buchholz (2022) unveiled that people in Italy enjoy the best work-life balance. Only 3 percent of employees in the country work more than 50 hours a week. Denmark, Norway, Spain and the Netherlands are also ranked highly. However, in the same report, the US comes in 29th because more than a tenth of people have long working hours.

Workers, therefore, require support in creating a healthy WLB because the organization takes so much of their time, not because they are incompetent. As a result, a healthy WLB considers a person's financial, social, and psychological health, which impacts their overall productivity.

WLB issues are rarely discussed in organizations, and many employees in Nigerian firms today experience stress due to a lack of job flexibility, increasing work pressure, and longer working hours. Workplace stress impacts employees, management, and society, raising the risk of anxiety, obesity, nicotine addiction, and mental health problems (Kumar *et al.*, 2023). Improving employee WLB could significantly increase organizational performance, but the stress of heavy workloads and extended workdays result in low input and output from employees. Hence, spending too much time working and not having enough time for leisure or with families affects employee health and work performance. These challenges continue to impede employee's performance as a result, the study's goal is to explore how WLB can improve employees job quality, with focus on FWAs, leave policies, and career advancement opportunities.

## Research Aims and Objectives

Previous studies have shown that WLB mean different things to different people. However, it typically refers to the point at which a person's attention is equally divided between work and personal lives. In recent study, Mazaheri *et al.* (2023) found a positive correlation between leave policy and employee output and a negative correlation FWAs and employee output. Another study discovered a correlation between WLB and productivity, confirming that it influences an employee's overall level of productivity (Ogunola, 2022; Mulang, 2022).

This study aims to determine the effect of WLB on employee job quality improvement; the specific objectives are as follows:

1. Determine the extent to which flexible work arrangement improve employee job quality.
2. Determine the extent that leave policies impact the improvement of employee work quality.
3. Assess the impact of career advancement possibilities on employee work quality.

## Research Questions

1. Does flexible work arrangements impact employee job quality?
2. Do leave policies contribute to enhancing employee job quality?
3. Do opportunities for career advancement impact employee work quality?

## Significance

Modern HR studies demonstrate that organizations have increased productivity, commitment, and focus standards, making WLB monitoring crucial (Brooks *et al.*, 2022). This study will help policymakers and HR better comprehend WLB practices so that the Employment Act may be improved. Also, to motivate employees to give their best effort, the study's findings will compel the Nigerian Ministry of Labor to adopt a WLB policy. Labor unions within organizations will be motivated to advocate WLB policies once they see the favorable effects of WLB initiatives on the quality of employees' work. By analyzing WLB practices, this study would assist in minimizing the enormous gap between work and leisure. Due to the paucity of empirical data, this study provides scholars and students with a basis for WLB practices in Nigeria.

## Research Hypotheses

**H<sub>0</sub>: There is no significant relationship between flexible work arrangement and employee job quality.**

**H<sub>0</sub>: There is no significant relationship between leave policies and employee job quality.**

**H<sub>0</sub>: There is no significant relationship between career advancement and employee job quality.**

## 2.0 LITERATURE REVIEW

This chapter presents various works of literature pertinent to the issues of WLB and employee job quality was carefully selected and reviewed since the purpose of the literature study is to juxtapose the various works of literature and establish clear connections to the topic. As a result, the first section summarizes and describes the concepts of the study. The second section introduces the research model, the third section

discusses the theoretical frameworks that served as the study's guide, and the fourth and final sections describe the empirical research on WLB and how it influences employee performance.

### **Conceptual Framework**

The conceptual framework provides the meanings of the contextual issues under study. A *flexible work arrangement* (FWA) is a Human Resource Management (HRM) technique that gives employees some control over their workday scheduling, location, and duration (Saks, 2022). The term also refers to various career alternatives allowing employees to complete work outside the conventional 9-to-5 weekday schedule (Agbanu *et al.*, 2023). Hence, FWAs are not confined to a single physical location, such as a traditional office (Rahman *et al.*, 2022), hence, it allows employees to determine workday schedules so long as clock-ins are made for the minimum daily hours.

Additionally, leave policy refers to organizations approach to handling employees' requests for time off (Petts *et al.*, 2022). The program aims to maintain an equilibrium between efficiency, effectiveness, and staff satisfaction by giving employees rights to leave and the circumstances under which those rights can be utilized (Williamson, 2019). Companies should have leave policies to avoid losing valued employees who may be forced to resign due to work pressure and family needs (Bao, 2022). Therefore, a strategy for leave demonstrates to workers that they have choices in the event of unexpected need for time off (Moss and Deven, 2020).

According to Morris *et al* (2021), career includes not just jobs but also training acquired to satisfy company's standards, as well as the emotions and motivations cultivated as a result of the time in an establishment. Hence, whether a worker has been in the same position for several decades or has risen through ranks via promotions and job changes, career is the sum of the worker professional experiences and skills (Mello *et al.*, 2022). Professional growth is a means of continuously adapting to new circumstances and enhancing workers' skills and knowledge (Van der Heijden *et al.*, 2020; Crăciun, 2023).

In understanding work quality, this refers to the extent to which an employee's performance meets or exceeds what is demanded. To support excellent performance, employers should foster working environments that promote worker well-being and job satisfaction (Darvishmotevali and Ali, 2020). Therefore, indications of excellent job quality encompass five job dimensions; organization of work, pay, job security, leeway for creativity and innovation, and opportunities for growth and development (Lehndorff, 2021). Since work quality is a great indicator of personnel WLB, firms should prioritize promoting WLB among staff members in light of the positive relationship it has on high productivity.

### **Research Conceptual Model**

The developed conceptual model guided the research and postulate a connection between WLB and the improvement of work quality. Leave policies, career advancement, flexible work arrangement and work quality are the four factors that make up the independent and dependent variables, respectively. Arrows showed connections between variables to emphasize their interconnectedness.

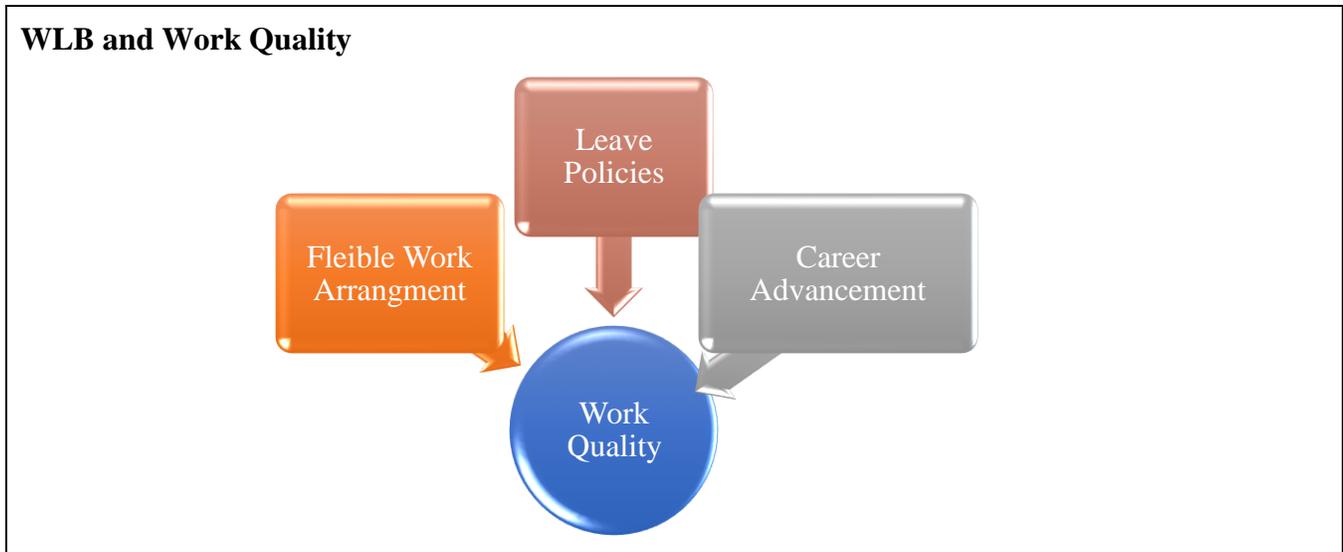


Figure 1: Conceptual Model

Source: Researcher (2023)

### Theoretical Framework

The study is hinged on two principal theories that portend to explain the phenomenon of Work Life Balance (WLB). These are the Organization Support Theory and the Spill Over Theory.

#### Organizational Support Theory

This theory posits that workers commonly believe that employers truly appreciate and value them (Shanock *et al.*, 2019). Employees' demands for acceptance, psychological support and esteem are thus satisfied when they feel appreciated for who they are and what they provide to the company (Arshadi, 2011). Organizational manifestations like these result from the political, ethical, and financial accountability of the organization for its members, which in turn governs role behaviors. Hence, workers evaluate their worth to the company based on how they are treated. Equal opportunity, support, compensation, and a positive work environment are all indicators of organizational loyalty (Rhoades and Eisenberger, 2002).

#### Spill Over Theory

This theory considers issues of both professional and home life (Audretsch and Lehmann, 2022). According to Schüttengruber *et al.* (2023), effort, attitude, and time spillover can be harmful if relationships between job and family are not rigorously regulated. Hence, employees benefit from good spillover when they balance their personal and professional lives. WLB is a function of professional and private factors, such as workplace culture and family obligations because they shape workers' experience (Guest (2002). Hence, there is a *spillover* when an area of an employee's life affects another; this idea describes the circumstances that lead to a collision between personal and professional obligations.

### Empirical Literature

#### FWA and Work Quality

John (2017) conducted a study on the effects of Flexible Work Arrangements (FWA) on the quality of employee work and organizational productivity. The research utilized a survey methodology using structured questionnaire. Most employees concurred that FWAs benefit them and their employers by

facilitating improved time management and personal obligations. The research revealed a positive association between FWAs and work quality, as employees who utilized the FWA reported significant job performance. A limitation of structured questionnaire is that respondents cannot freely express themselves. The utilization of secondary data may have yielded disparate findings from the obtained results, hence, the proportion of individuals who expressed agreement to the FWAs could have been equivalent to those who dissented. However, the research suggests that managers should identify employees who would benefit from FWA and allow them to pursue it.

FSB (2009) conducted a study to determine the influence of FWA on the productivity of SMEs. The study was chosen in this current research because of its relevance to WLB. The author employed primary data in this study; it is possible that a combination of primary and secondary data could have given a different result. However, the study revealed that flexi-time improves customer service, lowers employee absenteeism and stress, increases work quality, and saves costs on recruiting and training new workers. It was discovered that the best way to boost output, employee morale, and survival during a recession is to experiment with new workweeks. To weather economic storm, it would benefit companies if managers and workers had more leeway in how work is carried out. Therefore, the study recommended that SMEs and large companies offer FWAs, and assess staff performance.

### **Leave Policies and Work Quality**

Given the significance of the topic of leave programs to overall job performance, this study draws on the work of Moleki (2014), who investigated the connection between leave policy and productivity. The researcher used a qualitative technique by collecting data from 257 workers via questionnaire; the researcher then evaluated how workers coped with stressful conditions like delivering services on time with few resources. The findings showed that granting leave to employees has significant financial implications for organizations. However, if leave is not managed and monitored, it can result in significant financial losses for the company in the form of wasteful expenditures. The researcher believes that the result might have been different if the study had included more respondents and used interviews as its data collection method, also if employees have easy access to leaves, they may be less available to work.

Kadiri *et al.* (2021) conducted a study pertinent to this research. The researchers investigated the impact of leave policies on workers efficiency. It surveyed 276 participants using structured questionnaires. The data collected were subjected to analysis using a combination of descriptive and inferential statistical techniques. The study's results indicate that leave policy is a significant factor in explaining the fluctuations in productivity levels. Specifically, employees' work quality experienced a significant decline in the absence of a leave policy. Consequently, a proposition suggested that organizations mandate employee leave and implement strict enforcement measures. It is conceivable that using interviews and focus groups as the methodology could have yielded divergent findings, wherein employees might have reported diminished productivity due to frequent leave opportunities.

### **Career Advancement on Work Quality**

Samuel (2016) conducted a study to gain a deeper understanding of career development and productivity challenges. This study recognized the significance of career advancement in the context of WLB. The study's primary aim was to identify the obstacles impeding the employee's progression. Results indicate that training and development initiatives positively impact career advancement, as evidenced by increased likelihood of being promoted or transferred to different positions within the organization, which indicate that job quality is positively impacted by career advancement.

Sugiarti's (2022) research shows a direct correlation between career advancement and high-quality work productivity using structured questionnaire, the researcher however believes that using observation

techniques could yield divergent outcomes where providing employees with numerous career advancement opportunities may harm job quality because they may be required to attend frequent training sessions, impeding their ability to execute primary job responsibilities effectively.

### **3.0 METHODOLOGY**

This chapter explores the research methodology and philosophical approach utilized in the study. It describes the research design and approach, sampling techniques, sources of secondary data, data quality, and ethical considerations.

#### **Research Approach and Design**

The study takes an epistemological tack, which concerns the logical inquiry of knowledge and its acquisition; hence, it reflects the researcher's perspective on the topic (Castela and Romo-Vázquez, 2023). This perspective was chosen because it provides a framework for summarizing the study, widening the scope and enhancing understanding of this research (Turner, 2022). Therefore, the researcher operated as a stand-in for the phenomenon under study, a tactic congruent with an interpretive methodology. Given the requirement for some flexibility, the author opted for an interpretive methodology consisting of a literature review. Since the literature review allows researchers delve deeper into the causes and effects of issues, it assisted the researcher in relying on questions/hypotheses to explore and establish a comprehensive picture of the problems that plague WLB and employee work quality (Pringle-Nelson, 2023), and acquiring evidence to support or contradict the researcher's assumptions.

The research used an inductive methodology involving analyzing the data before presenting the findings; it was chosen because it allows researchers to gradually move from the specifics to general in analyzing findings (Mahdi and Ismail, 2023). In light of this, the researcher began by considering the study questions with scholarly journals concentrating on each question; hence, the researcher then shifted from the contents of a specific article to a larger set of arguments. This resulted in collecting and analyzing pertinent articles and data about WLB and its effect on the quality of work produced by employees. This research was aided by case studies through desk research. It was chosen because it enabled the researcher to conduct a detailed analysis of the research from multiple perspectives, and offers a valuable and applicable experience for future studies.

Therefore, a literature review was conducted to establish the foundation for this study; the literature review thoroughly examines relevant publications that present pertinent data, hypotheses, and case studies. Hence, it was conducted to answer the research questions/hypotheses by evaluating and criticizing earlier studies; locating and constructing findings by drawing on existing information; for the simple reason that literature reviews help researchers improve their topics by drawing on the findings of previous studies (Kuckertz and Block, 2021). As a result, publications pertinent to WLB and work quality were gathered for findings and analysis.

#### **Sampling and Source of Data**

The researcher employed a purposive sampling technique to select the most relevant publications to address the study's question on the impact of WLB on work quality; hence, thirty (30) pertinent publications were acquired through archived copies of previously conducted research via desk studies. The benefits of desk studies over field studies are their lower cost and quicker turnaround time, as well as the ability to judge the validity of the data independently (Boslaugh, 2012).

**Table 1: Sources of Secondary Data**

Sources	Number of Journals
Open Access Journals	21
Paid Journals	9
<b>Total</b>	<b>30</b>
Search Engines employed:	Elsevier, Google Scholar, ResearchGate

Secondary sources, as opposed to primary sources, make it simpler for researchers to assemble data for comparisons or longer periods (Johnston, 2014). It was also advantageous to use secondary data because it involved less effort and was more efficient than acquiring primary data (Sileyew, 2019). Therefore, the researcher utilized Google Scholar, paid access, and open Access, to locate relevant and current publications. The researcher believes that the quality of the journals included in these databases, particularly the peer-reviewed journals, is sufficient to offer the information required for this study. Furthermore, the selection procedure took some time, journals published before 2012 were disqualified (only the last ten years were considered- 2012 and 2022). WLB, Work Quality, Leave Policies, Career Progression, FWAs, and “the impact of WLB on improving work quality” were used as search variables to identify relevant publications.

**Quality of Secondary Data**

The findings of this study can be extrapolated to a larger population because they are based on verified, and tested data from other studies. Several papers and articles were found in research databases, but only the highest quality and most relevant were included in the final analysis. Articles that met the journal's and authors' criteria for quality were used extensively, while journals that did not specifically address WLB and work quality were excluded. Since this study was conducted in Nigeria, it was unnecessary to include articles from other African and international countries, as the data acquired in other nations would not be applicable in Nigeria, especially regarding how a better WLB can improve work quality. As a result, the only way to ensure that the study included high-quality material was to integrate information from numerous papers dealing with the same elements; a single article was insufficient to cover all the research questions/hypotheses.

The researcher, therefore, ensured that the study's credibility was maintained by including thorough and exact citations for every publication utilized. Therefore, the study was conducted with utmost regard for ethics, ensuring total confidentiality and precision. Although there are studies on WLB, only a few have investigated how WLB affects the quality of workers' output, hence, it was a struggle to get the appropriate data. Therefore, articles that urged respondents to remain anonymous and withhold contact information were used because doing so was necessary to comply with ethical standards and protect the respondents' privacy, neutrality, and confidentiality.

One potential drawback of secondary research is that it may not provide sufficient answers to the current research questions being explored. Secondly, a more rigorous methodology is necessary, as the researcher may be constrained by time and must conduct a thorough investigation to uncover pertinent data; the data gathered may be susceptible to bias.

#### 4.0 FINDINGS

This chapter provides an explanation of the study's findings based on a review of relevant literature on the impact of WLB on employee work quality in Nigeria. Hence, the following *research questions* were developed to aid the study's objectives: (i) Does flexible work arrangements impact employee job quality? (ii) Do leave policies contribute to enhancing employee job quality? (iii) Do opportunities for career advancement impact employee work quality?

The journals reviewed examined the impact of WLB on employee work quality in Nigeria; however, each study employed a distinct methodology; three primary methods were identified: case study, qualitative method, and quantitative method. The exact findings gathered from the publications are presented below;

##### **RQ1: Does Flexible Work Arrangement Influence Employee Job Quality?**

A study conducted by Ifeoma (2019) was chosen because of its applicability to the Nigerian labor force. The study was conducted to evaluate how different banks monitored FWA and employees' performance. The study had a population size of 348; however, only 186 participants were included in the sample using the Taro Yamane method. The researcher used a systematic questionnaire with questions designed to collect data on all the relevant research factors. Cronbach's alpha ( $\alpha$ ) was utilized to examine the instrument's reliability and 0.891 was derived after the testing. The researcher went further and employed descriptive statistics to summarize the data, and the Pearson product-moment correlation coefficient was utilized for hypothesis testing.

Table 2 displays the level of contentment among participants regarding adoptable employment arrangements. The findings of the descriptive statistics indicate that the mean score for the capacity of flexible work arrangements to decrease employee absenteeism is 4.46 and the average score for the leeway provided to employees to determine their work schedules is 4.28. Furthermore, the mean score for employees' utilization of leave programs and productivity is 4.12.

The data indicates that on average, flexible work arrangements are associated with higher levels of respondent satisfaction and productivity. The mean value of all elements compared to the highest possible score of 15 is 12.86. It serves as a reliable indication of the efficacy of flexible work arrangements in enhancing employee productivity.

**Table 2: Mean Score of Flexible Work Arrangements and Work Quality**

Statement	N	Mean	Max	Min	Std Error
FWAs reduce absenteeism	186	4.46	5	1	0.778
Employees are given a leeway to decide FWAs	186	4.28	5	1	0.756
Leave programs reduce absenteeism	186	4.12	5	1	0.74
<b>Sum</b>	<b>186</b>	<b>12.86</b>	<b>15</b>	<b>3</b>	<b>2.308</b>

## Pearson Correlation

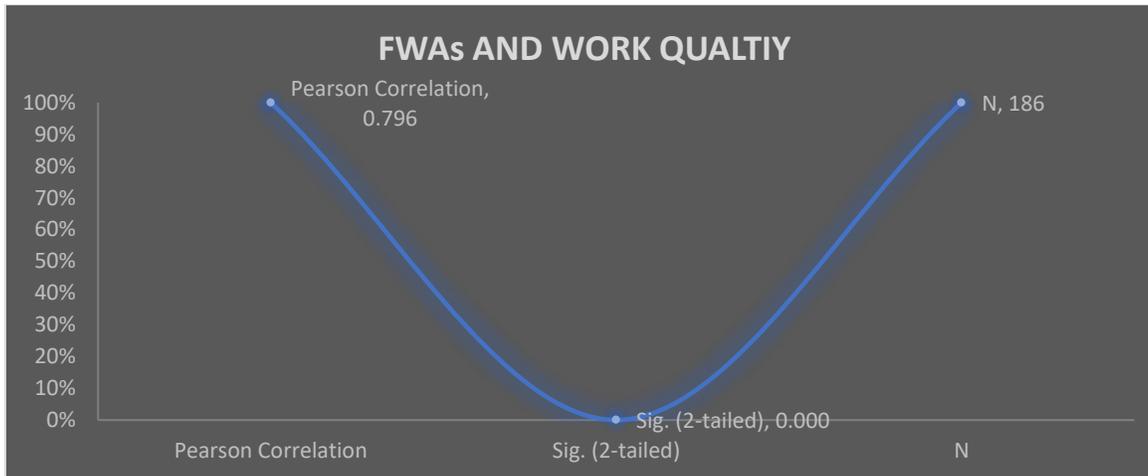


Figure 2: Pearson Correlation (Fwas and Employee Work Quality).

The data showed a significant and positive relationship between flexi-time and work quality amongst Nigerian workers that with an  $r$  value of .796 and  $p$  value  $< .01$ ; it implies that allowing workers some degree of flexibility in their schedules was correlated with higher productivity levels; hence, both employees and employers benefit when employees have more leeway in their workday structure.

### RQ2: Do Leave Policies Contribute to the Enhancement of Employee Job Quality?

The study of Kadiri *et al.* (2020) on the efficiency of leave policies on the performance of Nigerian workers is relevant to this study. The primary objective of this study was to investigate the impact of annual leave on the productivity of government workers in Kwara State upon their return to work. Quantitative research was also undertaken in this study, with 275 participants drawn from the ministries and departments of the State responsible for employee scheduling, assigning, and appraisals. The study used a standardized questionnaire to collect data for analysis, with a total number (275) of government employees serving as the sample size. The researcher employed descriptive and inferential statistics to analyze the data and present the results coherently and thoroughly.

### Model Summary



Figure 3: Leave Policies and Work Quality

With an R-value of 0.707 suggesting a positive link between employees' work quality and leave policies, and an R Squared value of 0.500 emphasizing that annual leave days utilization accounts for 50% of the variations in an employee's work quality, the study concluded that leave policies have a significant impact on employee productivity with a p-value of 0.000 showing that the value is significantly smaller than the 5% cutoff. The study's results, therefore, lend credence to the competing theory that taking time off increases employee work quality. The result proved that a worker's leave policy is a major factor in the observed variation in output.

### RQ3: Do Opportunities for Career Advancement Impact Employee Work Quality?

Ugwu (2021) conducted a study that employed a survey design, with in-depth interviews and questionnaires as the primary data collection instruments. The study's main goal was to determine the influence of career development on the work performance of lecturers in state universities in the Eastern region of Nigeria. The article was selected due to its applicability to Nigeria and prospective impacts on the Nigerian labor force. Five (5) state universities, including Ebonyi, Imo, Enugu, Anambra, and Abia State, provided knowledgeable personnel for the research, with a total population of 3,250. Using the statistical method devised by Freund and William, a sample size of 344 was appropriate; however, only 294 employees returned the questionnaire with filled-out responses. In addition, Pearson's correlation coefficient ( $r$ ) was used to evaluate reliability, with a result of 0.70, which was deemed satisfactory.

## Pearson Correlation



Figure 4: Career Development and Work Quality

The graph indicates that career development improves the quality of workers' output, based on a comparison of the computed Z-value ranging from  $5.686 < 7.261$  and a significant value of 0.000 lower than the 0.005 thresholds. It implies that employees' job quality and efficiency improve when they participate in career development programs.

## Summary of Findings

Based on the review of several articles, the predominant results indicate that the matter of WLB, encompassing elements such as career progression, leave policies, and flexible work arrangements, presents persistent challenges for employees. Failure to address these challenges may result in decreased productivity. The findings indicate that there is a positive correlation between flexible work schedules, leave policies, and professional growth opportunities with work quality among employees in Nigeria.

## Analysis of Findings

The chapter analyzes the findings from the review of pertinent literature concerning WLB and employee work quality in Nigeria. It describes the results in relation to pre-existing knowledge and novel insights that surfaced as a consequence of this investigation.

## Evaluation of Findings

In contemporary times, companies strive to attain competitive advantage by mandating employees to demonstrate value to the organization's growth through extended work hours, while disregarding personal obligations. Therefore, the following research questions were developed to achieve the study's aim: (i) Does flexible work arrangements impact employee job quality? (ii) Do leave policies contribute to enhancing employee job quality? (iii) Do opportunities for career advancement impact employee work quality?

According to the findings, there is a favorable correlation between FWAs and work quality among employees in Nigeria (Ifeoma, 2019). This implies that providing employees with a certain degree of schedule flexibility increases productivity. Therefore, FWAs offer several advantages to employees that enhance work quality; one benefit is that FWAs enable employees to exercise greater control over work

and personal lives, improving WLB as they can efficiently allocate time and energy. Hence, implementing FWAs, such as remote work or flexible hours, reduces the time employees commute to and from workplaces, reducing stress. Also, employees with FWAs perceive themselves as more appreciated by employers, resulting in higher job contentment. The flexibility afforded by managing work around personal responsibilities can enhance employees' health and well-being. In addition, employees who maintain good health are likely to exhibit higher productivity levels and take fewer sick leaves; this can be attributed to the ability of individuals to optimize work patterns based on unique differences, or strengths.

The study findings also revealed a positive correlation between the quality work and the leave policies provided (Kadiri *et al.*, 2020). This implies that the absence of leave programs results in behavioral consequences, including diminished work output, decreased productivity, heightened absenteeism and employee turnover, and health-related issues. Hence, the presence of burnout and stress among employees is detrimental to organizational effectiveness, as employees' satisfaction and commitment are crucial factors in achieving success within an organization. Employee leave programs are crucial for both the workforce and the organizational well-being; therefore, implementing leave programs can enhance employee productivity in various ways; employees who take time off to prioritize their mental and physical well-being exhibit sustained productivity over time. Implementing leave programs can enhance employees' job satisfaction by affording them a perception of equilibrium between professional and personal lives. In addition, leave programs allow employees to engage in professional development activities such as attending conferences, taking courses, or pursuing other relevant opportunities, thereby providing opportunities for employees to enhance skills and knowledge, which can increase the organization's value.

According to the research findings, the enhancement of career development positively impacts the employees work quality (Ugwu, 2021). It implies that companies offering career progression prospects reap greater employee advantages; a career-oriented approach empowers workers to enhance skills to effectively navigate professional trajectory. Consequently, career development yield various advantages for employees that directly influence productivity. For instance, career development endeavors such as training programs, and mentoring offer employees a chance to acquire new skills and knowledge, when employees are provided with career development opportunities, they experience job quality as they are more inclined towards embracing novel challenges and confronting arduous tasks. Career development programs give employees more defined understanding of career objectives and the necessary steps to attain them, as well-defined objectives enhance the motivation and productivity of employees. Therefore, investing in employee career development means that the organization values advancement and well-being. Career development initiatives also facilitate the creation of skilled workforce, thereby enabling the identification and cultivation of potential candidates for future higher-level positions.

### **Re-Assessment of Research Questions in Relation to Research Findings and Literature**

The three research questions that were investigated in this study served as the basis for the analysis of the results;

#### **RQ1: Does Flexible Work Arrangements Impact Employee Job Quality?**

The study found a clear and substantial correlation between flexi-time and the quality of workers' output in Nigeria (Ifeoma, 2019). According to a meta-analysis of related studies, there is an association between FWAs and employee work quality. For instance, this finding agrees with the results of John's (2017) study. The researcher examined how different work schedule options impacted employee satisfaction and business outcomes. The study employed a questionnaire survey design, and data were analyzed using

SPSS. According to the findings, most workers agree that FWAs help them and their employers save time. Employees who took advantage of the FWA saw a marked improvement in their performance, suggesting a strong correlation between FWAs and the quality of their work. Thus, the study's findings indicate that it would be advisable for managers to identify those employees who stand to gain from flexible work arrangements (FWA) and provide them with the opportunity to avail of such arrangements.

### **RQ2: Do Leave Policies Contribute to the Enhancement of Employee Job Quality?**

According to the findings of the research carried out by Kadiri et al. in 2020, there is a correlation between the quality of the job performed by employees and the policies regarding time off. The findings are supported by the review of previous research as well; for instance, these findings are consistent with the results of Moleki (2014), in which the researcher investigated the relationship between leave policy and productivity using a qualitative methodology that involved the use of a questionnaire to gather responses from workers. The objective of the study was to assess the coping mechanisms of staff members in the face of stressful conditions, such as meeting service delivery deadlines while availing themselves of leave options. According to the findings, the policy of offering paid time off to workers has significant effects on both the productivity of workers and the organizations.

### **RQ3: Does Opportunities for Career Advancement Impact Employee Work Quality?**

According to the research findings, a favorable correlation was established between the enhancement of career development and the overall productivity of employees (Ugwu, 2021). This finding is corroborated by previous research; for instance, Samuel (2016) conducted a study to gain a deeper understanding of career advancement and employee efficacy. The study's primary aim was to identify the obstacles that impede employees' progress. The study revealed that opportunities for career growth positively impact the job quality delivered by employees, as evidenced by the timely delivery of tasks with fewer errors. The researcher posited that employees face considerable hindrances in their endeavor to progress in their careers, such as limited entry to training prospects and a dearth of open positions.

## **5.0 CONCLUSION AND RECOMMENDATIONS**

The chapter elucidates the findings and conclusion drawn from the data and analysis. The recommendations explicitly address the research objectives and the extent to which they have been met. The research comprises the following chapters: The first chapter introduced the topic and deliberated on the fundamental matter that instigated the study. In chapter two contains an evaluation of pertinent literature of the variables identified in the research. Chapter three expounded on the methodology employed in the study. The fourth chapter presents the research findings, while the fifth chapter provides an analysis and interpretation of the data. The sixth chapter draws logical conclusions and offers recommendations based on the study's findings.

### **Conclusion**

This research examined the impact of WLB on employees' work quality. The analysis of the research objectives was facilitated by a selection of relevant literature. Therefore, the study addressed the following research inquiries; (i) Does flexible work arrangements impact employee job quality? (ii) Do leave policies contribute to enhancing employee job quality? (iii) Do opportunities for career advancement impact employee work quality?

- i. The study's results indicate a correlation between flexible work arrangements and employee job quality with a correlation coefficient ( $r$ ) of 0.70, providing insight into the first research question. It indicates that the implementation of FWA significantly impacts the quality of work produced by employees, with positive outcomes observed; hence, granting workers appropriate schedule

flexibility increases productivity levels. Consequently, both employers and employees gain from a more flexible day-to-day arrangement.

- ii. The second research question was tackled through a comprehensive analysis, which revealed that leave policies significantly impact the quality of work produced by employees with an R-value of 0.707, R Squared value (0.500), and p-value of 0.000. This indicates that leave policies positively impact the quality of employees' jobs as a crucial component of achieving WLB. This, in turn, enables employees to effectively manage their personal responsibilities while being productive. Therefore, employees must be granted access to leave, including but not limited to annual vacation, sick leave, maternity leave, paternity leave, compassionate care leave, academic leave, and public holidays.
- iii. The third research outcome answers the third research question, revealing that career advancement prospects significantly impact the quality of work produced by employees, with a significant value of 0.000. Hence, the positive correlation between career advancement opportunities and employee work quality showed that employees demonstrated greater drive and dedication towards their work when they perceive that the organization provides avenues for career development.

### **Recommendations**

The recommendations put forth in this study were derived from the three research questions and corresponding objectives, which includes the following:

#### **The Implementation of Flexible Work Arrangements (FWA)**

The study recommends that business managers should implement FWAs as it has the potential to enhance employee satisfaction and alleviate stress, ultimately resulting in an improvement in work quality. Hence, allowing employees to telecommute or modify their work schedules to align with their individual needs and preferences enhances their work-life equilibrium, enhancing their general welfare and job contentment. The adoption of FWAs is recommended as a means of enhancing the ability of employers to attract and retain skilled personnel; therefore, to optimize the favorable effects of FWAs on employee work quality, it is advisable for management to provide specific directives regarding work procedures and offer resources that facilitate employees' work and team communication. The research also recommends that managers conduct periodic employee assessments to ascertain their ability to maintain a healthy equilibrium between work and personal life and to tackle any challenges that may emerge.

#### **The Availability of Leave Programs**

Based on the findings, it is recommended that managers offer employees appropriate and unimpeded access to leave as sufficient leave entitlements have been shown to aid workers in maintaining overall well-being, and managing unforeseen emergencies. Furthermore, the implementation of leave policies has the potential to foster a favorable organizational climate and enhance the well-being and job satisfaction. It is also recommended that management comprehend that the efficacy of leave policies in augmenting the quality of employee job is contingent upon how they are formulated and executed. Hence, when leave policies are excessively restrictive or pose significant accessibility challenges, their efficacy in promoting employee well-being and job quality may be compromised. The research further suggests that managers should periodically evaluate and revise leave policies to guarantee that they cater to the requirements of the workforce and conform to the prevailing benchmarks.

#### **Prospects for Professional Growth and Development**

The study recommends that training sessions should be led by qualified personnel so that management and employees can gain the most from each training session as these sessions can facilitate the acquisition

of new abilities and expertise, thereby enhancing job effectiveness. It is advisable that career opportunities are allocated equitably and hindrances to advancement, such as partiality, are entirely eliminated. Thus, employers must offer unbiased equal opportunities to all their employees. Providing career advancement opportunities also gives employees a sense of meaning and a well-defined trajectory for realizing career objectives; hence, it is recommended that managers furnish employees with prospects for career advancement.

### **Implications for Future Research**

The research adds to existing literature by demonstrating that WLB, encompassing FWAs, leave policies and career progression, significantly influences employee work quality. However, further investigation could be undertaken to ascertain the impact of telecommuting/remote work on financial performance of enterprises.

The analysis conducted in the study indicates that leave policies influences work quality, consequently, it is imperative to examine and compare different forms of leave policies effect on job performance. Further research investigations could be conducted to explore the effects of career progression on employee satisfaction and operational performance across various organizations.

Furthermore, organizations can comprehensively evaluate their policies regarding leave, FWAs, and programs for career progression to implement requisite adjustments in areas of deficiency. Also, present study examined a limited amount of data. Nevertheless, augmenting the sample size in forthcoming research undertakings to encompass additional literature about WLB would confer significant benefits.

### **Limitations of the Research**

The research provides insight into WLB and employee work quality improvement in Nigeria; however, the project encountered various limitations, such as the chosen data collection methodology, time, data accessibility, and academic responsibilities.

The study relied on secondary data, leading to a restricted pool of data and literature sources confined exclusively to Nigeria. Employing a more comprehensive data collection approach by combining primary data may give a different result.

While the journals obtained were sufficient for the study, additional and preferred data would have facilitated more extensive findings.; therefore, the lack of sufficient and preferred information in the public domain acted as a bottleneck.

Time management was an issue as it was necessary to balance conducting the study and dealing with other aspect of life, such as professional and personal obligations.

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