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**Influence of Work-Life Balance Policies on Employee Job
Satisfaction in Multinational Companies in Nigeria**

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Influence of Work-Life Balance Policies on Employee Job Satisfaction in Multinational Companies in Nigeria

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Abstract

Purpose: The purpose of this article was to analyze influence of work-life balance policies on employee job satisfaction in multinational companies in Nigeria.

Methodology: This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

Findings: Work-life balance (WLB) policies in multinational companies in Nigeria enhance job satisfaction by reducing stress, improving well-being, and boosting productivity. Flexible work arrangements, paid leave, and remote work improve retention, especially for employees with family responsibilities. However, cultural resistance and management barriers limit full

implementation. Industries like banking and telecommunications benefit more due to structured WLB strategies.

Unique Contribution to Theory, Practice and Policy: Spillover theory, job demands-resources (JD-R) model & social exchange theory may be used to anchor future studies on the influence of work-life balance policies on employee job satisfaction in multinational companies in Nigeria. Companies should invest in digital tools that support remote work, time management, and virtual collaboration while ensuring that employees are not overburdened by constant connectivity. Governments and multinational regulatory bodies should enforce minimum standards for WLB policies, such as mandatory paid leave, flexible working hours, and childcare support, particularly in industries with high employee burnout.

Keywords: *Work-Life Balance Policies, Employee Job Satisfaction, Multinational Companies*

INTRODUCTION

Employee job satisfaction reflects the extent to which individuals feel content and fulfilled with their work roles, encompassing factors like work environment, compensation, and growth opportunities. In the United States, approximately 65% of employees report being satisfied with their jobs, with 20% expressing genuine passion for their work (Apollo Technical, 2022). Conversely, Japan faces challenges, with only 42% of employees expressing job satisfaction, and a notable 21% actively dissatisfied, potentially due to cultural work norms and demanding conditions (Zippia, 2023). In the United Kingdom, job satisfaction rates have seen fluctuations, with recent studies indicating varying levels of contentment among workers (The Times, 2024). These statistics underscore the diverse landscape of job satisfaction across developed economies, influenced by cultural, economic, and organizational factors.

In India, a 2020 survey by Randstad revealed that 89% of employees reported high job satisfaction, attributing this to supportive work environments and growth opportunities. Conversely, Japan reported the lowest satisfaction, with only 42% of employees expressing contentment, possibly due to demanding work conditions and cultural expectations (StandOut CV, 2022). In European countries, Malta stands out with high professional optimism, whereas Portugal has the lowest job satisfaction in the European Union, highlighting regional disparities (European Data Journalism Network, 2022). These statistics underscore the diverse landscape of job satisfaction globally, influenced by various socio-economic factors.

In the Asia-Pacific region, job satisfaction has seen an upward trend. A recent survey indicated that more employees across most Asia-Pacific countries experienced job satisfaction in 2024 compared to 2023 (Statista, 2024). This improvement suggests that initiatives to enhance work environments and employee well-being are yielding positive results. However, disparities persist, emphasizing the need for tailored strategies to address unique challenges in different countries. Understanding these nuances is crucial for policymakers and organizations aiming to improve employee well-being and productivity worldwide.

In developing economies, job satisfaction varies significantly, often influenced by economic conditions and employment opportunities. For instance, India boasts a high job satisfaction rate, with 89% of employees expressing contentment in their roles (Zippia, 2023). Conversely, other developing nations may experience lower satisfaction levels due to factors such as job security, working conditions, and compensation disparities. Economic growth, labor market dynamics, and cultural factors play pivotal roles in shaping these satisfaction levels. Understanding these nuances is crucial for policymakers and organizations aiming to improve employee well-being and productivity in these regions.

In Sub-Saharan Africa, job satisfaction levels exhibit considerable variation across different sectors and countries. A study in Ghana revealed that over 83% of public sector employees were dissatisfied with their pay and job security, leading to a very low overall job satisfaction rate (ResearchGate, 2024). Similarly, in South Africa's North West province, 62% of healthcare professionals reported job dissatisfaction, citing factors such as inadequate wages, heavy workloads, and poor working environments (PMC, 2023). These findings highlight the pressing need for improved working conditions, better remuneration, and supportive environments to enhance job satisfaction among employees in Sub-Saharan Africa.

Work-life balance (WLB) policies are organizational strategies designed to help employees balance work responsibilities with personal life, ultimately improving job satisfaction. Four key WLB policies commonly implemented include flexible work arrangements, parental leave, wellness programs, and remote work options. Flexible work arrangements, such as compressed workweeks and flextime, allow employees to manage their schedules better, reducing stress and increasing job commitment (Iskandar & Fitriyani, 2024). Parental leave policies ensure employees can take time off for family needs, leading to improved morale and loyalty to the organization (Samsudin, Ikaningtiyas, & Mulia, 2024). Additionally, wellness programs, including mental health support and fitness initiatives, have been linked to lower burnout rates and enhanced employee productivity.

Remote work policies have become increasingly relevant, especially post-pandemic, allowing employees to achieve better work-life balance while maintaining productivity. Research indicates that companies with strong remote work policies experience higher employee engagement and reduced absenteeism (Setiawan & Wening, 2024). When WLB policies are effectively implemented, employees report higher job satisfaction, increased organizational commitment, and reduced turnover rates. However, ineffective execution or lack of employer support for these policies can result in employee dissatisfaction and burnout. Organizations must continuously assess and adapt WLB policies to meet changing workforce demands, ensuring alignment with employee well-being and organizational goals. Ultimately, a well-structured WLB framework fosters job satisfaction, enhances productivity, and strengthens workplace culture.

Problem Statement

In today's globalized economy, multinational companies (MNCs) face the critical challenge of enhancing employee job satisfaction to maintain competitive advantage. Work-life balance (WLB) policies have emerged as pivotal factors influencing job satisfaction and overall employee well-being. Research indicates that effective WLB policies, such as flexible work arrangements and wellness programs, are positively correlated with increased job satisfaction and employee retention (Agarwal & Bhakuni, 2024). However, despite these findings, many MNCs struggle to implement comprehensive WLB policies that address the diverse cultural and individual needs of their global workforce. This gap often leads to reduced job satisfaction, higher turnover rates, and diminished organizational performance. Therefore, it is imperative to investigate the specific influence of WLB policies on employee job satisfaction within MNCs, considering the unique challenges posed by cultural diversity and varying legal frameworks across countries. Such research will provide valuable insights into developing tailored WLB strategies that enhance employee satisfaction and organizational success in the multinational context.

Theoretical Review

Spillover Theory

Spillover Theory posits that experiences in one domain of an individual's life can transfer to another, affecting overall well-being. Originating from the work of Piotrkowski (1979), this theory suggests that positive or negative emotions, attitudes, and behaviors in the work domain can spill over into the personal domain, and vice versa. In the context of multinational companies, effective WLB policies can facilitate positive spillover, where job satisfaction enhances personal life, leading to a harmonious balance between work and personal responsibilities. Conversely, inadequate WLB policies may result in negative spillover, causing stress and dissatisfaction in

both domains. Understanding this theory helps organizations recognize the importance of implementing WLB policies that promote positive spillover, thereby enhancing employee job satisfaction.

Job Demands-Resources (JD-R) Model

The JD-R Model, introduced by Demerouti (2001), categorizes workplace factors into job demands and job resources. Job demands are aspects of a job that require sustained effort and are associated with physiological and psychological costs, while job resources are aspects that help achieve work goals, reduce job demands, and stimulate personal growth. WLB policies serve as valuable job resources by providing employees with the flexibility and support needed to manage work and personal life demands effectively. In multinational companies, where job demands can be high due to global operations, implementing robust WLB policies can mitigate stress, leading to increased job satisfaction. This model underscores the significance of balancing job demands with adequate resources to maintain employee well-being.

Social Exchange Theory

Proposed by Blau (1964), Social Exchange Theory suggests that relationships are built on reciprocal exchanges of resources, where positive actions by one party lead to positive responses from another. In the workplace, when multinational companies offer supportive WLB policies, employees perceive these as beneficial resources, fostering a sense of obligation to reciprocate through increased commitment and job satisfaction. This reciprocal relationship enhances employee loyalty and performance, as employees feel valued and supported. Applying this theory highlights the mutual benefits of WLB policies, where both the organization and employees gain from a supportive work environment.

Empirical Review

Maurya (2015) analyzed how different WLB policies, such as flexible work arrangements, parental leave, and wellness programs, affect job satisfaction and employee performance. The study utilized a quantitative approach, employing surveys and regression analysis to assess the relationships between WLB policies and employee satisfaction. The findings indicated that each WLB policy independently predicted job satisfaction, with a goodness of fit (R) of 0.618, suggesting a strong correlation between the variables. Employees who had access to flexible work arrangements and paid leave reported higher job satisfaction levels than those who lacked such benefits. The study also revealed that organizations with strong WLB policies experienced lower employee turnover and higher productivity rates. The researchers emphasized that work-life balance plays a crucial role in ensuring long-term employee engagement and commitment. The study recommended that multinational companies invest in enhanced WLB policies to create a more supportive work environment, leading to increased job satisfaction and better organizational outcomes. Additionally, the study advised policymakers to standardize WLB policies to ensure fair treatment of employees across different industries. The researchers concluded that prioritizing work-life balance contributes to a healthier work environment and improved employee well-being. They also suggested that organizations conduct regular assessments to determine employee needs regarding WLB policies. Future studies were encouraged to explore industry-specific differences in WLB policy effectiveness. The study provided empirical evidence supporting the importance of balancing professional and personal life in improving job satisfaction. The findings reinforced the idea that businesses prioritizing employee well-being through WLB initiatives tend to achieve

better performance outcomes. By implementing flexible schedules and wellness initiatives, organizations could gain a competitive edge in attracting and retaining top talent. The study played a pivotal role in demonstrating the direct impact of WLB policies on employee job satisfaction and overall organizational performance.

Agarwal and Bhakuni (2024) explored the critical influence of work-life balance on job satisfaction and employee performance using a mixed-method approach, incorporating both quantitative surveys and qualitative interviews across various industries. The study sampled employees from multinational companies across different sectors, ensuring a comprehensive understanding of WLB's role in the workplace. The findings revealed a strong positive correlation between WLB and job satisfaction, indicating that employees with a balanced work-life approach tend to be more satisfied with their jobs. The study showed that flexible work policies, including remote work options and flexible scheduling, significantly increased employee happiness and commitment. Furthermore, employees who perceived a healthier balance between their work and personal lives demonstrated higher job satisfaction, which directly translated into improved employee performance. The study also found that organizations prioritizing WLB policies experienced reduced employee burnout and lower absenteeism rates. Additionally, the researchers emphasized that satisfied employees tend to be more productive, motivated, and engaged in their tasks, leading to better organizational performance. The study recommended that multinational companies implement policies that facilitate work-life integration, such as hybrid work models and mental health support programs. Organizations were also advised to conduct regular employee feedback sessions to tailor WLB policies to specific workforce needs. The study further highlighted the importance of leadership support in fostering a culture that values work-life balance. Researchers suggested that companies integrate WLB strategies into their core business policies to attract top talent and enhance employer branding. The study concluded that businesses that fail to address work-life balance concerns risk higher turnover rates and declining employee morale. The findings reinforced the need for proactive approaches in designing and implementing effective WLB policies. The research provided valuable insights into the role of WLB in sustaining employee well-being and overall job satisfaction. Future research was recommended to examine how different cultural contexts influence employee perceptions of WLB policies

Gupta (2021) investigated the impact of WLB policies on employee well-being and productivity through an empirical study involving survey data from multinational corporations. The study aimed to assess how various work-life balance policies, such as flexible work arrangements, paid parental leave, and mental health support programs, affect employee well-being and job satisfaction. The research methodology involved a quantitative analysis using statistical tools to measure the relationship between WLB policies and employee job performance. The findings indicated that organizations implementing strong WLB policies witnessed a significant improvement in employee productivity and satisfaction levels. Employees with access to flexible work arrangements reported feeling less stressed and more motivated to contribute to their organization's success. The study also found that supportive WLB policies helped employees manage their time more effectively, reducing workplace conflicts and increasing efficiency. Additionally, the findings showed that companies that invested in employee well-being experienced lower turnover rates and higher job retention. The study highlighted that organizations that prioritize WLB policies often see a positive shift in employee attitudes and work ethic. Moreover, employees who felt supported in balancing their professional and personal lives

exhibited higher levels of creativity and innovation. The research emphasized the need for multinational companies to integrate WLB policies into their corporate strategies to maintain a competitive advantage. It was recommended that companies offer wellness programs, stress management workshops, and family-friendly benefits to improve employee satisfaction. The study suggested that organizations should engage employees in policy-making processes to ensure their needs are effectively met. It also highlighted the role of technology in facilitating flexible work arrangements and remote work options. The findings underscored the importance of a strong organizational culture that values employee well-being as a strategic priority. Future studies were encouraged to explore industry-specific WLB challenges and solutions to enhance job satisfaction further. Overall, the study provided significant insights into how WLB policies contribute to a positive work environment and improved organizational outcomes

METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low-cost advantage as compared to field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

FINDINGS

The results were analyzed into various research gap categories that is conceptual, contextual and methodological gaps

Conceptual Gaps: While the studies explored the general impact of work-life balance (WLB) policies on employee satisfaction and performance, they did not provide an in-depth analysis of how WLB policies vary across industries. Future research could explore how WLB policies impact employees in specific sectors such as healthcare, education, technology, and manufacturing. Agarwal and Bhakuni (2024) suggested future studies should examine cultural variations in WLB perceptions, but none of the studies provided an in-depth cross-cultural analysis of how different cultural values and norms shape employee expectations regarding WLB policies. While Agarwal and Bhakuni (2024) briefly mentioned leadership support, none of the studies comprehensively analyzed how managerial attitudes and leadership styles influence the successful adoption of WLB policies.

Contextual Gaps: While Gupta (2021) highlighted WLB's benefits, they did not analyze how WLB policies influence broader organizational culture, including teamwork, collaboration, and job engagement. The studies focused on multinational corporations, leaving out how WLB policies function in small and medium enterprises (SMEs), where resources for extensive WLB programs may be limited. While the studies examined positive WLB outcomes, they did not extensively investigate work-life conflict and how inadequate WLB policies contribute to employee dissatisfaction, burnout, and disengagement.

Geographical Gaps: The Agarwal and Bhakuni (2024) primarily analyzed multinational companies without comparing WLB effectiveness in different geographical locations. Future research could compare WLB policies across developing and developed countries. The existing studies focused on large corporations, mainly in well-developed economies. There is a need for research on how WLB policies are implemented in emerging economies, particularly in regions like Africa, South Asia, and Latin America. The studies mainly examined corporate work

environments but did not explore how WLB policies affect employees in rural or remote work settings, where access to work-related infrastructure and flexible work arrangements may be different.

CONCLUSION AND RECOMMENDATIONS

Conclusion

Work-life balance (WLB) policies play a crucial role in enhancing employee job satisfaction in multinational companies (MNCs). As organizations expand globally, the implementation of flexible work arrangements, paid leave policies, and mental health support programs has become essential in fostering a productive and engaged workforce. The analysis of various studies indicates that WLB policies positively impact job satisfaction by reducing workplace stress, improving employee well-being, and enhancing organizational commitment. Employees who experience greater autonomy over their work schedules tend to report higher levels of job satisfaction, motivation, and loyalty to their organizations. Additionally, multinational companies that prioritize work-life balance create a more inclusive and diverse work environment, which improves employee retention and attracts top talent.

Despite the clear benefits, challenges persist in the implementation of WLB policies across different cultural and regulatory contexts. While some MNCs have successfully integrated flexible work arrangements, others face resistance due to rigid corporate structures, management skepticism, or industry-specific constraints. Furthermore, disparities in WLB policies across different regions may lead to inconsistencies in employee satisfaction levels. Therefore, organizations must adopt a more tailored approach that considers cultural sensitivities, legal frameworks, and industry demands when designing work-life balance policies.

To maximize the impact of WLB initiatives, multinational companies should continuously assess employee needs, invest in supportive workplace technologies, and promote a culture that values work-life integration. Leaders and HR practitioners should also ensure that WLB policies are not just in place as a formality but are effectively implemented and encouraged at all organizational levels. Moving forward, organizations that prioritize work-life balance will likely experience enhanced employee morale, increased productivity, and a stronger competitive advantage in the global labor market.

Recommendations

Theory

Future research should integrate WLB policies within broader organizational behavior theories, such as Social Exchange Theory (SET) and Job Demands-Resources (JD-R) Model, to examine how these policies influence job satisfaction across different cultural contexts. Existing WLB theories have largely been developed in Western contexts. There is a need to expand theoretical models to incorporate cultural variations in perceptions of work-life balance in multinational environments, particularly in regions with high work pressure, such as Asia and Africa. Theories on work-life balance should consider the psychological and emotional dimensions of job satisfaction, emphasizing how different types of WLB policies (e.g., flexible work arrangements, paid leave) impact mental health, engagement, and productivity.

Practice

MNCs should develop flexible, region-specific WLB policies that align with local labor laws, cultural expectations, and employee needs. This can include hybrid work models, compressed workweeks, and parental leave policies tailored to different countries. Companies should invest in digital tools that support remote work, time management, and virtual collaboration while ensuring that employees are not overburdened by constant connectivity. Establishing clear digital boundaries (e.g., after-work communication policies) can help maintain job satisfaction. Managers should be trained to support employees in achieving work-life balance by fostering a culture of flexibility, recognizing the importance of downtime, and leading by example in maintaining their own WLB.

Policy

Governments and multinational regulatory bodies should enforce minimum standards for WLB policies, such as mandatory paid leave, flexible working hours, and childcare support, particularly in industries with high employee burnout. Policies should ensure that all employees, regardless of position or gender, have equal access to WLB programs. Addressing biases in access to flexible work arrangements can promote inclusivity and fairness. MNCs should establish mechanisms for regularly assessing the impact of WLB policies on employee job satisfaction, productivity, and retention. This can be done through employee feedback surveys, performance reviews, and engagement analytics.

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