



ABSTRACT

Work-life balance is the equilibrium between time and energy individuals dedicate to their work responsibilities and their personal lives. It involves prioritizing a harmonious relationship between professional duties and personal well-being to prevent work from negatively impacting one's life. This is particularly important in the healthcare sector, where high turnover rates can negatively affect the quality of patient care. Therefore, this study investigated the effect of work-life balance on employee retention of selected private hospitals in

THE SIGNIFICANT IMPACT OF WORK SCHEDULE ON WORK-LIFE BALANCE IN ORGANIZATIONS

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Introduction

In today's dynamic work environment, the significance of work scheduling in achieving a healthy work-life balance cannot be overstated. Work scheduling plays a pivotal role in shaping the well-being of employees and the overall success of organizations. By carefully managing work schedules, employers can enhance work-life balance, reduce stress, boost productivity, and foster a more engaged workforce.

Work-life balance is crucial for employees to maintain their physical, mental, and emotional well-being. It involves effectively managing the demands of work alongside personal responsibilities and leisure activities. Achieving a harmonious work-life balance leads to reduced burnout, increased job satisfaction, and higher retention rates among employees. Flexible work schedules have emerged as a game-changer in promoting work-life balance. They offer employees the freedom to tailor their work hours around personal commitments, leading to a harmonious integration of professional and personal life. This flexibility reduces stress, fatigue, and burnout, resulting in happier and more engaged employees who are better equipped to meet personal and professional goals (Jimoh, 2021).

According to Kartik (2020), research on work-life balance focuses on how well people can juggle the many demands placed on them by life. Contrary to common misconceptions, flexible work schedules can actually boost productivity and performance. When employees have the autonomy to choose their most productive hours, they are more focused, motivated, and efficient. This empowerment leads to a more engaged workforce, contributing to improved organizational



Ogun State, Nigeria. The study adopted survey design by administering self-structured questionnaires which were used to measure variables such as work-life balance, job satisfaction, employee commitment, and employee retention. The total population of the study from the four selected private hospitals was 1587 and the sample size determined was 324 determined using the Taro Yamane formula. The results revealed that work-life balance does not affect employee retention. The beta weights revealed that work schedule has a positive effect on employee engagement ($\beta = 0.122, p < 0$ the effects of work-life balance on job satisfaction of employees and hospital managers of private hospital in Ogun State, Nigeria. This implies that a unit increase in convenient work schedule increases the commitment of employees and hospital managers of private hospital. The study concluded that employees who reported better work schedule were more likely to express higher job satisfaction, greater organizational commitment, and lower turnover intention. The study provides valuable insights for hospital management seeking to improve employee retention and ultimately deliver higher quality patient care. The researcher recommends that private hospitals invest in flexible work arrangements and a supportive organizational culture to enhance work-life balance and foster a more committed and stable workforce.

Keywords: Employee Commitment, Employee Engagement, Employee Retention, Job Satisfaction, Work-Life Balance.

outcomes. Flexible work schedules positively impact employee health and well-being. Employees who can align their work hours with their natural rhythms experience better sleep patterns and higher energy levels. Reduced stress from a better work-life balance contributes to overall physical and mental health, reducing absenteeism and creating a healthier, more productive workforce. By offering flexible work schedules, organizations can attract a diverse range of talent, including working parents, caregivers, and individuals with specific personal circumstances. This inclusivity broadens the talent pool, fosters a more diverse workforce, and creates a supportive environment where employees feel valued and empowered.

In Nigeria, the number of employees in private hospitals and the healthcare sector has decreased for several reasons. As a result of the aging workforce, fewer recruits, and nurses choosing to pursue other careers, the healthcare industry has seen high employee turnover (Dhanpat et al., 2019). Compared to other African nations, Nigeria has a greater private healthcare staff turnover rate. Although national regulations govern the basic quality requirements of healthcare services in Nigeria, there is significant diversity in the retention rates of staff in private healthcare organizations (Van de Klundert et al., 2023).

Additionally, a cross-sectional study on diversity concerns in the healthcare industry in Nigeria discovered that normative commitment of the employees is highly influenced by the workforce diversity. Sub-Saharan Africa, which accounts for approximately 24 percent of the global illness burden yet only employs 3 percent of the healthcare workforce globally, has an acute shortage of healthcare workers (Van de Klundert et al., 2023). The healthcare sector in Nigeria is seeing a fall in



staff satisfaction and engagement, which have had a substantial effect on patient care because nurse engagement is the leading indicator of mortality in healthcare organizations (Adewale et al., 2023).

Objective of the Study

1. To examine the effect of work-life balance on employee retention in selected Private Hospitals in Ogun State, Nigeria.

Hypotheses

Ho: Work-life balance has no significant effect on employee engagement in Ogun State, Nigeria.

Methodology

The study adopted a survey research design. The target population for the study was 1,587 employees working under the selected private hospitals. The sample size was determined using the Taro Yamane Formula to arrive at 324 from these four hospitals: Owokoniran Hospital in Sagamu, Croxwell Hospital in Abeokuta, Redwood Hospital, Abeokuta and Mercy Group Clinic, Abeokuta. The stratified sampling technique was adopted in the study as the population was divided into stratas. A self- structured questionnaire was used and data was collected using a valid and reliable questionnaire with a Cronbach alpha value greater than 0.7. The response rate was 100 percent. Linear and Multiple Regression Analysis was used to measure the relationship between the independent variable and the sub variables of the dependent variable.

Review of Literature

Work life Balance

Work-life balance is defined as the fulfillment of role-related expectations that are shared and traded in the context of work and family between individuals and their role-related partners (Grzywacz & Carlson, 2019). But according to Greenhaus and Allen (2020), work-life balance is the extent to which an individual's efficacy and happiness in their responsibilities as a family member and employee are in line with their priorities in life at a given moment. As workplace developments, including information technology advancements and information overload that necessitates prompt answers, put more strain on employees, the idea of work-life balance gained traction (Hye, 2014). The changing perception of conventional families, which includes more single-parent households and more female participation in the labor force, represents factors requesting a greater work-life balance among employees (Hye, 2014).

When people began to spend more time at work and less time on other elements of their lives, the term "work-life balance" was first used to characterize this trend (Khan, 2013). In the workplace, work-life balance has gained importance due to its positive effects, which include reduced employee turnover, increased work engagement, organizational citizenship behavior, better employee performance, higher firm productivity, job satisfaction, and commitment (Wang & Walumbwa, 2017; Konrad & Mangel, 2016). Work-life balance, according to Clarke, Koch, and Hill (2017), is typically linked to striking a balance between an individual's time and energy spent on work and personal pursuits in order to preserve a feeling of harmony in their life as a whole.



Understanding the many demands made on us and the personal resources—our time and energy—that we might use to meet those demands is crucial to understanding work-life balance. Work-life balance is clearly affected by the finding that employees who have some degree of control over their workplace often have fewer stress-related illnesses.

Organizations can adopt work-life balancing initiatives to assist employees in better juggling work and personal obligations, improve employee wellbeing, and provide organizational advantages. Numerous policies exist that are conducive to families, including telecommuting, job sharing, flexible work schedules, maternity leave, part-time employment, compressed work weeks, flexible working hours, and on-site daycare (Hartel, 2007). Policies aimed at assisting workers in better managing their work and non-working hours are known as work-life balance initiatives. In academic research, these policies are referred to as work-family policies, family-friendly policies, or family-responsive policies. The phrase "work-family balance" has been superseded in recent years by "work-life balance" (Hudson Resourcing, 2005).

Quality of Work Life (QWL)

As an alternative to the control method for managing people, quality of work life (QWL) views employees as an "asset" to the company rather than as expenses (Soliman, H. M. (2018)). It holds that giving workers the freedom to manage their own work and make decisions improves performance. In order to guarantee higher productivity and improved job satisfaction among employees, quality of work life aims to establish a culture of work dedication in businesses and society at large. Based on the tenet that an organization gains strength from its employees' commitment, organizations place a high value on keeping their employees from quitting, encouraging them to put in significant effort, getting them to strongly commit to the organization's goals and objectives, and maintaining unity within the organization to maintain its effectiveness, standing, and status in the community. Therefore, organizations are supposed to increase the quality of the work-life balance of their employees. Seven needs; health and safety, family, economic, social, esteem, actualization, knowledge, and aesthetic; must be met in order to guarantee a high-quality work-life balance, according to Sirgy et al. (2008).

Employees' overall life happiness, job satisfaction, and other aspects of their lives are all influenced by their work-life quality, which is defined by meeting these demands in several dimensions. This has a cascading impact. A worker's opinions about his employer are positively correlated with his quality of work life, which in turn influences them. According to Sirgy et al. (2008), it is presumable that an individual's favorable feelings about the company they work for translate into an organizational commitment.

The challenge that every firm has in the cutthroat business world of today is acquiring and keeping qualified human resources. Every firm must continue to provide a high standard of work in order to overcome this. The smooth operation of an organization depends on the quality of life within it. Additionally, it aids in luring and keeping competent workers for the appropriate job profile, which ultimately results in the success of both the individual and the company (Smerek, 2017). Maintaining a healthy work-life balance is essential to making sure that every employee is productive and stress-free. Such HR procedures and regulations establish an environment within the company where addressing workers' complaints and encouraging their involvement, engagement, and retention at work become commonplace yet incredibly effective rituals.



According to Singh, Burgess, and Heap (2016), performance and productivity management contributes to national economic growth in addition to making organizations more competitive. These workers have an extra benefit in that they are more likely to be proactive in giving assistance, exhibit comparatively high productivity, and be more determined in their job. High levels of employee commitment result in positive organizational results, which makes them significant. It is a reflection of how much staff members relate to and are dedicated to the organization's objectives. Every corporation struggles to find and keep qualified human resources in the cutthroat business world of today. Every firm must continue to provide high-quality work in order to overcome this. According to published research, QWL is a movement and an ongoing process that has an impact on worker performance. Employee commitment, morale, productivity, and effectiveness will all significantly decline if QWL declines. Thus, firms must take into account the elements that impact employee commitment, morale, etc. while building QWL for staff. The elements related to employee commitment and QWL components are discussed in the current review study. One of the most significant markers of effective organizational behavior is the degree of commitment individuals have to their job and the company, which plays a role in employee motivation. Higher commitment levels among staff members reflect a dedication to their work and the business, as well as a high expectation of oneself and superior performance (Konya et al., 2016).

Theoretical Framework

The study's supporting theories such as Herzberg Two Factor and Expectancy theory highlights that job satisfaction and dissatisfaction are influenced by hygiene factors and motivators.

Herzberg's Two-Factor Theory provides a useful theoretical framework for understanding the relationship between work-life balance initiatives and employee retention. According to Herzberg's theory, there are two sets of factors that influence employee motivation and satisfaction in the workplace:

Hygiene factors: These are extrinsic factors related to the work environment, such as compensation, job security, working conditions, and company policies. Hygiene factors do not directly motivate employees, but their absence can lead to job dissatisfaction.

Motivator factors: These are intrinsic factors related to the nature of the work itself, such as achievement, recognition, responsibility, advancement, and personal growth. Motivator factors are the primary drivers of job satisfaction and motivation.

Herzberg's theory suggests that work-life balance initiatives, such as flexible scheduling, remote work options, and family-friendly policies, can be considered "hygiene factors" that help prevent job dissatisfaction. When these basic needs are met, employees are less likely to feel overworked or burnt out, which can lead to turnover. At the same time, Herzberg emphasizes that simply providing good working conditions is not enough to retain employees. By understanding the relevance of the Hertzberg Two-Factor Theory to work-life balance, hospital administrators can develop strategies to improve employee motivation and job satisfaction, ultimately leading to better patient care and organizational success (Alrawihi, 2020).

Motivator factors, such as opportunities for growth, recognition, and increased responsibility, are also crucial for enhancing job satisfaction and commitment. The research on work-life balance



initiatives supports Herzberg's theory. Studies have shown that when organizations offer programs that help employees better manage their work and personal responsibilities, it can lead to increased job satisfaction, reduced absenteeism, and lower turnover rates.

In summary, Herzberg's Two-Factor Theory provides a valuable framework for understanding how work-life balance initiatives, as "hygiene factors," can contribute to employee retention by preventing job dissatisfaction. However, these initiatives must be coupled with "motivator factors" that address employees' intrinsic needs for growth, achievement, and fulfillment in order to truly enhance long-term employee engagement and retention (Zeeman, 2017).

The Expectancy Theory provides valuable insights into the relationship between work-life balance and employee retention within a theoretical framework. According to the theory, motivation is influenced by the balance between an individual's desires and efforts, or in the context of the workplace, between rewards and expectations. This theory suggests that employees make rational and irrational judgments based on the perceived balance between the effort they put into work and the rewards they receive. When employees feel that there is equilibrium between their work efforts and the rewards they receive, it leads to higher job satisfaction and increased retention rates.

In the context of work-life balance, the Expectancy Theory highlights that employees who are able to balance their professional responsibilities with personal life through programs like flexible work arrangements, supportive benefits, and open communication are more likely to be satisfied with their jobs and remain loyal to their employers. By offering opportunities for growth, promoting healthy boundaries, providing supportive benefits, and maintaining open communication, organizations create an environment where employees can thrive and feel valued, leading to improved retention rates.

In summary, the Expectancy Theory underscores the importance of aligning employees' expectations and rewards in the workplace to enhance job satisfaction and retention. By understanding and implementing strategies that support work-life balance, organizations can create a positive work environment that fosters employee well-being, satisfaction, and long-term commitment.

Data Presentation, Analysis and Discussion of Findings

The objective of the study sought to examine the effect of work-life balance on employee retention in selected Private Hospitals in Ogun State, Nigeria. The findings showed the frequencies, percentages, mean and standard deviations as presented in table 1.

Table 1: Effect of Work Life Balance on Employee Retention of selected private hospitals in Ogun State, Nigeria.

Items	SA f(%)	A f(%)	PA f(%)	PD f(%)	D f(%)	SD f(%)	Mean f(%)	Standard Deviation SD f(%)
The nature of my work forces me to come to work every day	45 (13.9)	5 (1.5)	92 (28.4)	84 (25.4)	62 (19.1)	36 (11.1)	3.32	1.46
I work from the office regularly	57 (17.6)	17 (5.2)	70 (21.6)	75 (23.1)	60 (18.5)	45 (13.9)	3.39	1.62



I am allowed to enjoy work shifts	63 (19.4)	19 (5.9)	64 (19.8)	74 (22.8)	55 (17)	49 (15.1)	3.43	1.67
I decide when to close from work as long as the work is done	134 (41.4)	79 (24.4)	39 (12)	44 (13.6)	19 (5.9)	9 (2.8)	4.73	1.41
Balanced work schedules allow for quality time at work and at home	109 (33.6)	41 (12.7)	96 (29.6)	62 (19.1)	11 (3.4)	5 (1.5)	4.49	1.3
AVERAGE MEAN							3.87	0.2235

Source: Field Survey 2024

KEY: U= Undecided; SD= Strongly Disagree, D=Disagree, A=Agree, SA=Strongly Agree,

***Decision Rule if mean is 1 to 3.87 = 4.0

Table 1 reveals the effects of work-life balance on employee engagement in private hospitals in Ogun State, Nigeria. The model fit showed that the different levels of work life balance do not affect employee retention $F(3, 320) = 1.46, p > 0.05$. However, one levels of work life balance has a positive effect on employee engagement. In table 1, the beta weights revealed that work schedule has a positive effect on employee engagement ($\beta = 0.122, p < 0.05$). This Table 1 reveals the effects of work-life balance on employee engagement in private hospitals in Ogun State, Nigeria. The model fit showed that the different levels of work life balance do not affect employee retention $F(3, 320) = 1.46, p > 0.05$. However, one levels of work life balance has a positive effect on employee engagement. In table 1, the beta weights revealed that work schedule has a positive effect on employee engagement ($\beta = 0.122, p < 0.05$).

Implication: The findings above implies that a unit increase in work schedule increases the engagement of employees and hospital managers of private hospital by 12 units when other factors are constant. On the other hand, work environment and work stress do not have effect on employee engagement.

Hypotheses

H01: Work-life balance has no significant effect on employee engagement in Ogun State, Nigeria.

Table 2: Test of Hypotheses - Work-life balance has no significant effect on employee engagement in Ogun State, Nigeria.

ANOVA*

Variables	β	Std. Error	p. value
Constant	20.87	13.85	0.00
Work Life Balance	.007	.014	.807

$R^2 = 0.00$; Adjusted $R^2 = -0.003$; $F(3, 322) = 0.807$; $p > 0.05$

- Dependent Variable: Work Life Balance
- Predictors: (Constant), Employee Retention

The Anova table explains the effect of work life balance on employee engagement retention of employees and hospital managers of private hospital Ogun State, Nigeria. Result shows that work life balance has no significant effect on employee engagement ($\beta = 0.007, p > 0.05$). Thus, the hypothesis Work-life balance has no significant effect on employee engagement is accepted.



Discussion of Findings

The research findings on work-life balance and employee retention in selected private hospitals in Ogun State highlight the emphasis on the significant influence of work-life balance components like job sharing, compressed work schedule, flexible work schedule, family leave policy, and employee assistance programs on employee retention. Job sharing, compressed work schedule, flexible work schedule, family leave policy, and employee assistance programs all positively and significantly affect employee retention in private hospitals.

Employers are encouraged to recognize the importance of work-life balance as a crucial driver of employee retention, offering flexible work arrangements, promoting healthy boundaries, providing supportive employee benefits, maintaining open communication, and investing in professional development and growth opportunities. Supporting work-life balance through flexible work options, encouraging healthy boundaries, offering supportive benefits, promoting open communication, and investing in professional development are key strategies to create a supportive work environment that enhances employee retention. The hypotheses testing results show that Result shows that work life balance has no significant effect on employee engagement. Thus, the hypothesis Work-life balance has no significant effect on employee engagement is accepted. The regression analysis indicated a strong non-correlation between work life balance and employee retention of the selected private hospitals in Ogun State explaining no significant relationship between the independent and dependent variables. Further emphasizing the importance of work schedule to improve work life balance and employee retention.

Conclusive Remarks and Recommendations

In summary, the research and surveys underscore the critical role of work-life balance in influencing employee retention in private hospitals, emphasizing the need for organizations to implement supportive policies and practices to foster a healthy work environment that promotes both employee well-being and organizational success. The study looked into how work-life balance affected the retention of employees in a particular set of private hospitals in Ogun State, Nigeria. 324 staff members and hospital managers participated in the study, and numerous figures and tables were used to display the results.

Employee engagement and job satisfaction levels are not significantly impacted by work-life balance, according to the analysis. As a positive predictor of employee engagement, work schedule—a crucial aspect of work-life balance—has come to light. This highlights the value of encouraging flexible work arrangements in order to increase employees' dedication and participation in their jobs.

The study's findings in relation to the research questions indicate that, although work environment and work stress did not significantly affect employee engagement and commitment, work schedule did. On job satisfaction, work-life balance had no discernible impact. The highest level of education was the only demographic factor that had no discernible impact on employee retention. The impact of work-life balance on employee commitment was noteworthy, as it underscores the critical role that it plays in developing a committed workforce.

In conclusion, work scheduling is a fundamental aspect of achieving work-life balance in organizations. By prioritizing flexible work schedules, employers can create a supportive and



inclusive work environment, enhance employee well-being, and drive productivity and engagement. Embracing the benefits of flexible work arrangements is not just a strategic move for businesses but a way to empower employees and cultivate a culture of success and fulfillment in the workplace.

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