

An Assessment Of Work–Life Balance And Employees’ Productivity In The Oke-Ogun Polytechnic, Saki

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Abstract

Work-life equilibrium significantly impacts employee productivity, a critical concern within academic institutions. This research investigates the correlation between work-life balance and productivity among academic staff at The Oke-Ogun Polytechnic, Saki, analysing data from 2019 to 2023. The study specifically examines the effects of extended work hours and absenteeism on employee performance, job satisfaction, and teaching efficacy. Utilising Role Theory as a framework positing that individuals navigate multiple potentially

conflicting roles, the research explores how effectively managing these competing demands influences work-life balance. A qualitative, descriptive design was employed to thoroughly investigate this influence. The findings indicate that 87.5% of respondents identified work-related stress and high absenteeism as significant factors that degrade job performance and diminish academic output. The study underscores the adverse impacts of role conflict, stress, and absenteeism on academic performance, advocating for flexible work arrangements and

robust institutional policies to mitigate these effects. Recommendations include implementing structured leave policies, flexible work options, and comprehensive stress management programs to foster improved work-life balance. Furthermore, the study emphasises the importance of cultivating a supportive work environment and adopting employee-centric policies to alleviate stress and boost overall productivity. This research provides valuable insights into the dynamics between work-life balance and employee performance, delivering actionable strategies to tackle productivity challenges in academic environments.

Keywords: Work-life balance, employee productivity, academic staff, stress management, absenteeism, flexible work arrangements.

Introduction

The necessity of work is deeply ingrained in the human experience, serving as a cornerstone for survival and the pursuit of a fulfilling life. However, a significant portion of academics in Nigerian tertiary institutions grapple with job dissatisfaction, stemming from work-related pressures that encroach upon their personal and families' well-being. This, in turn, undermines their professional performance and overall productivity. While governments and employers

prioritise their core function of providing tertiary education, they often overlook the holistic needs of their academic staff. This creates a situation where academics are utilised as mere instruments to achieve institutional objectives, akin to capitalistic exploitation, without sufficient consideration for their working conditions and overall quality of life.

The modern reality often deviates from the ideal of a good life, with individuals sometimes sacrificing their well-being in the relentless pursuit of professional success. Many organizations prioritise output, product quality, and profit maximization, even at the expense of their employees. Achieving work-life balance, which entails harmonising professional obligations with personal, families, social, and communal needs, is critical. As Onuorah and Ugochuwku (2020) highlight, individuals seek time for life beyond work, including family and social engagements. The current challenges faced by lecturers make it difficult to compartmentalise work and these other important aspects of life. Academics increasingly perceive their professional duties as encroaching on their personal lives, making work-life balance difficult to achieve. Work-life balance reflects the level to which individuals equitably engage with and derive satisfaction from their family and professional roles. It necessitates a concerted effort from both the individual

and the organisation to ensure mutually beneficial relations and the achievement of corresponding personal and collective objectives. When these diverse desires are balanced, productivity, stress reduction, and economic viability are enhanced for employees and the organization.

Unaddressed work-life imbalances threaten an individual's psychological, social, economic, and ultimately mental well-being. Neglecting these issues inevitably manifests in reduced employee output, ultimately impacting productivity (Ojo, Salau, & Falola, 2014). This study aims to investigate the relationship between absenteeism and the productivity of academic staff at The Oke-Ogun Polytechnic, Saki, from 2019 to 2023.

Statement of the Problem

The current socio-economic climate in Nigeria has fueled high unemployment rates, making available employment opportunities highly coveted. This has led many workers to remain in jobs despite experiencing dissatisfaction, due to a lack of alternative options (Ekeruche, 2019). Institutions like The Oke-Ogun Polytechnic, Saki, despite being state-owned, increasingly operate under private sector models. Government-appointed consultants dictate staffing levels and student admissions without

providing adequate financial support, infrastructure, or resources (Tanimu, 2008). These practices place undue pressure on lecturers, leading to increased stress and dissatisfaction due to excessive workloads.

Furthermore, tertiary institutions have faced consistent funding shortages since 2019. The Oke-Ogun Polytechnic, like other state institutions in Oyo State, has not received capital funding, grants, or interventions from the government (Olatunde, 2009; Hameed, 2021; Alimi, 2024). Compounding the issue, government-appointed consultants often disregard institutional edicts, conditions of service, and the decisions of regulatory bodies, all while expecting sustained employee productivity to maintain government support (Lawal, 2021; Awojide, 2023; Tanko, 2024). Lecturers' allowances and benefits are often redirected to cover statutory responsibilities, such as accreditation, which further undermines morale and productivity.

Review of Related Literature

The Concept of Work-Life Balance

Singh and Koradia (2017) define work-life balance as the subjective perception that individuals can effectively harmonise their professional

work and non-work commitments. Building on this, Rahmawati (2016), as cited in Puspitasari et al. (2021), suggests that work-life balance can be assessed through time management, engagement equilibrium, expectation fulfillment, and satisfaction levels. From an organisational perspective, work-life balance entails creating a supportive environment that allows employees to focus on achieving workplace goals while also honoring outside obligations. Echoing this sentiment, Choirul (2020), as cited in Zuhriatusobah, Yudha&Erasashanti (2023), views work-life balance as an organisation's effort to accommodate employees' work patterns to ensure they can fulfill both professional and personal responsibilities effectively.

Ultimately, work-life balance requires both the individual employee and the organisation to take deliberate steps to cultivate harmonious relations, fostering the achievement of personal and collective goals. Striking this balance between competing demands is essential for maximizing productivity. The effectiveness of strategies designed to achieve such balance, of course, will vary depending on individual circumstances and the institutional policies in play.

Concept of Employee Performance

Employee performance reflects the entirety of an individual's work trajectory,

with tangible outputs serving as a metric for productivity within a specified timeframe (Sulastri, 2020). Markos and Sridevi (2010) characterised employee performance as an indicator of efficiency and productivity, directly impacting organisational goals. Mowday, Porter, and Steers (2013) emphasise that job dissatisfaction creates negative attitudes that hinder employee performance and negatively affect the organisation in the long-term.

Adding nuance, Zuhriatusobah Yudha & Erasashanti (2023) define employee performance as the quality and quantity of work an employee accomplishes in fulfilling assigned responsibilities. Rachmaliya and Effendy (2017) assert that employee performance hinges on the opportunities and support provided by human resource management. In essence, organisational support plays a key role in improving employee performance and bolstering overall productivity.

Leave Policy and Employee Performance

Leave policies in academic institutions, including study leave, paid family leave, career leave, medical leave, sick leave, parental leave, and annual leave, aim to help employees balance work and personal needs. However, implementation can be inconsistent. In institutions like The Oke-Ogun

Polytechnic, Saki (TOPS), leave applications, even from academic staff, may be rejected due to heavy workloads.

Orogbu, Onyeizugbe, and Chukwuemeka's (2015) study, *Work-Life Balance and Employee Performance in Selected Commercial Banks in Lagos State*, demonstrated a strong correlation between leave policies and employee performance. Employees reported improved service delivery after being granted leave, emphasising the crucial role of leave policies in enhancing employee performance and productivity. Adequate time off allows individuals to return to work revitalised and focused. The neglect of leave policies at The Oke-Ogun Polytechnic Saki could lead to burnout, decreased motivation, and lower productivity. Recognising the value of leave as a critical factor in maintaining a healthy and productive workforce is essential. Aligning leave policies with staff needs can ensure that employees remain engaged, satisfied, and capable of delivering high-quality service.

Factors Contributing to Work-Life Imbalance in Academia

Personal factors, such as family and social obligations, critically contribute to work-life imbalance. These competing demands often lead to stress, especially in dual-career households. The innate human need for leisure and relaxation,

essential for mental health, is often sacrificed due to overwhelming work demands. Duxbury and Higgins (2001) note that work-life conflict is pronounced in academia, where professional pressures frequently overshadow personal needs.

At The Oke-Ogun Polytechnic Saki, limited resources and support systems exacerbate these factors. Smaller or underfunded institutions often lack the infrastructure and administrative support necessary to alleviate pressures. The absence of robust support mechanisms can lead to increased burnout and job dissatisfaction. Winefield, Boyd, & Winefield (2014) emphasised that inadequate institutional support, coupled with high job demands, significantly contributes to the deterioration of work-life balance in academic settings.

In sum, work-life imbalance results from heavy workloads, unrealistic deadlines, insufficient administrative support, and the expectation of extended availability, coupled with personal responsibilities. Addressing these issues requires acknowledging the multifaceted nature of work-life balance and implementing strategies to support academic staff in managing their professional and personal lives effectively.

Furthermore, inadequately managed

work-related stress, job satisfaction, work-life conflict, personal-time reductions and burn-out can adversely affect work-life balance and employee productivity (Dwitanti et al, 2023; Rajat et al, 2023; Bloom and Van Reenen, 2017; Rapoport et al., 2002; Sonnentag, 2018; Maslach and Jackson, 1981; Mendis and Weerankody, 2014; Maslach and Leiter 2016).

Theoretical Framework

Role Theory

Role theory, rooted in the work of George Herbert Meade (1930), Ralph Linton (1936), and Robert Merton (1957), as referenced in Aarten and Hansen (2020), asserts that individuals occupy multiple roles (e.g., employee, parent, partner), which can create conflicts. Work-life balance is achieved when these roles are managed in a way that reduces conflict and facilitates role satisfaction. The theory explores how role overload and role conflict negatively impact the ability to maintain a healthy work-life balance.

The theory posits that an individual's role at work and in other settings is interconnected to relationships with others who depend on their role. These interconnected roles give people a sense of membership and provides them access to resources which helps build up their

sense of security, elevating status, and reinforcing ego. In essence, one's role as a family member and as an employee can influence, either positively or negatively, the well-being of others and the overall organisation. Role theory places a strong emphasis on the interaction between work and family obligations, where imbalance can lead to conflicts.

Empirical Review

Austin-Egole, Iheriohanma, and Nwokorie (2020) strategically examine flexible working arrangements and their impact on employee performance. Their analytical review of secondary data, informed by Self-Determination Theory (SDT), considers how various flexible arrangements including weekend work, telework, and compressed work-weeks affect employee-driven organizational performance.

Dwitanti, Murwani, and Siswanto (2023) quantitatively investigated work-life balance's effect on employee performance, considering the roles of work stress and workload at a branch of PT Bank Negara, Indonesia. Their research indicated that unmanaged work stress and workload significantly impaired performance, and that effective work-life balance initiatives are crucial for mitigating these stressors to enhance employee productivity.

Fapohunda (2014) investigated the impact of work-life balance on productivity, aiming to determine if it reduces employee turnover and absenteeism. The study in the banking industry revealed a significant positive correlation between work-life balance practices and reduced employee turnover.

Rajat et al. (2023) observe that there is significant improvement in productivity, reduction in burnout, job happiness, and general well-being of employees, who can successfully juggle work and personal life. They also suggested on how to create and put into practice work-life balance initiatives which will improve employee well-being and corporate success.

Singh (2018) notes that comprehensive welfare policiessuch as medical care, training, and recreational facilitiesenhance employees' quality of work life by meeting their needs. Coventry and Barker (1988) add that these policies aim to make staff feel comfortable in the organisation.

Winarti et al. (2023) found that flexible working arrangements significantly and positively influenced employee performance within a Bureau of Organisation and Governance. Their research indicated that effective work-life balance and flexible arrangements led to job satisfaction and improved

performance. Although the study acknowledges the impact of job satisfaction on employees' performance in an organisation which it failed to adequately buttressed.

Methodology

Research Design

This study used a quantitative survey research design suitable for collecting and analysing data from a large group of respondents. The design allows for the examination of the relationship between work-life balance and employee productivity using measurable variables derived from structured questionnaire.

Population and Sample Size

The target population for the study consists of 217 academic staff at The Oke-Ogun Polytechnic, Saki

Table 1: showing academic Staff strength of The Oke-Ogun Polytechnic, Saki

Category of Employee	Numbers of Employee
Academic	108
Part time lecturer	105
Contract staffs	4
Total	217

Source: Registry, The Oke-Ogun Polytechnic Saki (TOPS) as at January, 2024.

Sample Size and Sampling Technique

To ensure a representative cross-section of the academic staff, a stratified random sampling methodology was employed to select a sample of 72 respondents. This approach controlled for key demographic variables – gender, age, academic rank, and departmental affiliation – guaranteeing that the sample mirrored the demographic diversity inherent within the broader academic population.

Table 2 showing population and number of respondents

Category	Number of elements	Proportionate sampling (30% of the elements)
Academic	108	36
Part time lecturer	105	35
Contract staffs	4	1
Total	217	217

Source: Registry, The Oke-Ogun Polytechnic Saki (TOPS) as at January, 2024.

Method of Data Analysis

Quantitative data were summarised using frequency and percentage distributions in tabular format. Statistical Package for Social Sciences (SPSS) was employed for data processing and analysis. Multiple regression analysis was conducted to determine the relationship between work-life balance and employee productivity.

Data Analysis and Interpretations

Table 3: Demographic of the respondents

	Research Questions	Frequency & Percent (%)	Total
Gender	Male	42 (58.3)	100
	Female	30 (41.7)	
Age	15-20years	-	100
	21-25years	16 (22.3)	
	26-30years	32 (44.4)	
	31years and above	24 (33.3)	
Educational Status	HND/B.Sc.	32 (44.4)	100
	M.Sc.	28 (38.9)	
	PhD	12 (16.7)	
Academic Status	Regular Staff	36 (50)	100
	Part-Time Staff	35 (48.6)	
	Contract Staff	1 (1.4)	

Source: Researchers survey, 2024 (SPSS Analysis)

The table reveals relatively young, educated, and predominantly married workforce, with an almost equal split between regular and part-time employees. These characteristics are critical for understanding how personal responsibilities and employment status may affect work-life balance and productivity outcomes in the institution.

Table 4: Responses of the relationship between long working hours, productivity, Absenteeism and Efficiency in The Oke-Ogun Polytechnic, Saki

S / NO	Research Questions	SA	A	N	D	SD	Total
1.	Long working hours have negatively affected my productivity at The Oke-Ogun Polytechnic, Saki	31 (43.1)	29 (40.3)	4 (5.6)	6 (8.3)	2 (2.8)	100
2.	I often find it challenging to complete my tasks efficiently due to extended working hours	36 (50)	26 (36.1)	3 (4.2)	3 (4.2)	4 (5.6)	100
3.	My ability to engage in research and scholarly activities is hindered by long working hours	26 (36.1)	20 (27.8)	7 (9.7)	15 (20.8)	4 (5.6)	100
4.	I feel that long working hours have led to a decline in the quality of my teaching.	23 (31.9)	17 (23.6)	19 (26.4)	6 (8.3)	7 (9.7)	100
5,	The demands of long working hours have reduced my overall job satisfaction.	37 (51.4)	26 (36.1)	4 (5.6)	2 (2.8)	3 (4.2)	100

S / NO	Research Questions	SA	A	N	D	SD	Total
6.	Increased absenteeism among academic staff at The Oke-Ogun Polytechnic Saki has decreased overall departmental efficiency	23 (31.9)	40 (55.6)	4 (5.6)	3 (4.2)	2 (2.8)	100
7.	Increased absenteeism among academic staff at The Oke-Ogun Polytechnic Saki has decreased overall departmental efficiency	30 (41.7)	32 (44.4)	3 (4.2)	40 (55.6)	3 (4.2)	100

The above table reveals that the data indicate that long working hours and absenteeism significantly impact productivity, job satisfaction, and efficiency among academic staff at The Oke-Ogun Polytechnic, Saki. However, there is widespread dissatisfaction with long working hours, affecting productivity, research, teaching quality, and job satisfaction and absenteeism as a systemic issue linked to overwhelming workloads and work-life imbalance, with negative implications for departmental and individual efficiency. Therefore, these results suggest that addressing workload management, improving work-life balance, and fostering supportive work-place policies are critical for enhancing academic staff performance and satisfaction.

Hypotheses 1

H₀: Work-life balance has no significant effect on employee productivity.

H₁: Work-life balance has a significant effect on employee productivity.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.682	0.465	0.456	0.741

Interpretation: The R Square value of 0.465 means that 46.5% of the variation in employee productivity can be explained by work-life balance factors.

ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	39.672	1	39.672	72.194	0
Residual	45.496	70	0.65		
Total	85.168	71			

Interpretation: The p-value (.000) is less than 0.05, so we reject the null hypothesis. There is a significant relationship between work-life balance and employee productivity.

Coefficients Table

Model	Unstandardised Coefficients (B)	Std. Error	t	Sig.
(Constant)	1.102	0.29	3.8	0
Work-Life Balance	0.688	0.081	8.494	0

Interpretation: The B-value (0.688) implies that a unit increase in work-life balance results in a 0.688 unit increase in productivity. The relationship is significant ($p < 0.05$).

Hypotheses 2

H₀: Job satisfaction has no significant effect on employee productivity.

H₁: Job satisfaction has a significant effect on employee productivity.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	0.637	0.406	0.395	0.771

ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	34.631	1	34.631	58.171	0
Residual	50.537	70	0.722		
Total	85.168	71			

Interpretation: The p-value is also less than 0.05, which means job satisfaction significantly affects employee productivity.

Coefficients Table

Model	Unstandardised Coefficients (B)	Std. Error	t	Sig.
(Constant)	1.305	0.289	4.516	0
Work-Life Balance	0.594	0.078	7.626	0

Interpretation: A unit increase in job satisfaction leads to a 0.594 increase in employee productivity. The result is statistically significant.

Discussion Of Findings

Regression analysis established a significant positive correlation between work-life balance and employee productivity, explaining 46.5% of the variance in productivity ($R^2 = 0.465$). This supports the hypothesis that work-life balance significantly impacts productivity, aligning with existing literature that identifies unmanaged work stress as a direct impediment to employee output (Dwitanti, Murwani, & Siswanto, 2023). Primary data corroborated this, citing long working hours, ineffective leave policies, and lack of flexible work options as detrimental to academic staff productivity.

The study also confirmed a significant positive relationship between job satisfaction and productivity, with job satisfaction accounting for 40.6% of the variance in productivity ($R^2 = 0.406$). A regression coefficient of $B = 0.594$ ($p < 0.05$) further reinforces that increased

job satisfaction enhances productivity. This aligns with findings that employees with higher job satisfaction exhibit increased productivity, reduced burnout, and enhanced well-being (Rajat et al., 2023). Dissatisfaction at The Oke-Ogun Polytechnic stems from inflexible schedules, insufficient institutional support, and unresolved leave issues, as evidenced in primary data and supporting literature.

High levels of stress and work-related burnout were reported among staff, consistent with the understanding that burnout is a major consequence of work-life imbalance (Maslach & Leiter, 2016). This issue is exacerbated at The Oke-Ogun Polytechnic Saki (TOPS) with the absence of a robust leave policy and administrative overload, leading to absenteeism, reduced engagement, and ultimately, lower productivity.

Conclusion

Work-life imbalance significantly contributes to turnover intentions, with many staff considering leaving due to difficulties in balancing professional and personal responsibilities. Enhancing work-life balance is crucial for boosting productivity, reducing absenteeism, managing stress, and lowering turnover rates among academic staff. The study's grounding in Role Theory provides a strong framework, highlighting the importance of work-life balance in sustaining the effectiveness and well-being of academic staff in Nigerian higher education.

supporting the balance of work and personal responsibilities.

- iii. Addressing long working hours, absenteeism, work-related stress, and work-life imbalance will significantly enhance the productivity and well-being of academic staff at The Oke-Ogun Polytechnic Saki.

Recommendations

The recommendations of the study are as follows:

- i. Implement regular workshops and training on stress management, time management, and mindfulness to equip staff with coping mechanisms. Complement these programs with institutional policy adjustments, such as re-evaluating deadlines, providing adequate resources, and ensuring access to support services.
- ii. Prioritise improving work-life balance as a staff retention strategy by offering flexible working arrangements, promoting a culture that respects personal time, and

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