

Effect of Work- Life Balance on Workforce Performance in Federal University Oye- Ekiti, Ekiti State, Nigeria

ADEGOKE, Omofolasaye Omobolanle (Ph.D)

Department of Business Administration
Afe Babalola University, Ado-Ekiti,
Ekiti State, Nigeria
adegokeoo@abuad.edu.ng

OLORUNSOLA, Joy Omoligho

Department of Business Administration and Management
Federal Polytechnic, Ado-Ekiti,
Ekiti State, Nigeria
olorunsholajoy@gmail.com

Abstract

The study focused on effect of work- life balance on workforce performance in Federal University Oye- Ekiti, Ekiti State, Nigeria. The specific objectives were to examine the effect of self-management, time management and stress management on workforce performance. The target population includes all academic and non- academic staff of Federal University Oye- Ekiti comprises approximately 1,522 employees. Cochran's formula was used to determined sample size of 318 staff. Stratified random sampling was utilized to draw a sample from staff of the University. Stratified random sampling was utilized to draw a sample from university staff. Multiple regression statistical tool was used to test the hypothesis. The findings revealed that self-management, time management and stress management have a significant effect on workforce performance. The study concluded in line with the findings. The study recommended as follows: University management should encourage staff to embrace self-management to influence their work performance in the institution. The University management should educate staff on the benefit of time management to influence their work performance compare to other similar institutions. They should be tactical in shouldering upon themselves in sensitizing staff on how to be conversant with stress management in the process of carryout their duty to influence their work performance in the university.

Keywords: Work- Life Balance, Workforce, Performance, Self-management, time management, stress management

1. Introduction

Employees in both public and private sectors must balance their daily responsibilities to achieve their life goals. It is essential to designate particular periods for work and personal commitments to balance expected aspirations and achieve daily objectives. The concept of work life balance refers to the capacity of employees to dedicate sufficient time and energy to their job responsibilities and personal roles in ways that minimize conflict and support well-being (Tamunomiebi & Oyibo, 2020). Work life balance has become a key focus in organizational studies, influenced by transformations in work dynamics and a rising acknowledgment of the significance of employee well-being in affecting productivity, retention, and overall performance of organizations (Kalliath et al., 2021). Within academic institutions, personnel frequently face competing demands from teaching, research, administrative tasks, and personal responsibilities. When employees struggle to effectively manage these competing demands, adverse effects such as job tension, burnout, absenteeism, and reduced work performance can

occur (Katsuki & Nishi, 2022). Attaining an effective balance between job duties and personal life is increasingly acknowledged as vital to the performance of staff within educational institutions globally (Alnagbi et al., 2025).

In educational environments, staff are typically tasked with juggling teaching, research, administrative roles, and personal obligations concurrently. This challenge is intensified in Nigerian universities due to overwhelming workloads, scarce resources, and various structural limitations (Kadiri & Isokpan, 2024). Research concerning work life balance among university personnel has highlighted its impact on job satisfaction, mental health, and productivity levels (Lantsoght, 2025).

Work life balance has primarily emphasized private sector environments where formal work contracts and incentive programs underscore the direct economic effects of employee wellness (Grover & Crooker, 2020). Nevertheless, the academic environment presents distinct challenges that affect work life balance in a different manner. University personnel are often involved in multifaceted professional tasks, including designing curricula, overseeing students, publishing research, obtaining grants, engaging with the community, and executing policies. When these roles are not effectively managed, they can create clashing expectations between professional and personal spheres, particularly in settings where institutional support systems are lacking (Johnson et al., 2023).

Within Nigeria, universities function in a complicated landscape marked by limited resources, frequent shifts in policies, substantial workloads, and inadequate institutional support for responsibilities outside of work (Ojo & Olatunji, 2021). Federal University Oye Ekiti (FUOYE), established in 2011, ranks among Nigeria's rapidly expanding federal universities, with growing academic programs and a swiftly increasing number of staff. This growth has increased pressure on employees to meet professional demands without sufficient flexibility at work and inadequate organizational assistance for balancing work and personal obligations (Adewale & Ibrahim, 2024). Hence, evaluating how work life balance policies and practices impact performance outcomes at Federal University Oye-Ekiti in Ekiti State is both urgent and significant.

2. Literature Review

Conceptual framework

Nature of Work-Life Balance

Work-life balance, which was previously seen as a personal goal, has evolved into a vital strategy for companies aiming to draw in, keep, and make the best use of their workforce. As workers handle the pressures of their careers, the lines separating their professional obligations and personal time have become indistinct, leading to an essential reassessment of the principles and practices that shape today's work environment (Abubakar, Oluwade & Ibrahim, 2022, Forge, 2022, Panda, 2019). The notion of work-life balance has emerged as a fundamental factor in contemporary organizational management, capturing the interest of human resources specialists who play a crucial part in developing workplace regulations. The idea of work-life balance has experienced a significant transformation, shaped by alterations in society, technology, and the economy. In the past, work and personal life were seen as separate spheres, with a distinct line dividing professional obligations from personal interests. However, with the progress of industrialization, globalization, and technology, this line has become less clear, prompting a reassessment of the connection between work and life (Brough, et. al., 2020, Gálvez, Tirado & Martínez, 2020). Work-life balance is in tune with wider societal changes that emphasize the importance of employee welfare and organizational efficacy (E-Vahdati et al., 2022). Work-life balance is a complex construct that includes various aspects such as time management, mental health, and social support (Arslan, 2023). This interdisciplinary perspective highlights the evolving and multifaceted characteristics of work-life balance studies, which go beyond conventional views of work and personal life. Work-life balance has transitioned from a personal goal to a strategic necessity, significantly impacting dynamics.

The quest for work-life balance is intricately linked to personal well-being and job fulfillment, both of which are key factors in organizational achievement (Bocean et al., 2023). Studies indicate that employees who believe their organizations support work-life balance experience increased engagement and loyalty (Weng et al., 2023). Thus, creating an environment that emphasizes work-life balance is crucial for attracting and maintaining top talent in the current competitive job market.

Self-management

Self-management refers to the way individuals govern their actions, assess their effectiveness, and impose discipline upon themselves when they fail to meet required personal criteria (Bakker, 2017). This aspect of self-management provides workers with methods to enhance their performance without needing assistance from supervisors (Unsworth & Mason, 2016). These methods empower employees to organize their tasks, sustain their motivation, and regulate their actions, leading to the accomplishment of objectives (Breevaart, Bakker, & Demerouti, 2014). It is crucial for employers to foster a nurturing work atmosphere that inspires workers and keeps them motivated and energetic (Gerards, Grip, & Baudewijns, 2018). Employees can boost their job involvement through self-management techniques by overseeing and controlling their conduct independently from outside influence (Breevaart et al., 2014). Self-management entails that individuals monitor and regulate their behaviors and manage the choices they make. It also signifies that employees can make decisions that might be less appealing yet hold greater value, without external oversight (Manz & Sims cited in Ghali, Habeeb & Hamzah, 2018). Self-management techniques are beneficial in organizing the work setting, enhancing intrinsic motivation, and promoting behaviors that contribute to the successful completion of tasks (Manz & Sims cited in Ghali, Habeeb & Hamzah, 2018). Self-management methods consist of self-awareness, setting personal goals, self-cueing, rewarding oneself, and self-discipline (Houghton & Neck cited in Ghali, Habeeb & Hamzah, 2018). The abilities related to self-management are inherent traits that enable individuals to steer their actions, emotions, and thoughts. These abilities incorporate stress control, organization, goal establishment, self-inspiration, time efficiency, accountability, dependability, integrity, flexibility, and conscientiousness. The implementation of self-management techniques enhances employee task performance, fosters innovation and creativity, which boosts their engagement and ultimately leads to increased productivity in the workplace (Ghali, Habeeb, & Hamzah, 2018).

Time management

Time management essentially signifies the skills, tools, and capabilities necessary for effectively accomplishing the appropriate tasks at the optimal times, utilizing minimal effort and resources, all resulting in the realization of personal goals and values (Ziekye, 2016). It encompasses activities aimed at utilizing time efficiently, which ideally boosts productivity and minimizes stress. At present, there is significant interest in exploring how effective time management can address the issue of time scarcity. Individuals often face the challenge of wanting to achieve numerous tasks while having insufficient resources. This scenario has led to a heightened focus on evaluating productivity and busyness levels (Ogenyi, 2023). Fundamentally, time management is the practice of organizing professional and personal responsibilities so that both you and your tasks arrive when, where, and how you intend, with ease and ubiquity, enabling the completion of tasks as swiftly as possible while expending the least resources in terms of money, time, energy, and personnel. Time management is inherently linked to general management and cannot be regarded as a separate entity. Its primary aim is to eliminate procrastination and minimize time wastage while controlling working hours. Time management stresses the importance of avoiding unnecessary tasks, enhancing efficiency, organizing responsibilities, and delegating work effectively. Efficient time management cultivates a sense of greater security and autonomy among employees while providing clients with satisfaction through prompt and efficient service tailored to their specific requirements.

As noted by Crutsinger referenced in Ziekye (2016), effective time management involves identifying essential tasks by initially setting goals, determining which events hold the highest significance, and understanding that other activities must be arranged to accommodate these priorities (prioritizing). It also requires making judgments about the time allocated for specific tasks (time estimation), being adaptable to handle unforeseen circumstances (problem solving), regularly reassessing priorities and goals (evaluation), and recognizing behavioral patterns and trends.

Stress management

Stress management encompasses the methods, techniques, or strategies utilized to alleviate stress and mitigate its adverse effects on both mental and physical well-being (Van den Bergh, 2021). For many individuals, stress in the workplace can be a significant challenge. A primary cause of workplace stress is often the lack of control over the volume of work assigned. Elevated workloads can be frustrating for anyone (Naylor et al., 2020). However, there are various approaches available to ease this stress (Ahmad cited in Sruthi, 2025). These can involve applying for bonuses or unpaid leave, seeking assistance from supervisors, prioritizing responsibilities, and delegating tasks where feasible. Additionally, individuals can adopt various tactics to manage stress linked to work. Such tactics may include engaging in mental exercises, maintaining a daily planner to track tasks and deadlines, participating in physical exercise, and listening to music (Ahmed et al., 2020).

Concept of Workforce performance

Workforce performance is an important topic in the study of organizations, managing people, and understanding how workers think and act. It means how well employees do their jobs, reach the goals of the company, and help make things run smoothly. Overall, workforce performance shows how effectively workers complete their tasks and meet company objectives. This is usually seen through how well they do their main job duties, how they act in different work situations, and how they handle changes and new challenges (Pulakos et al., 2020). Workforce performance isn't just about how much one person does; it also includes how well they work with others, come up with new ideas, and handle changes in the workplace (Adegboyega & Babatunde, 2023).

Theoretical Review

Spillover Theory Aldous (1969); Piotrkowski (1979) and Staines (1980)

Spillover Theory started with Aldous in 1969 and was later developed by Piotrkowski in 1979 and Staines in 1980. These researchers studied how work and family life are connected, not completely separate. They believed that work and family are linked systems, and what happens in one area affects the other. Piotrkowski suggested that feelings, actions, and attitudes from work can move into family life, changing how people act with their family. Staines explained that being happy or unhappy in one area, like work, can affect how someone feels in another area, like family. Since then, Spillover Theory has been used a lot in studies about work and family balance and how organizations operate. The main idea of Spillover Theory is that experiences from one part of life, like work, can affect another part, like family. It says that people don't live in separate worlds; emotions, feelings, behaviors, and stress from one role can influence another.

Spillover Theory makes a few important assumptions. It believes that work and family life are connected, not separate. Experiences in one area can influence the other. Also, emotions, attitudes, and behaviors from one role can be taken over to another. For example, stress from work can make family relationships harder, while support from family can improve work performance. The relationship between work and family is always changing and affects each other. The theory also assumes that spill-over effects can be both good and bad, depending on the experiences in the original area.

Spillover Theory has several strengths. It clearly shows how work and family roles affect each other. It explains how experiences in one area can change another. It provides a good foundation for studying work-life balance and how work and family interact. It helps organizations understand how their work environment affects employee happiness, satisfaction, and productivity.

However, the theory has faced some criticism. Some researchers say it assumes too much similarity between work and family roles. In reality, some people separate these roles. The theory doesn't explain how people manage boundaries between work and family very well. Some individuals can keep these areas separate, while others cannot. Others think the theory is too simple for the complex relationship between work and family. Other theories, like border theory and work-family conflict theory, have been developed to better understand these areas. Some also argue that not all experiences in one area affect the other. Some people can keep their work and personal lives separate.

Spillover Theory is especially important in studying work-life balance and how employees perform. It suggests that work conditions, company policies, and job demands can influence personal life and overall well-being. For example, too much work or long hours can create negative spill-over, leading to stress, burnout, and poor performance. On the other hand, positive experiences at work, like being recognized or having flexible schedules, can create good spill-over, improving job satisfaction and motivation.

Research shows that positive spill-over between work and family increases job satisfaction, well-being, and performance. But negative spill-over can cause problems like family conflict, low productivity, and less loyalty to the organization. Therefore, companies that support work-life balance through flexible schedules, stress management, and supportive work environments are more likely to have better employee performance.

Conservation of Resources (COR) Theory Stevan E. Hobfoll (1989)

Conservation of Resources (COR) Theory was created by Stevan E. Hobfoll in 1989. It's a framework to understand stress and how people manage their resources. He first introduced it in an article called "Conservation of Resources: A New Attempt at Conceptualizing Stress," which appeared in the journal *American Psychologist* in 1989. Later, Hobfoll added more to the theory in articles published in 1998 and 2001. These works explained how people get, protect, and use resources in their everyday lives. The theory is now used a lot in research on how people behave at work, how stress affects workers, how to balance work and personal life, and how to improve employee well-being.

The main idea of the Conservation of Resources Theory is that people try to get, keep, and protect things they value. According to Hobfoll (1989), resources are anything that people see as helpful or important for achieving their goals. The theory has several basic ideas that explain how people deal with stress. One main idea is that people naturally want to get and keep resources they care about. These resources help them reach their personal and professional goals. Another key idea is that losing a resource has a bigger effect on a person than gaining one. Losing something like time, energy, or support from others can be very stressful. People often use what they have to get more resources. For example, workers might spend time and effort at work to get a promotion, a better salary, or a chance to grow in their career. The theory also says that if people keep losing resources without being able to recover, they might feel stressed, get exhausted, or burn out.

The Conservation of Resources Theory has some strong points that make it useful for studying work-related issues. One strong point is that it gives a clear explanation of why people feel stressed. It looks at stress in terms of losing resources, fearing loss, or not gaining enough. It applies to both work and personal life. It helps researchers understand how people use their resources in different areas of their lives. COR theory has been used a lot to explain

problems like job burnout, how engaged employees are, and how well they balance work and personal life.

However, some scholars have pointed out some weaknesses in the theory. One problem is that the idea of resources is too broad. Since resources can include so many different things, it can be hard to measure them accurately in research. The theory also doesn't fully account for how different people might see and manage their resources in different ways. Some people might handle stress better than others. Some critics argue that the theory might oversimplify complex psychological processes by focusing only on gaining and losing resources.

The Conservation of Resources Theory is very relevant for understanding how work-life balance affects job performance. Employees have limited resources like time, energy, and emotional strength, which they have to share between work and personal life. If employees face too much work pressure, like long hours, heavy workload, or high stress, they might lose important resources like time and energy. This loss can lead to stress, tiredness, and burnout, which harm how well they perform at work. On the other hand, companies that support work-life balance help employees save their resources. Policies like flexible working hours, remote work options, and programs that help manage stress let employees keep their resources and avoid burnout.

Empirical Review

Ungwa, Iwuala, and Akawu (2025) conducted a study titled “Influence of Work-Life Balance on Employee Performance among Academic Staff of Benue State University and Joseph Sarwuan Tarka University in Benue State, Nigeria.” The study investigated how work-life balance affects the performance of academic staff in selected tertiary institutions in Benue State. The researchers adopted a cross-sectional survey research design to collect data from academic staff of the selected universities. The findings revealed that work-life balance has a significant influence on employee performance among academic staff in the selected universities. Based on the findings, the study concluded that work-life balance plays a significant role in determining employee performance among academic staff in tertiary institutions in Benue State. The study recommended that tertiary institutions in Benue State should prioritize work-life balance policies that support the well-being of academic staff. University management should introduce flexible work arrangements and supportive policies that help staff manage both work and personal responsibilities.

Oyewole and Adekunle (2025) conducted an empirical study titled “*Effect of Work-Life Balance on Employees’ Performance in Nigeria Polytechnics.*” The study examined how work-life balance influences employees’ productivity, satisfaction, and overall performance in Nigerian polytechnic institutions. The researchers adopted a survey research design that combined both quantitative and qualitative methods for data collection. The findings revealed that work-life balance significantly affects employees’ performance in Nigerian polytechnics. The study found that work hours and mental health had a positive and significant effect on employees’ performance. Based on the findings, it was concluded that work-life balance is an important determinant of employees’ performance in Nigerian polytechnics. The study recommended that polytechnic administrators and policymakers should prioritize the implementation of work-life balance initiatives that support employee well-being and productivity.

Kadiri and Isokpan (2024) conducted an empirical study titled “Job Stress, Work-Life Balance and Job Performance among University Lecturers in Benin City, Edo State, Nigeria.” The study examined how work-life balance and job stress influence the job performance of university lecturers in Benin City. The researchers adopted a quantitative survey research design to examine the relationship between the study variables. Data were collected from university lecturers in Benin City using structured questionnaires. The results of the study revealed that work-life balance has a significant influence on the job performance of

university lecturers in Benin City. The findings indicate that when lecturers are able to effectively balance their professional responsibilities with personal and family life, their productivity and work effectiveness improve. Based on the findings, it was concluded that work-life balance is an important determinant of job performance among university lecturers. The study emphasized that academic staff who experience balanced work and personal lives tend to demonstrate higher levels of productivity, job satisfaction, and effectiveness in teaching and research activities. The study recommended that university management should clearly define lecturers' roles, responsibilities, and expectations in order to reduce role ambiguity and improve job performance. Additionally, universities should promote flexible work arrangements, stress management programs, and supportive organizational policies that help lecturers maintain a healthy balance between work and personal life.

Adegboyega and Babatunde (2023) conducted an empirical study titled "Impact of Work-Life Balance on Employees' Performance among Workers of Private Universities in Osun State, Nigeria." The study examined how work-life balance practices influence the performance of academic staff in private universities within Osun State. Assess the influence of organizational support on employees' job satisfaction. The researchers adopted a descriptive survey research design for the study. The findings of the study concluded that work-life balance significantly contributes to improved employee performance in private universities. The study recommended that management of private universities should implement policies and practices that support employees' job satisfaction and overall well-being.

3. Methodology

The study employed a descriptive survey design. Data collected from primary sources. The target population includes all academic and non-academic staff of Federal University Oye-Ekiti. According to the university's latest staff directory, the workforce comprises approximately 1,522 employees (estimated: 900 academic staff, 622 non-academic staff). Using Cochran's formula for large populations at a 95% confidence interval and 5% margin of error, the sample size is 318. Stratified random sampling was utilized to draw a sample from staff of the University. This sampling technique was employed to ensure proportional representation of respondents (Saunders et al., 2022). Adopted questionnaire structured on a 5-point Likert scale was used to obtain responses from participants. Each respondent's rating is scored as Strongly Agree = 1, Agree = 2, Neutral = 3, Disagree = 4, and Strongly Disagree = 5. An individual's score is determined by the sum of all possible points (Gay et al cited in Tanujaya, et al., 2022). Content validity was used to determine the validity of the scale, and the Cronbach's Alpha coefficient from the pilot study with the application of SPSS version 20 was 0.87, According to Mugenda and Mugenda cited in Olaolu and Obaji (2020) a research instrument is considered reliable when its Cronbach's Alpha coefficient is 0.70 or above, indicating a high level of internal consistency among the items. Multiple linear regression statistical regression tool, was used to test the hypothesis via the Statistical Package for Social Sciences (SPSS) 20.

4. Data Analyses and interpretation

Hypotheses

H₀₁: Self-management has no significant effect on workforce performance.

H₀₂: Time management has no significant effect on workforce performance

H₀₃: Stress management has no significant effect on workforce performance.

Table 1

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
				R Square Change	F Change
.834 ^a	.696	.693	2.85094	.696	202.543

Predictors: (Constant), Self-management, Time management, Stress management

Dependent Variable: Workforce Performance

Table 1 shows the results of the analysis revealing the relationship between: Self-management, Time management, Stress management and Workforce Performance. The findings indicate that Self-management, Time management, Stress management could be used to predict the outcome of Workforce Performance; This means that if brand awareness, Self-management, Time management, Stress management increase Workforce Performance could also improve. According to the R-square value of (0.696), between Self-management, Time management, Stress management could be 69.6% of the variance in Workforce Performance

Table 2
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4938.729	3	1646.243	202.543	.000 ^b
Residual	2153.888	315	8.128		
Total	7092.617	318			

a. Dependent Variable: Workforce Performance

b. Predictors: (Constant), Self-management, Time management, Stress management

Table 3

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Collinearity Statistics	
	B	Std. Error	Beta		Tolerance	VIF
1 (Constant)	1.590	.657		2.420		
Self-management	.274	.070	.298	3.914	.198	5.049
Time management	.170	.038	.174	4.513	.773	1.293
Stress management	.454	.076	.459	5.997	.195	5.119

a. Dependent Variable: Workforce Performance

Decision Rule

According to Table 2 and 3, the F test calculated by analysis of variance (ANOVA) was $F(3, 265) = 202.543$, and the coefficients indicated Self-management has a significant effect on Workforce Performance. ($\beta = .274$, $t = 3.914$, $p < .000$) Time management has a significant effect on Workforce Performance. ($\beta = .170$, $t = 4.513$, $p < .000$.) and Stress management has a significant effect on Workforce Performance ($\beta = .454$, $t = 5.997$, $p < .000$.) The significance of the p-value of 0.000 ($p\text{-value} < 0.05$) was noteworthy. It appears that the multiple linear regression aligns effectively with the data. Therefore, hypotheses were accepted that Self-management, Time management and Stress management have a significant effect on Workforce Performance.

Discussion of Findings

Hypothesis one indicates that self-management has a significant effect on Workforce Performance. Self-management involves employees monitoring and evaluating their own behaviour and decision-making. It also means that employees, without external supervision, choose options that may be less appealing but more beneficial (Manz & Sims cited in Ghali, Habeeb & Hamzah, 2018). Hypothesis two indicates that time management has a significant effect on Workforce Performance. Ziekye (2016) posit that time management emphasizes avoiding unproductive activities, increasing efficiency, organizing, and delegating tasks. Good time management gives employees a sense of security and independence, while also satisfying clients with faster and more tailored service delivery. Hypothesis three shows that stress management has a significant influence Workforce Performance. Workplace stress is a major issue for many individuals. One primary source of workplace stress is the individual's inability to manage workloads. High workloads can be frustrating for everyone (Naylor et al., 2020).

5. Conclusion, Recommendations, Limitations, and Suggestions for further studies

The study findings showed that Self-management, Time management and Stress management have a significant effect on Workforce Performance.

Work-life balance has become a key focus in modern organizational management, receiving attention from human resources professionals who are instrumental in developing workplace policies. The concept of work-life balance has evolved through societal, technological, and economic changes. In the past, work and personal life were seen as separate domains with a clear distinction between professional duties and personal activities. However, with industrialization, globalization, and technological advancements, this distinction has become less clear, prompting a reevaluation of the relationship between work and personal life.

The study attracts the following recommendations based on the findings

- i) University management should encourage staff to embrace self-management to influence their work performance in the institution.
- ii) The University management should educate staff on the benefit of time management to influence their work performance compare to other similar institutions.
- iii) They should be tactical in shouldering upon themselves in sensitizing staff on how to be conversant with stress management in the process of carryout their duty to influence their work performance in the university.
- iv) University management should embrace work life balance in their policy to enhance workforce performance. Work life balance has emerged as a central concern in organizational research, driven by both changes in the structure of work and a growing recognition of the importance of employees' wellbeing in influencing productivity,

The study limits its conceptual and geographical scope to effect of Work- Life Balance on Workforce Performance in Federal University Oye- Ekiti, Ekiti State, Nigeria, due to financial and time constraints experienced by the researcher. Also, the study can be suggested for further study by expanding it beyond Federal University Oye- Ekiti, Ekiti State and extending the study to tertiary institutions in other geographical areas in Nigeria for further assessment, gaps, and findings that may enhance the study.

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