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Article

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WORK-LIFE BALANCE AND EMPLOYEE PRODUCTIVITY IN THE PUBLIC SECTOR: A STUDY OF SELECTED NIGERIAN TELEVISION AUTHORITY (NTA STATIONS IN SOUTHERN NIGERIA)

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Abstract

This study investigated the effect of work-life balance on employee's productivity in four selected Nigerian Television Authority (NTA) stations in Southern Nigeria, namely; NTA Uyo, NTA, Enugu, NTA Aba and NTA Calabar. It sought to address concerns that demanding work conditions, limited flexibility, inadequate leave utilisation, work-related stress and work-life conflict may undermine employee productivity at the Nigerian Television Authority. The study was anchored on the Job-Demand Resource Theory. To address the research problem, a descriptive and survey design was adopted and primary data was collected from 263 employees from the four selected Nigerian Television Authority Stations, using a structured questionnaire titled "The Work-life Balance Scale (WLBS)". The collected data were analysed using the Statistical Package for Social Sciences (SPSS)—descriptive statistics tools such as simple percentages, mean and standard deviation were used to analyse and answer the research questions while the Spearman's rho analysis was used in testing the research hypotheses. The findings revealed a moderate positive and statistically significant relationship between regular leave-taking and employee concentration ($p = .428$, $p < .001$). Flexible working hours recorded a moderate positive and statistically significant relationship with employee productivity ($p = .431$, $p < .001$). Work-related stress also showed a moderate positive relationship with absenteeism ($p = .387$, $p < .001$) which indicate that higher stress was associated with increased absenteeism. Conversely, work-life conflict recorded a moderate negative and statistically significant relationship when tested against employee engagement ($p = -.376$, $p < .001$). The study concludes that to maintain employee's well-being and organisation's performance, it is critical to balance job demands with available work resources. Based on the findings, the study recommends that organisations should

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adopt flexible work arrangements, provide regular off work leaves, implement stress coping strategies and reduce work-life conflict.

Keywords: Work-life Balance, Employee Productivity, Leave-taking, Flexible Working Hours, Work-related Stress.

Introduction

The pursuit of efficiency and productivity has become a major concern for Nigeria's public sector due to increased public expectations, budgetary restrictions, and the need for efficient delivery of services. In this case, organizations have to ensure maximum utilization of the human resource without affecting their effectiveness. The Nigerian Television Authority (NTA), being a public service broadcaster, is entrusted with the responsibility of educating, informing, and entertaining Nigerians. Motivational approaches based on classical management and psychology were traditionally used by organisations aiming to enhance productivity. Although motivation plays a critical role, modern studies have revealed that there are other variables affecting dedication and productivity of employees. In particular, Nwinye (2025) states that wellbeing of employees plays an important role in productivity, whereas the hierarchy of needs proposed by Maslow (1943) suggests that satisfaction of basic needs helps to motivate employees and make them dedicated.

Work-life balance as the state of harmony between professional responsibilities and personal life has been studied by researchers within work-family conflict approach and work-life perspective. The latter encompasses various aspects of the life of employees including their adaptability, autonomy, and organisational support which are necessary for well-being and productivity (Clark, 2000; Udin *et al.*, 2023). Studies demonstrate that organisations encouraging work-life balance are characterized by better productivity, engagement, and lower level of stress (Kerksieck *et al.*, 2024). On the other hand, boundaryless situations, increasing connectivity of people through technologies, and growing pressures are sources of stress and conflicts in work-life balance (Czakert and Berger, 2024). Promoting a healthy work-life balance among workers is particularly challenging in Nigeria's public sector where the staff members experience heavy workloads, bureaucracy, under-staffing, resource constraints and rigidity (Ihwughwavwe and Shewakramani, 2024; Okolie *et al.*, 2023). These conditions undermine satisfaction and productivity. Against this backdrop, the present study investigates the influence of work-life balance on employee productivity at NTA, Uyo. Specifically, it examines flexible working hours, leave policies, work-related stress and work-life conflict, aiming to provide empirical insights that inform policies promoting employee well-being, commitment and productivity in the public service.

Statement of the Problem

The Nigerian public sector has long been marked by rigid structures, bureaucratic procedures and demanding work conditions that makes it difficult for employees to maintain a healthy balance between their work and personal life. When employees have limited capacity to effectively manage family responsibilities and work arrangements, the consequences may extend beyond their personal well-being to affecting the level of commitment they have towards organisational efficiency and productivity. This issue is particularly relevant in the Nigerian Television Authority (NTA) where employees have to meet tight deadlines on continuous news delivery, and entertainment under especially, under demanding conditions. Limited flexibility often makes it difficult to meet family responsibilities alongside organisational expectations, leaving employees physically and psychologically drained. Leave utilisation presents another concern. Although intended for

rest, employees may avoid taking leave due to workload and unfinished tasks, returning without adequate recovery. Repeated fatigue reduces concentration and productivity. Similarly, persistent work-related stress from heavy workloads and tight schedules undermines well-being and increases absenteeism. Absence, however, shifts responsibilities to colleagues, creating a cycle of stress and reduced efficiency.

Work-life conflict further complicates the situation as employees juggle family, social and personal obligations that often clash with work demands, leading to frustration, emotional exhaustion and declining enthusiasm. Without organisational support, employees may glide towards imbalance silently which may result in normalising exhaustion and weakening their overall productivity. For NTA, this is critical as effective broadcasting depends on employees who are available, focused and committed. Exhaustion, stress and unresolved personal demands reduce performance, making work-life balance not just a welfare issue but an organisational necessity. Despite its importance, little empirical evidence exists on how specific work-life balance factors such as regular leave-taking, flexible hours, work-stress and work-life conflict affect productivity at NTA. Without such evidence, interventions risk being assumption-driven rather than grounded in employee realities. This study therefore investigates the influence of work-life balance on employee productivity at NTA, focusing on leave-taking, flexible hours, stress and conflict. It seeks to establish whether improvements in these areas enhance concentration, commitment and effectiveness, thereby strengthening organisational productivity and service delivery.

Research Objectives

- i. To investigate how employees' perception of regular leave-taking as an aspect of work-life balance relate to their concentration upon return to work
- ii. To examine how flexible working hours as perceived by employees as an aspect of work-life balance affects employee productivity.
- iii. To investigate the relationship between work-related stress, as identified by NTA employees, and absenteeism.
- iv. To ascertain the impact of work-life conflict on employee engagement at the Nigerian Television Authority.

Research Questions

- i. How does employees' perception of regular leave-taking as an aspect of work-life balance relate to their concentration upon return to work?
- ii. How does flexible working hours, as perceived by employees as an aspect of work-life balance, affect employee productivity?
- iii. What is the relationship between work-related stress, as identified by NTA employees, and absenteeism?
- iv. How does work-life conflict impact employee engagement at the Nigerian Television Authority?

Research Hypotheses

- H₀₁:** Regular leave-taking by employees does not significantly improve their concentration levels upon return to work.
- H₀₂:** There is no significant effect between flexible working hours and employee productivity at the Nigerian Television Authority.
- H₀₃:** There is no significant relationship between work-related stress and absenteeism among employees at the Nigerian Television Authority.

H₀₄: Work-life conflict has no significant impact on employee engagement at the Nigerian Television Authority.

Literature Review

The Concept of Work-Life Balance: Work-life balance is a central focus of organisational behaviour, human resource management, occupational health psychology and public administration due to its impact on both the employee's wellbeing and organisational performance. Today's organisations recognise that individuals lead multifaceted lives outside work and facilitating balance between the two helps foster happiness, increase productivity and improve organisational effectiveness. In essence, work-life balance denotes an individual's capacity to meet the demands and enjoy the roles in life domains without any role being excessively dominant over the other. It represents equal commitment and satisfaction in work and non-work roles, which is an improvement over previous studies of work-family conflict, and now it is concerned about the successful integration of roles to enhance not only wellbeing but also efficiency (Pattusamy and Jacob, 2017). In recent decades, work-life balance has been studied intensely and bibliometric studies show that it is of interest among authors spanning many disciplines, including psychology, sociology, economics and public administration (Zaitouni *et al.*, 2024; Rashmi and Kataria, 2022). A significant aspect of this research centres on flexible work practices, organisational culture, HR policies, employee engagement and performance. Within this paper, work-life balance is conceptualised through JD-R theory which identifies both job demands (workload, deadlines, work emotional demands) and job resources (support, autonomy, flexibility) within a workplace. Having enough resources within a workplace (supervisory support, flexible working schedules, and leave facilities) allows employees to cope with demands without experiencing ill effects such as burnout; when job demands are high without commensurate job resources, it is often associated with increased stress, impaired health and work-life imbalance.

Job flexibility, which is arguably the most discussed job resource that contributes to work-life balance, includes different working arrangements such as working from home, compressed working days, and flexible working schedules that give employees increased control over when, where and how they work. Flexible work practices have been found in meta-analyses to yield improvements in work-life balance, job satisfaction, employee retention and performance (Rashmi and Kataria, 2022). Leaning on this knowledge, this paper also assumes taking leave as a resource within the workplace which serves as a recovery mechanism to regain depleted energy, motivation and cognitive functioning while interrupting occupational strain and work impairment that may later culminate in burnout (Bakker and Demerouti, 2017). The two resources that are most consistently highlighted as organisational support for positive work-life balance are flexibility and leave (Thilagavathy and Geetha, 2021). The provision of adequate work-life balance provisions results in the benefits of increased work satisfaction, higher commitment and improved wellbeing for the employee and increased performance and efficiency from the organisation's perspective, and a low level of work-life balance on the other hand may produce various outcomes such as stress, work impairment/absenteeism/presenteeism, burnout and turnover intentions (Zaitouni *et al.*, 2024; Thilagavathy and Geetha, 2021). Organisations that put emphasis on their supported work-life balance programmes and flexible work practices often score high on levels of motivation among their employees and retain them longer. In Nigeria, where employees, in the public sector in particular, are burdened with work and subjected to lack

of adequate working resources and bureaucracy, it is essential to integrate work–life balance. Work–life balance within the JD-R framework is treated as a mediating mechanism allowing resources such as flexibility and leave utilisation to positively affect work–life balance which in turn reduces and/or mitigates various demands, thus increasing productivity at NTA.

Employee Productivity in Organisations

Productivity of the workforce is fundamental to the success of an organisation and signifies how well human resources are used to produce the desired services. Literature provides many factors which impact productivity: Saks (2019) describes how employee efforts are the basis of organisational success, while Davidescu *et al.* (2020) highlight how workplace factors, flexibility and support from superiors influence organisational wellbeing. Gragnano *et al.* (2020) note that the work–family relationship is often under tension, as greater involvement in work can lead to burnout, whereas satisfaction in personal life helps maintain enthusiasm and commitment. Conversely, dissatisfaction or excessive demands diminish productivity and contribute to turnover. Thus, work–life balance is critical. When imbalance occurs, fatigue, burnout and absenteeism follow. Gragnano (2018) stresses the need for boundaries between work and personal life, warning that energy depletion and excessive workload breed physical and psychological strain, including anxiety and depression, alongside reduced productivity. Both Gragnano and Shikusinde (2025) emphasise the organisational need to support employees with flexible arrangements, wellness programmes and resources, while employees themselves must adopt self-care and boundary management strategies.

This can be explained through the AMO Framework (Obeidat *et al.*, 2020), which views productivity as a function of ability, motivation and opportunity: ability being skills and expertise, motivation being psychological drive and dedication, and opportunity being organisational resources and supportive context. Productivity is about working smarter, not longer, with appropriate resources, flexibility and support. This framework underscores the importance of integrated work–life balance systems in preventing burnout. Other scholars, such as Choudhury *et al.* (2021), focus on measurement through concrete results within prescribed timeframes. Task performance is defined as the degree to which employees accomplish work-related tasks specified by the organisation (Harter *et al.*, 2020). Productivity is therefore a core indicator of success, directly tied to organisational strategy and competitive advantage. To maintain effectiveness and efficiency, managers must develop and manage their human capital.

Work-Related Stress and Absenteeism

Work-stress has been extensively investigated in organisational research, especially in the field of organisational psychology because of its influence on employee health and organisational effectiveness. The relationship between demanding pressures and absenteeism, poor job satisfaction and impaired health has been identified (Adias *et al.*, 2025; Al-Kassem *et al.*, 2025). Occupational stress negatively influences employees both physically and psychologically, causing exhaustion, burnout, anxiety, and depression, which impairs their work ability and increases absenteeism (Hildenbrand *et al.*, 2024). The combination of a heavy workload, insufficient support, and role ambiguity diminishes physical and psychological resources, decreasing the ability to cope with stress and reducing the level of organisational commitment. Workers who suffer from stress in the workplace usually feel dissatisfaction, withdrawal and cognitive strain, which increase the likelihood of absenteeism (Makinde and Idowu, 2025; Kerksieck *et al.*, 2024).

Various research studies emphasize mediating variables like organisational support, work-life balance and resilience programs. Organisational support creates confidence and lowers the level of stress whereas work-life balance and family-friendly policies assist in dealing with conflicting issues for employees (Shirmohammadi *et al.*, 2022). Resilience programs develop coping skills which help employees in recovering from stressful circumstances and avoid getting burnt out (Udin *et al.*, 2023; Opoku *et al.*, 2023). Thus, workplace stress is considered to be an important predictor of absenteeism due to its impact on health status, satisfaction and organizational commitment. The organizations that make efforts to create supportive environment and implement resilience programs and work-life balance policies have a chance to keep away from absenteeism (Al-Kassem *et al.*, 2025; Udin *et al.*, 2023).

Theoretical Framework

This study explores the relationship between work-life balance and employee productivity at NTA, using the Job Demands-Resources (JD-R) Theory as its foundation. This theory was developed by Bakker and Demerouti (2007) and gives an explanation of the interaction of job demands (e.g., workload, time pressure, emotional demands) and job resources (autonomy, support, flexibility, leave) which affect the wellbeing and productivity of employees. Job Demands-Resources (JD-R) Theory is built on several basic concepts, including: (i) Job Demands—conditions which require considerable effort and can create stress and fatigue; (ii) Job Resources—conditions which either mitigate demands or stimulate personal development; (iii) Interaction—balance between demands and resources results in either engagement or burnout; (iv) Work Engagement—a state characterised by energy and dedication; and (v) Burnout—an energy depletion due to unmet demands.

When used in the context of the present research, the JD-R Theory sheds light on how leave-taking and flexible working serve as personal resources which enable the workers to recuperate, manage their loads, and create appropriate boundaries. Such resources motivate the employees, increase their resilience, and decrease the negative effects of over-demanding situations. Alternatively, when the employees at NTA encounter a very demanding schedule, deadline pressures, and lack of organisational resources, stress and work-life conflict arise, leading to a decrease in efficiency. Thus, Job-Demand Resource Theory provide the theoretical foundation to establish the connection between independent variables (leave-taking, flexible work, stress, conflict) and the dependent variable (employee productivity). It describes how organisational resources help prevent health deterioration and promote motivation.

Methodology

The study adopted a descriptive survey design to examine the impact of work-life balance on employee productivity at NTA. Structured questionnaires titled “Work-Life Balance Scale (WLBS)” provided quantitative data on employees’ experiences, while secondary sources (journals, textbooks, government publications) offered qualitative insights. The population comprised all 263 employees across the four stations, spanning administration, engineering, news, programmes, marketing and finance. This diversity ensured comprehensive representation of workforce experiences. A census sampling technique was adopted, including all employees rather than a subset. This was feasible given the manageable population size and ensured inclusiveness across departments, minimised bias and strengthened comparative analysis across stations. Data for the study were collected through structured titled. Work-Life Balance Scale (WLBS) which was administered to

employees of NTA stations in Aba, Calabar, Enugu and Uyo, using Likert-scale items to measure satisfaction, conflict and organisational support, complemented by secondary sources such as literature and reports. The Work-Life Balance Scale (WLBS), which included demographic items and measures of leave-taking, flexible hours and work-life conflict, rated on a four-point Likert scale and analysed statistically. Data analysis was conducted using SPSS v29, with descriptive statistics (frequencies) used to summarise demographics and responses, and hypotheses tested using Spearman's Rho at the 0.01 significance level, where $p < 0.01$ indicated significant relationships between variables.

Data Presentation

A total number of 263 questionnaires were distributed to employees in the four NTA stations in Nigeria, and all were successfully returned giving a 100% response rate. However, out of the 263 copies returned 6 questionnaires were void so a total of 257 questionnaires were considered valid which represented 97.7% response rate. These respondents were predominantly male (147, 57.2%) and female (110, 42.8%), making up a rather equally distributed gender representation. Also, the majority of respondents (36.6%) fell within the age bracket of 35-44, followed by 27.2% who were in the 25-34 age bracket, 20.2% of whom were between the ages of 45-54, and 7.0% of whom were under the age of 25. Regarding the marital status of respondents, 152 (59.1%) were married, 74 (28.8%) single, 16 (6.2%) divorced, and 15 (5.8%) widowed. In regard to educational qualifications, 135 (52.5%) were holders of bachelor's degree, 84 (32.7%) masters' degrees, 21 (8.2%) high school certificate holders, 9 (3.5%) diploma /HND, and 8 (3.1%) had their doctorate degree. In relation to years of service, 90 (35.0%) had 6-10 years of experience, 82 (31.9%) had 1-5 years.

Table 4.6: Summary of Responses to Research Questions

Research Question	Research Variable	No. of Items	Weighted Mean	Std. Dev. Range	Interpretation
RQ1	Regular leave-taking and employee concentration	4	3.17	0.86–0.91	Agree
RQ2	Flexible working hours and employee productivity	4	3.04	0.89–0.93	Agree
RQ3	Work-related stress and absenteeism	4	2.88	0.98–1.04	Agree
RQ4	Work-life conflict and employee engagement	4	3.01	0.96–0.98	Agree

The results presented in Table 4.6 provide answers to the four research questions. Respondents agreed with the statements relating to regular leave-taking and employee concentration (WM = 3.17), flexible working hours and employee productivity (WM = 3.04), work-related stress and absenteeism (WM = 2.88), and work-life conflict and employee engagement (WM = 3.01).

Table: 4.7: Spearman's Rho Correlation Coefficient between Regular Leave-Taking and Employee Concentration Correlations

		Regular Leave-Taking	Employee Concentration
Regular-Leave-Taking	Correlation coefficient	1.000	.428**
	Sig. (2-tailed)		.000
	N	257	257
Employee Concentration	Correlation coefficient	.428**	1.000
	Sig. (2-tailed)	.000	

N	257	257
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. *Correlation is significant at the 0.01 level (2-tailed).

Source: IBM Corp. (2022). *IBM SPSS Statistics for Windows (Version 29)*. IBM Corp.

The Spearman's Rho test signified a positive, moderate and significant correlation between frequent leave and concentration of employee ($p = .428$, $p < .001$). The frequent leave employees come back sharper and more focused. The significance of the correlation also indicated the significance of leave in cognitive recuperation justifying the theory of exhaustion recovery. The value of .000 for p-value proved the correlation. Hence null hypothesis was rejected and alternative hypothesis was accepted.

Table 4.8: Spearman's Rho Correlation Coefficient between Flexible Work Hours and Employee Productivity Correlations

		Flexible Work Hours	Employee Productivity
Flexible Work Hours	Correlation coefficient	1.000	.431**
	Sig. (2-tailed)		.000
	N	257	257
Employee Productivity	Correlation coefficient	.431**	1.000
	Sig. (2-tailed)	.000	
	N	257	257

. *Correlation is significant at the 0.01 level (2-tailed).

Source: IBM Corp. (2022). *IBM SPSS Statistics for Windows (Version 29)*. IBM Corp.

We can see from Spearman's rho correlation analysis that there exists a moderate positive statistically significant correlation between flexible working hours and productivity of employees ($p = .431$, $p < .001$). The result reveals that there is a positive relation between the productivity and flexible working hours of employees; hence, the null hypothesis is rejected.

Table 4.9: Spearman's Rho Correlation Coefficient between Work Stress and Absenteeism Correlations

		Work Stress	Absenteeism
Work Stress	Correlation coefficient	1.000	.387**
	Sig. (2-tailed)		.000
	N	257	257
Absenteeism	Correlation coefficient	.387**	1.000
	Sig. (2-tailed)	.000	
	N	257	257

. *Correlation is significant at the 0.01 level (2-tailed).

Source: IBM Corp. (2022). *IBM SPSS Statistics for Windows (Version 29)*. IBM Corp.

From Table 4.9, the results of the correlation analysis based on Spearman's rho show that a positive but moderate significant correlation exists between work related stress and employee absenteeism ($p = .387$, $p < .001$). This therefore suggest that workers reporting higher levels of work related stress also reported high levels of absenteeism. The correlation coefficient of 0.387 was positive showing a positive correlation between work related stress and employee absenteeism while the significant value of .000 shows that the correlation is significant. Hence the null hypothesis of no significant relationship existing between work related stress and absenteeism among employees of the Nigerian Television Authority is rejected and the alternative hypothesis accepted.

Table 4.10: Spearman's Rho Correlation Coefficient between Work-Life Conflict and Employee Engagement Correlations

		Work-Life Conflict	Employee Engagement
Work-Life Conflict	Correlation coefficient	1.000	-.376**
	Sig. (2-tailed)		.000
	N	257	257
Employee Engagement	Correlation coefficient	-.376**	1.000
	Sig. (2-tailed)	.000	
	N	257	257

. *Correlation is significant at the 0.01 level (2-tailed).

Source: IBM Corp. (2022). *IBM SPSS Statistics for Windows (Version 29)*. IBM Corp.

The Spearman's Rho test indicated there is a high, statistically negative, significant correlation to between work-life conflict and employee engagement at NTA ($p = -.376$, $p < .001$). As expected, work-life conflict has an inverse effect on engagement, motivation and job satisfaction. The extremely small p value ($p = .000$) indicated it is an unlikely probability and therefore this correlation is unlikely to have happened by chance and the null hypothesis was rejected with the alternative accepted. In this case, work-life conflict was found to have a significant effect on employee engagement. This result indicates that both short and long-term interventions are necessary by organisations at NTA, including flexible working, workload minimisation and supportive practices in order to reduce work-life conflict while maximising employee satisfaction.

Findings

The first hypothesis tested whether regular leave-taking improves employee concentration. The Spearman's rho analysis revealed a moderate positive and statistically significant relationship between the two variables ($p = 0.428$, $p < 0.001$). Therefore, the null hypothesis was rejected, indicating that regular leave-taking is significantly associated with higher concentration levels among employees upon returning to work. The second hypothesis examined flexible work hours and productivity. The results from the analysis revealed that there is a moderate positive correlation ($p = 0.431$, $p = 0.000$), indicating that flexible schedules improves productivity. This led to the rejection of the null hypothesis. The third hypothesis assessed work stress and absenteeism. The analysis showed a significant positive correlation ($p = 0.387$, $p = 0.000$) which suggest that work-stress has a significant effect on absenteeism. Given this, the null hypothesis was rejected, stressing the need for stress management strategies. The fourth hypothesis tested the effect of work-life conflict on engagement. Findings from the Spearman Rho analysis indicated a moderate negative correlation ($p = -0.376$, $p = 0.000$), showing that conflict reduces motivation and commitment. The null hypothesis was rejected which points to the importance of work-life balance interventions.

Discussion of Findings

This study assessed how regular leave-taking, flexible work hours, work stress, and work-life conflict influence employee outcomes at NTA. The result from the test of the first hypothesis showed that regular leave-taking significantly improves concentration ($p = 0.428$, $p < 0.01$) which confirms the fact that recovery periods when allowed by organisations restore focus and mental clarity. This findings aligns with prior studies Taşdelen-Karçay and Bakalim, 2017; Marecki, 2023; Heras *et al.*, 2017; Shirmohammadi *et al.*, 2022 who highlighted in their work, the importance of structured rest in reducing burnout and

sustaining attentiveness. The findings on the test of the second hypothesis further revealed that flexible work hours enhance productivity ($p = .431$, $p < 0.01$). This result shows that employees who enjoy flexible schedules reported higher efficiency and engagement. The findings is consistent with earlier evidence on flexibility and productivity such those reported by Marecki, 2023; Opoku *et al.*, 2023; Heras *et al.*, 2017) who all showed that flexibility reduces work–family conflict and boosts organisational commitment.

The study further reported that work stress increases absenteeism ($p = 0.387$, $p < 0.01$). It established the fact that stress is linked to unscheduled leave and reduced job satisfaction, echoing Ngwenya and Utete (2023), Shirmohammadi *et al.* (2022), and Carvalho *et al.* (2024), who found that supportive policies within an organisation lower absenteeism rates. Finally, the study revealed that work-life conflict negatively affects engagement ($p = -0.376$, $p < 0.01$). This findings is evident the fact that employees who face conflicts between work and personal life reported lower motivation and commitment. The result aligns with that of Carvalho *et al.* (2024), Shirmohammadi *et al.* (2022), and Marecki (2023), who associated unresolved conflict with burnout and withdrawal. In conclusion, the study demonstrates that leave-taking and flexible hours positively influence concentration and productivity, while stress and work-life conflict undermine engagement and attendance.

Conclusion

It study concludes that work-life balance is a key factor that determines the productivity and results of an organisation. The empirical analysis revealed that taking leave regularly helps in enhancing concentration, while flexible working hours increase productivity. It shows that rest, autonomy, and flexibility are very important factors in keeping the productivity of employees. On the other hand, work stress is linked to increased absenteeism while and work-life conflict decreases engagement. Thus, the results clearly reveal that work-life balance is not just about the welfare of the employees, but it is also a strategic issue which organisation should pay more attention to in order to boast their productivity level and efficiency.

Recommendations

- i. Management of NTA should enforce regular leave-taking by removing administrative barriers, ensuring staff access their entitled rest. This will improve concentration, reduce fatigue, and enhance performance.
- ii. NTA should adopt flexible work-hour arrangements such as staggered shifts or adjusted reporting times. This will help employees balance personal and professional responsibilities, boosting productivity and satisfaction.
- iii. Structured stress management strategies should be implemented, including fair workload distribution, counselling services, and periodic assessments, to minimise absenteeism and stabilise workforce performance.
- iv. Policies to reduce work–life conflict should be prioritised, such as realistic scheduling, supportive supervision, and respect for off-duty time. This will strengthen engagement, loyalty, and organisational efficiency.

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