



Work-Life Balance and Physical Work Environment as Retention Strategy for Health Care Workers

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Abstract. This study examined how work-life balance and physical work environment serves as retention strategies on Health-care workers, using the University of Benin Teaching Hospital (UBTH) as a case study. The focus was on three key components of retention policies, including work-life balance initiatives, supportive physical work environment, recognition and competitive reward systems. Using Taro Yamane formula, a sample size of three hundred and sixty (366) was arrived out, however, on distribution of the research questionnaire only 360 was found usable for this study. Data was collected through structured questionnaires. The analysis utilized both descriptive statistics such as (frequency, mean, and percentage) and inferential statistics such as (regression analysis) to evaluate the relationships between various variables used. The findings revealed that a physical supportive work environment, and recognition and competitive reward systems significantly enhance organizational performance, with recognition and rewards having the strongest impact on organisational performance. Conversely, work-life balance initiatives were found to have no significant effect. Based on these findings, the study recommends fostering supportive workplaces, and implementing robust recognition systems while reevaluating and redesigning work-life balance initiatives to support the achievements of organizational goals and also meet employee expectations.

Keywords: Employee Retention, Organizational Performance, Work-Life Balance, Supportive work environment, and recognition and competitive reward systems

1. Introduction

In the healthcare context, organizational performance is crucial as it directly impacts patient care quality,

staff satisfaction, and overall operational sustainability (Osibanjo, Adeniji, Falola, & Heirmsmac, 2021). Enhanced performance within healthcare organizations leads to improved patient outcomes, reduced operational costs, and increased staff morale, ultimately contributing to the sector's sustainability and growth (Onyemечи, 2020). These highlight the significance of adopting best practices in HR, such as robust employee retention policies, to foster organizational performance in Nigeria's healthcare sector. Over time, retention strategies have broadened to include career development opportunities, work-life balance, and organizational culture (Chen, Ployhart, Thomas, Anderson, & Bliese, 2021).

There are various types of employee retention policies, essential for addressing workforce needs and organizational goals. This includes work-life balance initiatives such as flexible hours and telecommuting (Lester, Standifer, Schultz, & Windsor, 2020). These policies are crucial for a comprehensive HR strategy to maintain a committed and productive workforce. Employee retention policy as HR best practice has significant implication on organizational performance, as it reduces turnover rates, which lowers recruitment and training costs (Hom, Lee, Shaw, & Hausknecht, 2021). By maintaining a stable and experienced workforce, organizations ensure continuity and retention of institutional knowledge, critical for sustaining high performance (Piening, Baluch, & Ridder, 2020). It also fosters a motivated and engaged workforce, leading to higher levels of productivity, creativity, and commitment to organizational goals (Roberts & Davenport, 2021).

The World Health Organization (2021) reports that Nigeria faces a critical shortage of healthcare workers, exacerbated by a high attrition rate. This troubling trend has prompted healthcare institutions to adopt various strategies aimed at improving employee

retention. Despite the development of several strategies, the impact of such retention policies on overall organizational performance remains underexplored, particularly within the context of Nigeria's public healthcare sector. This study seeks to address this gap by examining the effects of employee retention policies (work-life balance initiatives, work environment and recognition and reward systems) on the organizational performance of the University of Benin Teaching Hospital (UBTH).

2. Conceptual Review

2.1 Employee Retention Policy

Employee retention policies have been conceptualized in diverse ways by various scholars, particularly within the context of human resource management (HRM). Employee retention policies generally refer to strategies or initiatives designed by organizations to reduce turnover and maintain a stable workforce. Akindele (2020) defined employee retention policy as a comprehensive approach that organizations use to reduce employee turnover by ensuring satisfaction through improved work conditions and career development opportunities. Similarly, Uche (2019) described it as a strategic process focusing on providing financial and non-financial rewards to retain employees. Aluko (2021) expanded on this by emphasizing that retention policies are rooted in fostering strong employer-employee relationships to enhance loyalty.

On another note, Ogundele and Obaje (2018) argue that retention policies are about aligning organizational goals with employees' personal and career growth objectives. Likewise, Balogun (2022) highlighted that retention policies aim to maintain employee engagement by addressing key factors such as recognition, rewards, and flexible work conditions. While these definitions vary in focus, they converge on the central idea that employee retention policy involves creating a conducive work environment where employees feel valued, motivated, and aligned with organizational objectives. Akinyemi (2021) integrates these perspectives by emphasizing the dual focus of retention policies on job satisfaction and long-term career growth within the organization, ensuring coherence between employee needs and organizational goals.

2.2 Work-Life Balance Initiatives

Work-Life Balance Initiatives (WLBIs) have emerged as a pivotal aspect of human resource practices, particularly in sectors demanding intensive labour,

such as healthcare. Numerous scholars have defined WLBIs from different perspectives. According to Deery and Jago (2018), work-life balance initiatives refer to structured programs that allow employees to manage their professional responsibilities while maintaining a personal life, aiming for equitable harmony between both. Similarly, Kelliher (2020) emphasizes that such initiatives represent organizational policies designed to facilitate a balance between employees' work and personal obligations. Kalliath and Brough (2018) argue that WLBIs focus on creating a flexible environment where employees can manage family, personal commitments, and work tasks efficiently, which is fundamental for their overall well-being. Adeoye and Elegunde (2020) indicated that work-life balance, has a positive effect on employee retention. Oshodi and Aluko (2022) found that employees who experience a healthy balance between work and personal life are more likely to remain with the organisation, thus improving overall performance.

On the other hand, Mazerolle (2019) sees WLBIs as a collection of employee-centred benefits that focus on reducing work-induced stress, while McCarthy (2020) defines them as policies that help in managing both personal and professional time effectively without conflicts. Broadly speaking, the underlying concept in these definitions is the strategic structuring of organizational policies to create an environment where employees can meet their personal and professional obligations simultaneously. Consequently, work-life balance is increasingly recognized as a significant determinant of job satisfaction and organizational commitment (Deery & Jago, 2018; McCarthy, 2020).

2.3 Physical Work Environment

In the context of human resource management, the concept of the work environment is essential to understanding its role in employee retention and overall organizational performance. Various scholars have defined the work environment in slightly different but conceptually similar ways. For instance, Akinyele (2021) describes the work environment as the combination of physical, social, and psychological conditions that influence employee behavior and productivity. This aligns with the definition by Ogunleye and Odetunde (2019), who argue that it encompasses not only the physical layout but also the organizational culture and interpersonal relationships. Akintayo (2022) broadens this further by emphasizing the role of emotional and psychological safety in creating a conducive work environment.

In contrast, Daramola (2020) highlights the infrastructural aspects, focusing on the adequacy of tools, resources, and workspace arrangements. Similarly, Salau (2018) underscores the interaction between employees and their immediate environment, noting how factors such as lighting, ventilation, and temperature can impact job satisfaction. Taken together, these definitions suggest that the work environment is a multi-faceted concept that spans physical, emotional, and social dimensions, all of which collectively influence employee well-being and productivity. Nevertheless, Ugoani (2022) revealed that conducive working environments is a significant factor that positively influence employee retention, which in turn improves organisational performance.

2.4 Recognition and Reward Systems

Recognition and reward systems (RRS) have been defined and conceptualized by various scholars in recent literature, each providing nuanced perspectives relevant to employee motivation and organizational outcomes. According to Jehanzeb and Hamid (2018), RRS refer to a set of strategies and practices aimed at acknowledging employees' contributions and achievements, which in turn fosters organizational loyalty and commitment. Otoo (2019) expands on this by emphasizing that effective recognition involves non-monetary acknowledgment that satisfies employees' intrinsic motivations, while reward systems focus on extrinsic, tangible incentives.

Similarly, Ibrar and Khan (2019) underscore the dual nature of recognition and reward systems, where intrinsic rewards (verbal praise) and extrinsic rewards (bonuses) are crucial for holistic employee engagement. Further refining this, Achor and Gielan (2020) argue that recognition systems are a psychological need fulfillment mechanism, aligning employees' sense of belonging and accomplishment with organizational objectives. Nwosu and Kalu (2020) found that monetary and non-monetary rewards such as bonuses, promotions, and recognition programs significantly enhance employee retention, leading to better organisational performance. Chukwu and Nwachukwu (2021) showed employee recognition and involvement in decision-making has a significant positive effect on retention and overall performance.

In contrast, Agwu (2021) interprets RRS as a strategic framework in which consistent performance feedback is paired with reward mechanisms to create a performance-oriented culture. More recently, Khan and Aleem (2023) define RRS as a multi-dimensional concept where both immediate, informal recognition and formal, structured rewards serve to build

employee morale and reduce turnover. Across these perspectives, a common thread emerges: RRS are crucial not only for reinforcing desired behaviors but also for shaping the long-term commitment and satisfaction of employees, especially in sectors like healthcare, where workforce stability is vital.

2.5 Organisational Performance

Organisational performance has been defined in various ways in academic literature, with scholars offering both narrow and broad interpretations. Kaplan and Norton (2019) describe organisational performance as the effectiveness with which an organisation meets its financial and operational goals through strategic alignment, reflecting its ability to achieve objectives efficiently. Dess and Lumpkin (2018) extend this definition by emphasizing the need to assess both financial and non-financial outcomes, suggesting that performance encompasses profitability, innovation, and market share. Armstrong and Taylor (2020) argue that organisational performance should also consider employee engagement and stakeholder satisfaction as core metrics of success. Moreover, Richard (2018) views organisational performance as a multidimensional construct involving productivity, flexibility, and adaptability in the face of market dynamics.

Echoing similar sentiments, Oke (2021) suggests that for organisations in developing economies like Nigeria, performance must account for socio-cultural and economic constraints, thus broadening the scope to include corporate social responsibility and local community impact. Similarly, Inuwa (2022) integrates organisational learning as a crucial determinant of performance, advocating for continuous improvement and innovation as essential drivers of sustainable growth. Despite these differing perspectives, all definitions highlight the holistic nature of organisational performance, encompassing financial outcomes, employee well-being, and broader societal impacts.

2.6 Theoretical Framework

Maslow's Hierarchy of Needs theory, introduced by Abraham Maslow in 1943, is one of the most widely recognized frameworks in psychology and management. Maslow proposed that human needs follow a hierarchical order, starting from basic physiological needs to more complex ones, such as self-actualization (Maslow, 1943). The Hierarchy of Needs model has been widely critiqued and evaluated in the context of organizational behaviour and employee retention. Critics argue that Maslow's theory

lacks empirical support, particularly when applied to diverse cultural contexts and complex work environments, such as healthcare (Tay & Diener, 2011). For instance, the rigid hierarchical structure of needs has been challenged by research showing that employees often pursue higher-level needs such as self-esteem and social belonging even when lower-order needs remain unmet (Kaur, 2013).

Studies also suggest that the interrelationship between needs is not as linear as Maslow proposed. According to Benson and Dundis (2003), employees might prioritize organizational belonging and recognition over physiological needs when these higher-order aspects are threatened. Further, in the healthcare sector, where stress levels and burnout are prevalent, models such as the Job Demands-Resources (JD-R) framework may offer a more dynamic understanding of employee motivation and retention (Bakker & Demerouti, 2017). Thus, while Maslow's framework provides an intuitive understanding of motivation, it may not comprehensively capture the complexities of employee retention, especially in high-stress environments like healthcare.

3. Methodology

The study adopted the descriptive survey research design. The research design was considered appropriate because the study aimed to examine retention policy as an HR best practice and its impact on organizational performance. This design was considered suitable for the study because it ascertained whether the independent variables (work-life balance, a physical supportive work environment, and

recognition systems) were responsible for any changes in the dependent variable (organizational performance). The population of this study was 4,250 employees of the University of Benin Teaching Hospital (UBTH) and the sample size of the study using the Taro Yamane (1967) formula was 366. Therefore, 366 questionnaires were randomly distributed to the respondents.

For this study, the instrument used for data collection was a carefully structured questionnaire. The questionnaire was divided into two sections: Section A and Section B. Section A consisted of respondents' bio data, while section B covers the variables of the study. All items in section B were based on five-point Likert scale of Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD).

4. Data Presentation and Analysis

The data from the responses were retrieved, cleaned and used for this analysis indicating a response rate of approximately 98%. A total response of 366 was targeted, out of which three hundred and sixty (360) responses were completely submitted by the respondents.

Description of Demographic Variables of Respondents

Gender, age, marital status, respondents' educational qualification and working tenure were all evaluated in the demography data.

Table 4.1: Demographic Profile of the Respondents

S/N	Variables		Frequency (N)	Percentage (%)
1	Gender	Male	161	44.7
		Female	199	55.3
		Total	360	100.0
2	Marital Status	Single	153	42.5
		Married	207	57.5
		Total	360	100.0
3	Age	22-26 years	58	16.1
		27-31 years	66	18.4
		32 years and above	236	65.6
		Total	360	100.0
4	Educational qualification	Diploma	-	-
		OND	4	1.1
		HND	99	27.5
		BSC	184	51.1
		Postgraduate Degree	62	17.3
		Others	11	3.1
Total	360	100.0		
5	Working Tenure	less than 5 years	205	56.9
		5-10 years	92	25.6
		11 years and above	63	17.5
		Total	360	100.0

Author's Compilation (2025)

In terms of the gender of the respondents, the above table shows that majority of the respondents were female. On the age range distribution of the respondents, table 4.1 indicates that most of the respondents were aged 32years and above. On the marital status category, table 4.1 shows that majority of the respondents were married. On the category of educational qualification, table 4.1 indicates that majority of the respondents had B.SC qualification. On the issue of working tenure, Table 4.1 shows that majority of the respondents have worked with the teaching hospital for less than 5 years.

Descriptive Analysis of Objective Variables

This section presents the descriptive analysis on employee retention policy as HR best practice and organisational performance.

Table 4.2: Descriptive Analysis of Work-life Balance Initiatives.

S/N	ITEM	SA	A	N	D	SD	Mean
1	I feel that my workload is manageable within my official working hours.	135 (37.50)	102 (28.33)	14 (3.89)	59 (16.39)	53 (14.72)	3.60
2	I am able to fulfil my job responsibilities without compromising my personal or family time.	141 (39.17)	119 (33.06)	22 (6.11)	37 (10.28)	41 (11.39)	3.78
3	The hospital's policies allow me enough flexibility to handle urgent personal matters effectively.	134 (37.22)	108 (30.00)	23 (6.39)	55 (15.28)	40 (11.11)	3.67
4	I feel supported by the management when I need to adjust my schedule for personal reasons.	129 (35.83)	115 (31.94)	21 (5.83)	49 (13.61)	46 (12.78)	3.64
5	The institution provides sufficient leave options that help me recharge and prevent burnout.	77 (21.39)	107 (29.72)	77 (21.39)	79 (21.94)	20 (5.56)	3.39
	Average	123.2 (34.22)	110.2 (30.61)	31.4 (8.7)	55.8 (15.5)	20 (11.11)	3.62

Source: Field Survey (2025)

Table 4.2 presents a descriptive analysis of employees' perceptions of work-life balance initiatives within the hospital. A significant majority 72.23% of respondents agreed that they could fulfill their job responsibilities without compromising personal or family time, yielding the highest mean of 3.78. Overall, the average mean score of 3.62 indicates a generally positive perception of the hospital's work-life balance initiatives, particularly in areas such as flexibility, managerial support, and workload management, though leave options appear to require further improvement to address employee concerns.

Table 4.3: Descriptive Analysis of Work Environment

S/N	ITEM	SA	A	N	D	SD	Mean
6	The hospital provides adequate facilities and resources needed for me to perform my job effectively.	83 (23.06)	118 (32.78)	58 (16.11)	79 (21.94)	22 (6.11)	3.45
7	The physical conditions in my workspace (e.g., lighting, cleanliness, and space) support my productivity.	211 (58.61)	105 (29.17)	32 (8.89)	7 (1.94)	5 (1.39)	4.42
8	I feel safe from workplace hazards and health risks in my daily duties at the hospital.	116 (32.22)	99 (27.50)	61 (16.94)	53 (14.72)	31 (8.61)	3.60
9	There is a supportive atmosphere among colleagues and supervisors in my department.	77 (21.39)	102 (28.33)	55 (15.28)	77 (21.39)	49 (13.61)	3.23
10	The hospital's infrastructure (e.g., equipment, technology) is well-maintained and readily available.	142 (39.44)	123 (34.17)	42 (11.67)	23 (6.39)	30 (8.33)	3.90
	Average	125.8 (34.9)	109.4 (30.4)	49.6 (13.8)	47.8 (13.3)	27.4 (7.6)	3.72

Source: Field Survey (2025)

Table 4.3 presents the descriptive analysis of the work environment within the hospital, highlighting employee perceptions of various aspects. The physical conditions of the workspace, such as lighting, cleanliness, and space, were highly rated, with 87.78% of participants in agreement and a mean score of 4.42, indicating strong satisfaction. Overall, the average mean of 3.72 indicates that employees generally perceive the work environment positively, particularly in terms of physical workspace conditions and infrastructure. However, interpersonal dynamics among colleagues and supervisors appear to require attention to foster a more supportive atmosphere.

Table 4.4: Descriptive Analysis of Recognition and Reward Systems.

S/N	ITEM	SA	A	N	D	SD	Mean
11	I feel that my contributions to the hospital's success are acknowledged by management.	125 (34.72)	95 (26.39)	63 (17.50)	49 (13.61)	28 (7.78)	3.67
12	The hospital provides adequate incentives that motivate me to perform better.	113 (31.39)	98 (27.22)	43 (11.94)	79 (21.94)	27 (7.5)	3.53
13	I am satisfied with the frequency at which I receive positive feedback from my supervisors.	98 (27.22)	121 (33.61)	61 (16.94)	37 (10.28)	43 (11.94)	3.54
14	I believe that my efforts are rewarded in a fair and timely manner.	128 (35.56)	79 (21.94)	81 (22.5)	43 (11.94)	29 (8.06)	3.65
15	The hospital recognizes exceptional work in ways that make employees feel valued.	113 (31.39)	98 (27.22)	43 (11.94)	79 (21.94)	27 (7.5)	3.53
	Average	115.4 (32.1)	98.2 (27.3)	58.2 (16.2)	57.4 (15.9)	30.8 (8.6)	3.58

Source: Field Survey (2025)

Table 4.4 provides an analysis of employees' perceptions of the hospital's recognition and reward systems, illustrating mixed but generally positive responses. Regarding acknowledgment of their contributions, 61.11% (strongly agree and agree) of employees felt that their efforts were recognized by management, resulting in a relatively high mean score of 3.67. On average, the mean score of 3.58 indicates a moderately positive perception of the recognition and reward systems. While employees generally appreciate acknowledgment and incentives, the relatively high levels of neutrality and dissatisfaction (15.9% and 8.6% on average, respectively) suggest that improvements are needed in providing consistent and meaningful recognition and rewards.

Table 4.5: Descriptive Analysis of Organisational Performance.

S/N	ITEM	SA	A	N	D	SD	Mean
16	The teaching hospital effectively meets the needs of its patients, providing high-quality care.	107 (29.72)	91 (25.28)	66 (18.33)	39 (10.83)	57 (15.83)	3.42
17	The financial stability of the teaching hospital is evident through prudent management and resource allocation.	107 (29.72)	101 (28.06)	31 (8.61)	71 (19.72)	50 (13.89)	3.40
18	Operational processes within the teaching hospital are efficient, resulting in timely and effective service delivery.	77 (21.39)	102 (28.33)	55 (15.28)	77 (21.39)	49 (13.61)	3.23
19	The teaching hospital is innovative in medical research and frequently witnesses scientific breakthrough.	72 (20.00)	98 (27.22)	84 (23.33)	67 (18.61)	39 (10.83)	3.27
20	The teaching hospital demonstrates effectiveness in its educational and training activity.	134 (37.22)	77 (21.39)	62 (17.22)	51 (14.17)	36 (10.00)	3.62
	Average	99.4 (27.6)	93.8 (26.1)	59.6 (16.6)	61 (16.9)	46.2 (12.8)	3.38

Source: Field Survey (2025)

Table 4.5 offers a descriptive analysis of employees' perceptions of the teaching hospital's organizational performance across key dimensions. The hospital's performance in educational and training activities received the highest level of agreement, with 58.61% of respondents affirming its effectiveness, resulting in the highest mean of 3.62. On average, the overall mean score of 3.38 indicates a moderate level of satisfaction with organizational performance.

Correlation Analysis

The correlation matrix is presented in Table 4.6. Essentially, the result reveals the pairwise relationship among the variables used in the study. Principally, Correlation analysis is used to examine the strength (strong or weak) and direction (positive or negative) of relationship that occurs between two or more variables.

Table 4.6. Correlation Analysis

		ORGP	WLB	SWE	RS
ORGP	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	360			
WLB	Pearson Correlation	.692**	1		
	Sig. (2-tailed)	.000			
	N	360	360		
SWE	Pearson Correlation	.793**	.805**	1	
	Sig. (2-tailed)	.000	.000		
	N	360	360	360	
RS	Pearson Correlation	.783**	.698**	.843**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	360	360	360	360

SPSS output, Version 22

The correlation analysis highlights significant relationships between organizational performance (ORGP) and the other variables at the 0.01 level. A strong positive correlation exists between ORGP and supportive work environment (SWE, $r = .793$, $p < .001$) as well as recognition and reward systems (RS, $r = .783$, $p < .001$), indicating that improvements in these areas are strongly linked to better organizational outcomes. Work-life balance (WLB) demonstrates a slightly lower but still substantial correlation ($r = .692$, $p < .001$), signifying their critical influence on organizational performance. These results underscore that a supportive work environment, recognition systems, and work-life balance are pivotal drivers of organizational performance.

5. Discussion of Findings

The study revealed that supportive work environment (SWE, $r = .793$, $p < .001$) significantly influence organizational performance, indicating that improvements in these areas are strongly linked to better organizational outcomes. The study found that a supportive work environment significantly contributes to organizational performance ($B = .204$, $p = .040$), aligning with scholarly consensus that conducive work conditions are pivotal for employee satisfaction and retention. This finding supports Akinyele (2021) and Ogunleye and Odetunde (2019), who argue that a positive work environment—including physical, social, and psychological conditions—enhances employee productivity and engagement. Similarly, Daramola (2020) highlights the importance of adequate resources and infrastructure, while Salau (2018) emphasizes the role of interpersonal relationships and organizational culture in fostering retention. Ugoani (2022) also found that conducive

work environments positively influence retention in Nigerian banks.

The study revealed that recognition and reward systems (RS, $r = .783$, $p < .001$), significantly influence organizational performance indicating that improvements in these areas are strongly linked to better organizational outcomes. Jehanzeb and Hamid (2018) and Nwosu and Kalu (2020) assert that recognition and rewards significantly improve retention by addressing employees’ intrinsic and extrinsic motivational needs. Similarly, Chukwu and Nwachukwu (2021) found that employee recognition positively impacts retention and performance in Nigerian telecommunications firms. Achor and Gielan (2020) emphasize the psychological benefits of recognition in enhancing employees' sense of accomplishment, while Agwu (2021) stresses the importance of pairing recognition with structured rewards to create a performance-oriented culture. This study underscores that recognition and rewards are indispensable for aligning employee efforts with organizational goals, particularly in the high-pressure healthcare environment, as also highlighted by Balogun (2022). These findings suggest that improving recognition strategies at UBTH could further strengthen its organizational performance.

Work-life balance (WLB) demonstrates a slightly lower but still substantial correlation ($r = .692$, $p < .001$), signifying their critical influence on organizational performance. For instance, Deery and Jago (2018) and Kelliher (2020) argue that effective work-life balance policies reduce stress and turnover, ultimately enhancing productivity and organizational performance. Oshodi and Aluko (2022) found a significant positive relationship between work-life

balance and retention in Nigerian banks, while Adeniji, Osibanjo, and Abiodun (2019) similarly reported that flexible work arrangements improve retention in Nigerian manufacturing firms. The significant finding in this study may indicate that UBTH's work-life balance initiatives are fairly communicated to employees. This contrasts with Balogun (2022), who emphasizes that flexible policies are central to retaining employees, particularly in high-pressure sectors such as healthcare. Addressing these gaps could yield better results in future studies.

6. Findings and Conclusion

This study investigated employees' work-life balance and physical work environment as retention policy and HR best practice of Health-care workers performance using University of Benin Teaching Hospital as a case study. Data were primarily sourced through the administration of questionnaires, and a total of three hundred and sixty (360) were found usable for the empirical analysis. Based on the correlation analysis work-life balance was also found to have a fair significant influence on organizational performance, while physical supportive work environment, recognition and reward systems significantly contributes to organizational performance.

The findings revealed that work-life balance, a supportive work environment, and recognition and reward systems significantly contribute to enhancing Health-care workers performance, with recognition and rewards having the strongest impact. These results underscore the importance of prioritizing financial and non-financial rewards, fostering a supportive workplace, and improving recognition systems to enhance performance outcomes. At the same time, the findings highlight the need to reassess and strengthen work-life balance initiatives to better align them with employee expectations and organizational goals.

7. Recommendations

From the research analysis and conclusions above, the following recommendations were made:

Although work-life balance initiatives were found to have little significant impact, they remain a critical aspect of employee retention, especially in high-stress environments like healthcare. UBTH should redesign its work-life balance policies to incorporate more practical and flexible solutions, such as telecommuting options, remote work schedules to reduced workload and worn-out stress, introduce employee wellness programs, and better scheduling to accommodate personal needs. Effectively communicating these

initiatives to employees is equally essential to improve uptake and perceptions of their effectiveness.

As a supportive physical work environment was found to significantly enhance organizational performance, UBTH should invest more in improving both the physical and interpersonal aspects of the workplace. This includes ensuring adequate resources and infrastructure, maintaining clean and well-lit workspaces, and fostering a culture of collaboration and mutual respect among employees and supervisors. Regular feedback sessions and open communication channels can help address workplace concerns and create an emotionally stable and psychologically safe environment for employees.

Given that recognition and reward systems had the most significant impact on organizational performance, UBTH should develop a structured and transparent framework for acknowledging and rewarding employee contributions. This could include regular performance reviews, employee-of-the-month programs, public recognition for exceptional work, and awards for long-term service. Both intrinsic rewards (verbal praise, appreciation letters) and extrinsic rewards (bonuses, promotions) should be integrated to cater to diverse employee motivations and foster a culture of appreciation and loyalty.

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