

# Work-Life Balance And Employee Engagement In Manufacturing Companies In Rivers State

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**ABSTRACT:** *The research examined the work-life balance and manufacturing employees' engagement in Rivers State. The study was conducted with four objectives and research questions and hypotheses directing it. It was based on Theory X and Y. A correlational research design was used for the study. The study population was made up of 2,652 employees from ten (10) chosen manufacturing companies in Rivers State, and the sample size was 335 employees determined based on the Krejcie and Morgan Sampling Table's suggestion. The companies were chosen using simple random sampling, while the respondents were selected through stratified random sampling. The researcher created a questionnaire called "Work-life Balance and Employees' Engagement Questionnaire (WBEEQ)". The instrument was validated and checked for reliability, with a reliability coefficient of  $r = 0.842$  being determined through Cronbach's Alpha Analysis. Pearson Product Moment Correlation was utilized to respond to the research questions, while Linear Regression Analysis was employed to assess the null hypotheses at the 0.05 significance level. The results of this research revealed that there is a positive, strong, and significant relationship between time balance and employees' engagement in manufacturing companies of Rivers State, and there is a positive, very strong and significant relationship between role balance and employees' engagement in manufacturing companies of Rivers State. Therefore, this study considers that work-life balance is not only a welfare issue but an essential strategy to improve organizational performance. Taking the results into account, the research suggested that among other things, manufacturing industries are encouraged to adopt flexible working hours or shift changes for the workers to have ample personal time, and companies are supposed to set up support systems for employees and work-family assistance programs to enable the staff juggling different roles to cope better.*

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**Keywords:** Work-life Balance, Employee, Engagement, Manufacturing, Companies.

## INTRODUCTION

Employees working in the Rivers State manufacturing companies are most times caught up in a fast-paced work environment where they have to deal with long hours, rigid schedules, heavy labor, and the pushing to meet production targets. Unchecked, such working conditions usually take a toll on the employees' personal lives, resulting in fatigue, emotional distress, and lowering of morale. This conflict usually leads to decreased enthusiasm, less productivity, and higher turnover rates. On the other hand, if work-life balance strategies are thoroughly implemented, the workplace would be like a new heaven and the employees would feel more inspired, mentally awake, and emotionally attached to their jobs. It is through the building of a work environment that recognizes and values rest, role sharing, emotional wellness, and personal satisfaction that manufacturing companies will be able to get the benefits of increased employee engagement and thus improved organizational outcomes (Edeh & Ugwu, 2023).

Work-life balance refers to the capacity of a person to deal with the demands of work and personal life in such a manner that both areas are properly attended to and at the same time one does not affect the other negatively (Nwachukwu & Uzoigwe, 2021). The concept includes several dimensions: Time Balance that stands for the distribution of sufficient time for both work and non-work roles; Role Balance indicates the successful management of the duties that come with different life roles; Psychological Balance is about the mental and emotional harmony felt while switching between work and personal life; and, finally, Satisfaction Balance indicates the scenario where a person feels happy with his/her overall experience in both areas (Eze, 2022). The applying of these dimensions during the work process will lead to the development of resilience, the improvement of well-being and the reinforcement of labor motivation (Onyeukwu & Egbule, 2023). In the current economic and industrial tough times in Nigeria, such a balance is very important for the well-being of employees as well as the continued operation of organizations.

Employee engagement is characterized as the emotional and mental involvement of an employee towards their organization, which is reflected in the form of enthusiasm, loyalty, and readiness to exceed the basic job requirements (Bello & Yusuf, 2020). Employees, when engaged to the fullest, are likely to be creative, produce more and be in harmony with the company's goals. On the other hand, in the absence of engagement, especially in manufacturing where most factors are already complex, there will be output sliding down, safety risks getting higher, quality control being poor and even employee turnover being more than expected (Ude & Akpan, 2022). Further, disengaged employees are not likely to see the company's values as their own, which can lead to team disintegration and loss of competitive advantage (Dyke-Ebirika & Amah, 2022). Since manufacturing in Rivers State is very demanding, employee engagement should definitely not be considered as a human resource metric only but rather a strategic move necessary for the sustainability and profitability of that industry in the long run.

In the Nigerian industrial scenario, several recent empirical studies have examined different factors that govern work-life balance and employee engagement. For example, the study of Okwu and Nwafor (2021) pointed out that the lack of proper work-life integration was a major factor contributing to low employee engagement in the cement industry, particularly in Edo State. Likewise, Alade and Okorie (2023) mentioned that emotional exhaustion caused by an unfavorable psychological balance was a significant factor for worker disengagement in the case of assembly line workers in Ogun State. However, most of these studies paid attention to single aspects of work-life balance only or did not consider all four key dimensions (time, role, psychological and satisfaction) together. Besides, the reference to the manufacturing industry in Rivers State is limited, which is home to a unique mix of oil-based, food processing, and textile manufacturing industries. Therefore, this study aims to fill these voids by comprehensively investigating the influence of work-life balance along its various dimensions on employee engagement in the manufacturing industry of Rivers State.

### Statement of the Problem

Manufacturer workers typically face long shifts, rotating schedules, tight timelines, and high physical and mental demands. For example, in Rivers State, a major site for the manufacturing industry in Nigeria, the workers' situation is more complicated because of the fact that they are, on one hand, under pressure from the companies to deliver and, on the other hand, have the same pressure at home and from the society (Akanbi & Iwu, 2023). The work conditions are difficult, and when you add to that lack of time for rest and little support from the workplace, you have a situation that leads to disengagement among the employees. A lot of the labor force reports that juggling their work and family commitments, social life, and rest is quite arduous and that their energies are being drained, morale is low, and productivity is falling. The lack of work-life balance-making strategies lead to the situations of employee burnout and absenteeism that are ever so prevalent and that have an adverse effect on the overall performance of the organizations (Nwachukwu & Onuoha, 2022).

The above-mentioned challenges represent a significant impetus for the implementation of work-life balance programs. Firstly, the non-flexible work hours obstruct the employees from getting their share of rest or taking care of their personal matters, which hampers their time balance. Secondly, the mixing of the work and personal life roles creates pressure and dispute, which results in a bad role balance. Thirdly, the mental strain of constantly working without any emotional or social support leads to burnout and mental health problems, thus making the employee less engaged. Finally, the lack of personal satisfaction, both at work and in the private sphere, can kill one's motivation and have a negative impact on performance (Amah, 2006). These issues will, if not resolved, affect the levels of employee engagement and operational effectiveness in the manufacturing sector of Rivers State.

### Aim and Objectives of the Study

The aim of this study was to investigate work-life balance and employees' engagement of manufacturing companies in Rivers State. Specifically, the objectives of the study sought to:

1. Examine the relationship between time balance and employees' engagement in manufacturing companies in Rivers State.
2. Ascertain the relationship between role balance and employees' engagement in manufacturing companies in Rivers State.
3. Ascertain the relationship between psychological balance and employees' engagement in manufacturing companies in Rivers State.
4. Determine the relationship between satisfaction balance and employees' engagement in manufacturing companies in Rivers State.

### Research Questions

The study was guided by the following research questions:

1. What is the relationship between time balance and employees' engagement in manufacturing companies in Rivers State?
2. What is the relationship between role balance and employees' engagement in manufacturing companies in Rivers State?
3. What is the relationship between psychological balance and employees' engagement in manufacturing companies in Rivers State?
4. What is the relationship between satisfaction balance and employees' engagement in manufacturing companies in Rivers State?

### Hypotheses

The following hypotheses were formulated and tested in the study.

1. There is no significant relationship between time balance and employees' engagement in manufacturing companies in Rivers State.
2. There is no significant relationship between role balance and employees' engagement in manufacturing companies in Rivers State.
3. There is no significant relationship between psychological balance and employees' engagement in manufacturing companies in Rivers State.
4. There is no significant relationship between satisfaction balance and employees' engagement in manufacturing companies in Rivers State.

## LITERATURE REVIEW

### Theoretical Framework

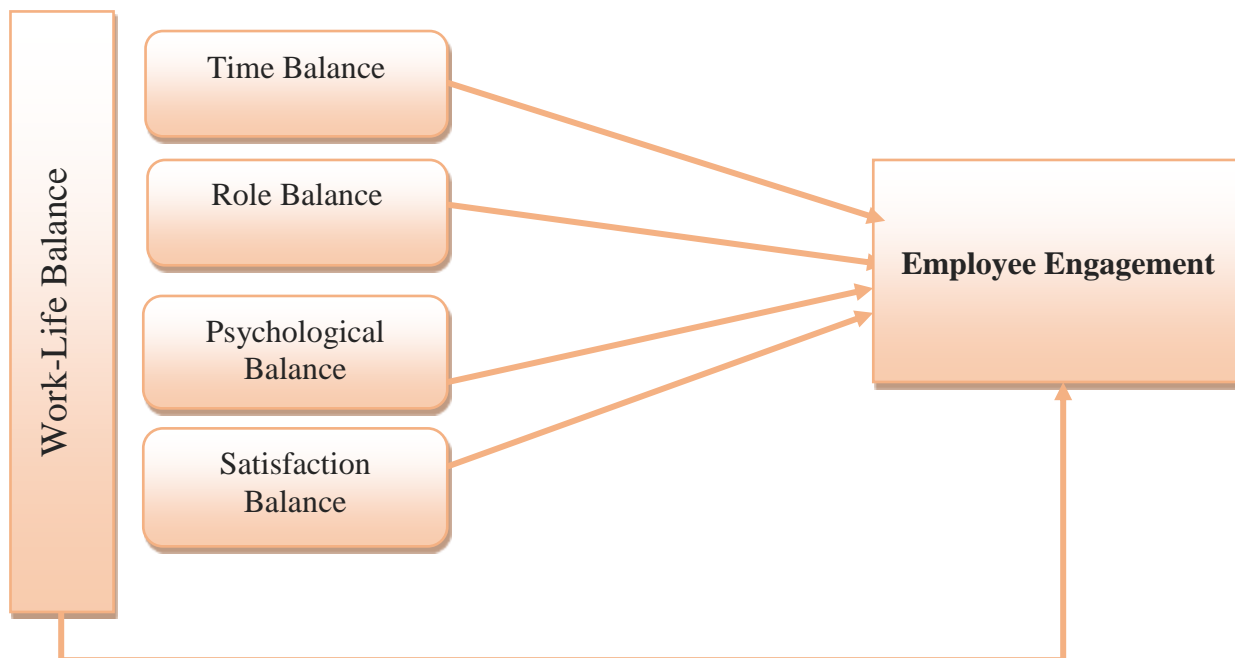
In his pioneering book *The Human Side of Enterprise*, Douglas McGregor created Theory X and Theory Y in 1960. In these theories, he presented opposite sets of beliefs that managers have about workers. Theory X is based on a very negative view of human beings: it presumes that the workers generally hate work, try to evade responsibility, etc. Hence, they need to be closely monitored and controlled, and the only thing that could make them do the work is the provision of money and punishment threats. Managers who are in the category of Theory X usually build their administration on authority, strict control, and the chain of command (McGregor, 1960).

In a different manner, Theory Y comes to be based on the more positive view that work under the right conditions is as natural as play or rest. The theory proposes that humans are self-directing, crave responsibility and intrinsic rewards like personal achievement and growth. Theory Y suggests that the managers must be indeed the ones who build such an atmosphere where employee autonomy, participative leadership, idea generation and the merging of individual and company goals are taking place (Hindle, 2003; Robbins & Judge, 2019). This animalistic approach not only assures a high level of trust between parties but also leads to the dispersal of power, development of organizations that are more agile and innovative.

### Relevance to the Present Study

The significance of Theory X and Theory Y for this research on work-life balance and employee engagement is seen in the way these theories direct management attitudes and shape organizational culture. Managers of the Theory Y persuasion are generally more open to offering flexible working conditions, cooperative goal-setting, and giving employees the freedom to choose how they work, which are all important elements of a good work-life balance (Ojo & Salami, 2022). These practices create an atmosphere that encourages worker engagement through intrinsic motivation, psychological ownership, and even emotional connection with organizational goals. However, the other side of the coin, aptly viewed from the lens of Theory X, presents an environment that is characterized by strict regulations, top-down control, and stress, which ultimately results in disengagement and burnout. Thus, the comprehension of these theories provides insights into the ways that management presuppositions regarding the nature of man affect the execution of work-life policies and their resulting employee engagement levels in the manufacturing sector (Ogunyomi & Bruning, 2016).

### Conceptual Framework of the Study



**Figure 1:** Schematic representation of the relationship between work-life balance and employee engagement in manufacturing companies in Rivers State.

Source: Researcher's Design, 2025.

### Concept of Work-life Balance

Work-life balance is the term used to describe the state of being where an individual's professional and personal spheres are in harmony or the case of being able to prioritize them correctly. This is the situation when a person is able to hold his/her professional duties and personal responsibilities in such a way that neither of the two would be disturbed by the other. The concept of work-life balance is gradually becoming more and more important as it is being recognized as one of the major factors contributing to the well-being of workers in the modern world; especially in the manufacturing sector where heavy and demanding work schedules are common. Besides, the fact that employees are constantly being over-stretched—sometimes through long work hours or high-pressure work environments—usually results in the employees suffering from stress, burnout and thus, lowering their overall quality of life (Adisa et al., 2017). Moreover, the struggles of balancing work and personal life not only take a toll on the health of the workers and their family relations, but they also result in reduced performance and employee turnover in the workplace.

In Nigeria's manufacturing industry, characterized by long hours of work and rotation systems, gaining a work-life balance is a very complex issue. The problem is further aggravated by the economic situation that pushing the workers to do more or take up multiple jobs. It is often said that work-life balance is not simply about organizing time, but rather the employees are to be given the flexibility, autonomy, and organizational support to perform at their best in all spheres of life. Employers are increasingly expected to create supportive policies, such as flexible working arrangements, paid leaves, job-sharing, and on-site childcare facilities (Okonkwo & Obiora, 2021). The purpose of these interventions is to minimize the conflict between the roles of work and non-work, thus the employees' psychological well-being is boosted and their loyalty to the organization is increased.

In addition, the work-life balance has the progressive recognition of being a strategic element in the management of human resources and the development of organizations. It is directly connected to the factors of employee happiness, company citizenship behavior, and the performance of the entire firm. Researchers support the notion that the proper work-life balance strategies help to form the inclusive work atmospheres that attract top talent and keep them in the company (Oludayo et al., 2018). Companies that do not adopt work-life balance policies are likely to face high turnover rates, low morale, and disinterest among employees. Thus, the talk about work-life balance has changed from being an individual's problem to being everybody's issue with the emphasis on the employer's responsibility for providing the conditions that promote the health of the employee across work and life areas.

### **Dimensions of Work-life Balance**

#### **a. Time Balance**

Time balance denotes the right distribution of time between work and non-work activities. It puts the individual's skill to fulfill time-related demands in both areas without big disagreements or sacrifices in time as the major factor. In the manufacturing sector in Nigeria, the strict work schedules for shift workers normally result in the employees having very little personal time, which in turn causes them to be tired and less satisfied with life (Akanbi & Itiola, 2021). When the job takes up too much time it usually results in cutting off one's rest, family interactions, and social participation. Nevertheless, organizations that provide flexible working time options, compressed workweeks, or remote work choices are giving the staff a chance to handle their time in a more effective way which, in turn, will lead to the enhancement of control and reduction of stress. The balance between work and life not only leads to the improvement of employees' health and productivity but also to the increase of engagement, as workers consider themselves more supported and less limited.

#### **b. Role Balance**

Role balance refers to the capability of an individual to handle and fulfill different roles, like that of an employee, parent, spouse, or community member, without undergoing any conflict or overload between the roles. In the Nigerian cultural context, where family obligations are very much a part of social expectations, workers often take on several roles which require emotional and physical resources of considerable magnitude (Ojo & Salami, 2022). If workers are unable to coordinate their personal and professional lives in an efficient manner, then there will be conflict, and both areas will become less effective, and the workers may even become psychologically distressed. The company can provide support in terms of counseling services, family-friendly policies, and clear role expectations. When organizations introduce role clarity together with role conflict reduction, they will acquire a pool of employees who are more focused, motivated, and committed to the organization.

#### **c. Psychological Balance**

Psychological balance is a condition of mental and emotional stability that allows one to effectively cope with stress and the demands coming from both life and work. It shows the capability of an employee to keep their inner tranquility and feelings of achievement during times of competing priorities. Psychological balance is especially very important in environments with high stress like manufacturing plants where any mistakes could lead to safety hazards or production delays (Oludayo et al., 2018). On the contrary, the absence of psychological balance would perhaps be seen through the symptoms of burnout, anxiety, or even depression—all of which are very averse to employee performance and engagement. The mental health awareness programs, counseling, mindfulness training, and stress management workshops are some of the organizational interventions that have proved to be effective in helping employees achieve and maintain psychological balance. Moreover, open communication and supportive leadership can be other factors contributing to the formation of a psychologically safe environment.

#### **d. Satisfaction Balance**

Satisfaction balance indicates how much an employee enjoys his/her work and personal life and how this enjoyment impacts his/her welfare. It shows whether people feel satisfied and joyful in different areas of their lives and whether the winning of one area allows or prevents the other from being successful. Employees who see their personal life as satisfactory are likely to be more resilient and optimistic at the workplace (Okonkwo & Obiora, 2021). Also, satisfaction balance means that success at work does not imply loss of personal happiness or the opposite. When organizations develop a culture that acknowledges and respects employees' need for fulfillment—by means of reward systems, appreciation, and providing career development opportunities—such employees' loyalty and engagement will be at a higher level.

### Concept of Employee Engagement

Employee engagement signifies the positive, satisfying, and work-related state of mind of people which is characterized by vigor, dedication, and absorption. It is a reflection of the emotional and cognitive involvement of the employees in their work and their motivation to contribute to the success of the organization (Schaufeli & Bakker, 2004). In practical life, engaged employees are those who work beyond the limits of their job descriptions—they are full of spirit, takers of initiative, and faithful. In Nigeria's manufacturing companies, where the repetitive and sometimes stressful nature of tasks constitutes the environment, employee engagement is recognized as a major factor in productivity, quality control, and even innovation. Very engaged workers are not likely to be absent at all, will commit fewer mistakes, and will be more willing to work together and achieve the company's goals.

A disengaged workforce can negatively impact the outcomes of the organization significantly. The absenteeism, lower productivity, bad customer service, and ultimately, the turnover of staff are the main issues that are caused by the lack of engagement. This scenario is very alarming in the manufacturing sector as the output is largely dependent on human efficiency and accuracy. Engagement, according to research, acts as a mediator between supportive workplace practices—like work-life balance—and major performance outcomes (Ogunyomi & Bruning, 2016). Hence, when employees feel that the organization does not care about their well-being, the bond between them and the organization becomes weaker, and they are less likely to give their extra effort.

Employee engagement is not only the duty of the employees but rather the involvement of the entire organizational hierarchy. Engagement practices that work well are - feedback, recognition, and professional development "the managers and employees making decisions together" and a culture of trust and inclusion, which are gradually becoming the preferred management styles all the more in Nigeria. Proper treatment, management of relationships, and communal spirit have been highlighted by Nigerian researchers as the most important factors in relation to motivation at work (Nnaji-Ihedinmah & Egbunike, 2015). As a result, manufacturing firms that integrate their engagement strategies with such practices and supportive work-life policies are more likely to have a sustained challenge in the form of motivated employees turned into performance.

### Empirical Review

Nwibere (2023) investigates the connection between work-life balance (WLB) tactics and employee engagement (EE) in the food and beverage (F&B) sector. Through a quasi-experimental method, data was collected from 165 employees in the selected F&B companies using a closed-ended questionnaire with a Likert-type scale. The analysis of the data with the Pearson's Product Moment correlation statistical technique indicated the presence of a positive and significant association between the dimensions of work-life balance strategies and the measures of employees' engagement within the food and beverage industry. More precisely, the findings point to a very strong positive and significant correlation between Work interference with personal life and the measures of employees' engagement: employees' emotional engagement and employees' behavioral engagement, with the values from 0.894 to 0.881, respectively. In addition, personal life interference with work shows a strong positive correlation with the measures of employees' engagement, accounting for 72.5% to 83.5% of emotional and behavioral engagement, respectively. Moreover, work enhancement of personal life initiatives and personal life enhancement of work initiatives demonstrated very strong positive correlations with the measures of employees' engagement, explaining up to 74% to 85% of emotional and behavioral engagement, respectively. These results are in line with previous studies, underlining the necessity of dealing with Work-Life Balance problems to raise employees' engagement levels. On the practical side, the study highlights the need for Food and Beverage industry managers to focus on the strategies that reduce work-life interference, like flexible scheduling and family-friendly policies, to increase employee engagement levels.

In Udin's study (2023), employees' performance in organizations was widely analyzed with work-life balance as the main factor affecting it. Researchers also considered the mediation of affective commitment and job satisfaction in the connection between work-life balance and employee performance (Akoh & Amah, 2016). The data for the study were drawn from a self-administered questionnaire survey in the form of a plywood manufacturing company in Indonesia where the sample size was 146. The smartPLS-SEM method was employed for hypothesis testing. It was concluded from the results that a balanced work-life balance considerably boosts affective commitment and job satisfaction and thus increases employee performance. Moreover, the research has claimed that affective commitment and job satisfaction are powerful mediators of the impact of work-life balance on employee performance.

### METHODOLOGY



The research accomplished the correlational research model. With the use of the model, data was collected to see the direction and size of the relationship between the independent and the dependent variable(s) (Ahukannah & Ugoji, 2017). Therefore, the model was thought to be perfect for the study, as it unravelled the relationship between work-life balance and employees' engagement of manufacturing firms in Rivers State. The research was executed in Rivers State. Rivers state is part of Nigeria's Niger Delta region which is located in the south of the country. The state of Rivers is to the north of Imo and Abia States, east of Akwa Ibom State and west of Bayelsa and Delta States, having been separated from the former Eastern Region in 1967. The state of Rivers is the 26th largest state in Nigeria by area, 11,077 km<sup>2</sup> (4,277 sq mi). The state capital, Port Harcourt, is a busy city that acts as the center of Nigeria's oil industry (Rivers State Government, 2019). Rivers State has the sixth largest population in Nigeria, with the number of 7,745,000 people as of 2018 (Rivers State Government, 2019).

Rivers State is a colorful state with its wide range of different cultures and minority ethnic groups like Ogonis, Ikwerre, Ijaws and Okrikas among others. The state is also a linguistically rich country as its 28 indigenous languages are reportedly spoken in the state. The Rivers state senatorial districts are Rivers East, Rivers South East and Rivers West. The state is famous for its large deposits of crude oil and natural gas, which are more than 60% of Nigeria's total oil production (Rivers State Government, 2019).

The population of the study included 2,652 workers from ten (10) randomly chosen manufacturing companies located in Rivers State. These companies included; Pabod Breweries Ltd, Pokobros Foods & Chemical Industries Ltd, Lannol Table Water, First Aluminum Plc, Nigeria Bottling Co. Plc, Cadbury Nig. Plc, Nestle Nig Plc, Dufil Prima Foods, Dangote Sugar Ref. Plc, and Honeywell flour Mill (Source: HR, Department of Selected Companies, 2025).

A total of 335 manufacturing company workers from Rivers State formed the study's population. The sample size was calculated according to the Krejcie and Morgan (1970) sample size determination table's suggestion. The table suggested that the sample size of 335 should be adopted for a population of 2,600-2,799 (Detail in Appendix A). The study's selected companies were done through simple random sampling technique, and the employees from the selected manufacturing companies were done by stratified random sampling. The study's manufacturing companies were selected based on some criteria. They include the following: easy access to the companies, large number of employees, good human resource development history, and positive business growth over time. Nonetheless, the stratified simple random sampling technique was implemented to choose the respondents from their respective companies, ensuring that all respondents had an equal chance of participating in the study.

The primary data for this study were collected through the researcher-designed 25-item questionnaire titled "Work-life Balance and Employees' Engagement Questionnaire (WBEEQ)". The questionnaire was structured into two parts; Section A solicited the demographic data of the respondents, while Section B consisted of the items of the questionnaire that were organized into two subsections (Part I & II). Part I provided the items relating to the independent variable, and Part II provided the items relating to the dependent variable. Within each subsection, the items were grouped into 10-item clusters. The responses were scored using a 4-point rating scale from "Strongly Agree (SA) – 4, Agree (A) – 3, Disagree (D) -2, & Strongly Disagree (SD) – 1", with a criterion mean of 2.5.

The instrument was validated by an expert in the field of Measurement and Evaluation and an experienced scholar in the field of Management Sciences. They examined the items of the questionnaire to ensure that they measure what they ought to measure.

The instrument was further tested for reliability through a pilot testing technique involving 20 employees of a Manufacturing Company in Bayelsa State – outside the study area. The result of the reliability coefficient of WBEEQ = 0.842 was determined through Cronbach's Alpha.

The data collected were descriptively analyzed using the Statistical Package for Social Science (SPSS) version 22. Thus, the Pearson Product Moment Correlation (PPMC) was used to answer the research questions, while Linear Regression Analysis was used to test the null hypotheses at the 0.05 level of significance.

## RESULTS AND DISCUSSION

### Research and Analysis

**Research Question One:** What is the relationship between time balance and employees' engagement in manufacturing companies in Rivers State?

**Table 1: PPMC analysis on the relationship between time balance and employees' engagement in manufacturing companies in Rivers State**

Variables	Mean	Std. Dev	n	r	Remark
Time Balance	14.95	2.07	335	0.77	Strong
Employee Engagement	15.44	2.08			

Source: SPSS Computation, 2025.

Table 1 shows the relationship between time balance and employees' engagement in manufacturing companies in Rivers State. The result indicated that the relationship that exist between time balance and employee engagement in manufacturing companies in Rivers State is strong ( $r = 0.77$ ,  $r \leq \pm 0.60$  to  $\pm 0.79$ ). The implication of this result is that time balance by employees of manufacturing companies has a strong correlation with employee engagement which if attained, guarantees a better work-life balance in manufacturing companies in Rivers State.

**Research Question Two:** What is the relationship between role balance and employees' engagement in manufacturing companies in Rivers State?

**Table 2: PPMC analysis on the relationship between role balance and employees' engagement in manufacturing companies in Rivers State**

Variables	Mean	Std. Dev	n	r	Remark
Role Balance	15.20	2.06	335	0.87	Very Strong
Employee Engagement	15.44	2.08			

Source: SPSS Computation, 2025.

Table 2 shows the relationship between role balance and employees' engagement in manufacturing companies in Rivers State. The result indicated that the relationship that exist between role balance and employee engagement in manufacturing companies in Rivers State is very strong ( $r = 0.87$ ,  $r \leq \pm 0.80$  to  $\pm 1.00$ ). The implication of this result is that role balance by employees of manufacturing companies has a strong correlation with employee engagement which if attained, guarantees a better work-life balance in manufacturing companies in Rivers State.

**Research Question Three:** What is the relationship between psychological balance and employees' engagement in manufacturing companies in Rivers State?

**Table 3: PPMC analysis on the relationship between psychological balance and employees' engagement in manufacturing companies in Rivers State**

Variables	Mean	Std. Dev	n	r	Remark
Psychological	15.14	2.06	335	0.87	Very Strong
Employee Engagement	15.44	2.08			

Source: SPSS Computation, 2025.

Table 3 shows the relationship between psychological balance and employees' engagement in manufacturing companies in Rivers State. The result indicated that the relationship that exist between psychological balance and employee engagement in manufacturing companies in Rivers State is very strong ( $r = 0.87$ ,  $r \leq \pm 0.80$  to  $\pm 1.00$ ). The implication of this result is that psychological balance by employees of manufacturing companies has a strong correlation with employee engagement which if attained, guarantees a better work-life balance in manufacturing companies in Rivers State.

**Research Question Four:** What is the relationship between satisfaction balance and employees' engagement in manufacturing companies in Rivers State?

**Table 4: PPMC analysis on the relationship between satisfaction balance and employees' engagement in manufacturing companies in Rivers State**

Variables	Mean	Std. Dev	n	r	Remark
Satisfaction Balance	15.03	1.97			

Employee Engagement	15.44	2.08	335	0.86	Very Strong	<b>Source:</b> SPSS Computation, 2025.
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Table 4 shows the relationship between satisfaction balance and employees' engagement in manufacturing companies in Rivers State. The result indicated that the relationship that exist between satisfaction balance and employee engagement in manufacturing companies in Rivers State is very strong ( $r = 0.86$ ,  $r \leq \pm 0.80$  to  $\pm 1.00$ ). The implication of this result is that satisfaction balance by employees of manufacturing companies has a strong correlation with employee engagement which if attained, guarantees a better work-life balance in manufacturing companies in Rivers State.

**Hypothesis One:** There is no significant relationship between time balance and employees' engagement in manufacturing companies in Rivers State.

**Table 4.5: Summary of linear regression of the relationship between time balance and employees' engagement in manufacturing companies in Rivers State**

Variables	Coefficients	Std. Error	t	Sig.
(Constant)	3.96	0.53	7.43	0.000
Time Balance	0.77	0.04	21.71	0.000*
R	0.77 <sup>a</sup>			
R-squared	0.59			
Adjusted R-squared	0.59			
F-statistic	471.13			
P-value	0.000 <sup>b</sup>			
df	333			

- Dependent Variable: Employee Engagement
- Independent Variable: Time Balance
- \*Items show significant relationship with the dependent variable at the 0.05 level of significance

**Source:** SPSS Computation, 2025.

The result of Table 5 shows that r-value of 0.77 indicates a strong relationship between time balance and employees' engagement in manufacturing companies in Rivers State. The  $r^2$ -value of 0.59 indicated roughly the variation of 59% to the relationship between time balance and employee engagement in manufacturing companies in Rivers State. Furthermore, since, F-statistic = 471.13,  $t = 21.71$ , at  $df = 333$ , and  $p = 0.00 < 0.05$ , hence, null hypothesis one is rejected at the 0.05 level of significance. Therefore, there is significant relationship between time balance and employees' engagement in manufacturing companies in Rivers State.

**Hypothesis Two:** There is no significant relationship between role balance and employees' engagement in manufacturing companies in Rivers State.

**Table 4.6: Summary of linear regression of the relationship between role balance and employees' engagement in manufacturing companies in Rivers State**

Variables	Coefficients	Std. Error	t	Sig.
(Constant)	2.10	0.42	5.05	0.00
Role Balance	0.88	0.03	32.38	0.000*
R	0.87 <sup>a</sup>			
R-squared	0.76			
Adjusted R-squared	0.76			
F-statistic	1048.64			
P-value	0.000 <sup>b</sup>			
df	333			

- Dependent Variable: Employee Engagement
- Independent Variable: Role Balance
- \*Items show significant relationship with the dependent variable at the 0.05 level of significance

**Source:** SPSS Computation, 2025.

The result of Table 6 shows that r-value of 0.87 indicates a strong relationship between role balance and employees' engagement in manufacturing companies in Rivers State. The  $r^2$ -value of 0.76 indicated roughly the variation of 76% to the relationship between role balance and employee engagement in manufacturing companies in Rivers State. Furthermore, since, F-statistic = 1048.64,  $t = 32.38$ , at  $df = 333$ , and  $p = 0.00 < 0.05$ , hence, null hypothesis two is rejected at the 0.05 level of significance. Therefore, there is significant relationship between role balance and employees' engagement in manufacturing companies in Rivers State.



**Hypothesis Three:** There is no significant relationship between psychological balance and employees' engagement in manufacturing companies in Rivers State.

**Table 4.7: Summary of simple linear regression of the relationship between psychological balance and employees' engagement in manufacturing companies in Rivers State**

Variables	Coefficients	Std. Error	t	Sig.
(Constant)	2.15	0.42	5.13	0.00
Psychological Balance	0.88	0.03	31.94	0.00*
R	0.87 <sup>a</sup>			
R-squared	0.75			
Adjusted R-squared	0.75			
F-statistic	1020.41			
P-value	0.000 <sup>b</sup>			
df	333			

- a. Dependent Variable: Employee Engagement  
 b. Independent Variable: Psychological Balance  
 c. \*Items show significant relationship with the dependent variable at the 0.05 level of significance

Source: SPSS Computation, 2025.

The result of Table 7 shows that r-value of 0.88 indicates a strong relationship between psychological balance and employees' engagement in manufacturing companies in Rivers State. The  $r^2$ -value of 0.75 indicated roughly the variation of 75% to the relationship between psychological balance and employee engagement in manufacturing companies in Rivers State. Furthermore, since, F-statistic = 1020.41,  $t = 31.94$ , at  $df = 333$ , and  $p = 0.00 < 0.05$ , hence, null hypothesis three is rejected at the 0.05 level of significance. Therefore, there is significant relationship between psychological balance and employees' engagement in manufacturing companies in Rivers State.

**Hypothesis Four:** There is no significant relationship between satisfaction balance and employees' engagement in manufacturing companies in Rivers State.

**Table 4.8: Summary of simple linear regression of the relationship between satisfaction balance and employees' engagement in manufacturing companies in Rivers State**

Variables	Coefficients	Std. Error	t	Sig.
(Constant)	1.73	0.44	3.92	0.00
Satisfaction Balance	0.91	0.03	31.26	0.00*
R	0.86 <sup>a</sup>			
R-squared	0.75			
Adjusted R-squared	0.75			
F-statistic	977.08			
P-value	0.000 <sup>b</sup>			
df	333			

- a. Dependent Variable: Employee Engagement  
 b. Independent Variable: Satisfaction Balance  
 c. \*Items show significant relationship with the dependent variable at the 0.05 level of significance

Source: SPSS Computation, 2025.

The result of Table 8 shows that r-value of 0.86 indicates a strong relationship between satisfaction balance and employees' engagement in manufacturing companies in Rivers State. The  $r^2$ -value of 0.75 indicated roughly the variation of 75% to the relationship between satisfaction balance and employee engagement in manufacturing companies in Rivers State. Furthermore, since, F-statistic = 977.08,  $t = 31.26$ , at  $df = 333$ , and  $p = 0.00 < 0.05$ , hence, null hypothesis four is rejected at the 0.05 level of significance. Therefore, there is significant relationship between satisfaction balance and employees' engagement in manufacturing companies in Rivers State.

### Discussion of Findings

This research focused on work-life balance and employee engagement in the manufacturing sector of Rivers State. Nevertheless, the information presented in Table 1 indicates that the time balance achieved by workers in the manufacturing sector is positively correlated with worker engagement to the degree that a good work-life balance in the manufacturing sector in Rivers State is assured by its occurrence. Moreover, the results in Table 5 point out that there is a relationship of considerable significance between time balance and employee engagement in manufacturing companies located in Rivers State. In this connection, Nwibere (2023) came up with similar findings when he conducted his study and reported that there is a strong positive and significant correlation between

Work interference with personal life and the measures of employees' engagement: employees' emotional engagement and employees' behavioral engagement, which means that strategies that mitigate work-life interference, such as flexible scheduling and family-friendly policies, should be adopted to foster higher employee engagement levels.

The data presented in Table 2 indicates that the role balance among the employees of the manufacturing industry is highly correlated with employee engagement, which, if reached, will ensure a better work-life balance in the manufacturing sector of Rivers State. Meanwhile, the figures from Table 6 confirmed that there is a significant association between role balance and employees' engagement in the manufacturing sector of Rivers State. This conclusion is in line with the findings of Nwibere's (2023) research which showed that the interference of personal life with work has a considerable positive correlation with the measures of employees' engagement, even granting 72.5% to 83.5% of emotional and behavioral engagement, respectively.

The data presented in Table 2 indicates that the role balance among the employees of the manufacturing industry is highly correlated with employee engagement, which, if reached, will ensure a better work-life balance in the manufacturing sector of Rivers State. Meanwhile, the figures from Table 6 confirmed that there is a significant association between role balance and employees' engagement in the manufacturing sector of Rivers State. This conclusion is in line with the findings of Nwibere's (2023) research which showed that the interference of personal life with work has a considerable positive correlation with the measures of employees' engagement, even granting 72.5% to 83.5% of emotional and behavioral engagement, respectively.

## Conclusions

The study investigated the linkage between work-life balance and employee engagement in the manufacturing sector of Rivers State, dealing with four major work-life balance aspects: time, role, psychological, and satisfaction. The outcomes demonstrated that all the above dimensions had a strong and positive significant relationship with employee engagement, which means that workers who are able to manage their work and personal life well, will likely be engaged, productive, and loyal to their companies.

Drawing on the findings, this work asserts that work-life balance is not solely a matter of welfare but a strategic factor to improve organizational performance. The manufacturing industry needs to view the HR policy that way, and the HR managers and even the policymakers should be aware that the employees who are provided with the space for rest, family obligations, emotional well-being, and role-satisfaction will in turn be the ones who show enthusiasm, commitment, and extra effort in the workplace. Neglecting these factors might cause a turnoff, depressed spirits, and increased turnover, which will, in turn, hurt the organizations' production.

## Recommendations

Based on the findings, the study recommended as follows:

1. Manufacturing companies should implement flexible scheduling or shift adjustments to allow employees more personal time. This could include staggered work hours or reduced overtime, which would help employees rest adequately and return to work refreshed and more engaged.
2. Employers should introduce employee assistance programs (EAPs) and work-family support systems to help staff manage multiple roles. These could include childcare support, family leave policies, and counseling services to prevent role conflict and improve engagement.
3. Companies should invest in stress management programs and promote a psychologically safe work environment. Providing mental health resources, mindfulness sessions, and periodic wellness checks can help employees maintain emotional balance and deepen their connection to the organization.
4. Organizations should regularly assess and improve employee satisfaction through surveys and feedback mechanisms. Creating a recognition system and offering opportunities for career growth and personal development can increase both life satisfaction and job engagement.

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