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The Role of Employee Engagement in the Relationship between Worklife Balance and Employee Performance in Sa'adu Zungur University, Bauchi

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Abstract: *In today's competitive landscape, the interplay between worklife balance, employee engagement, and employee performance is crucial for organizational success. This study investigates how employee engagement mediates the relationship between worklife balance and employee performance at Sa'adu Zungur University, Bauchi state Nigeria. Utilising a positivist approach, a sample of 300 staff members was selected from a population of 1,850, employing multiple regression analysis to assess the relationships among the variables. The findings revealed significant positive relationships: worklife balance (coefficient = 0.567, $p < 0.000$) and employee engagement (coefficient = 0.789, $p < 0.000$) both significantly influence employee performance. Mediation analysis confirmed that employee engagement partially mediates the relationship between worklife balance and performance, leading to the rejection of all null hypotheses. These insights highlight the need to prioritising worklife balance and employee engagement to improve performance. Organizations should implement work-life balance policies, invest in employee engagement programmes, and foster a supportive organizational culture. This study contributes to the understanding of employee management in developing economies, providing a framework for future research and practical implications for policymakers.*

Keywords: WorkLife Balance, Employee Engagement, Employee Performance, Mediation Analysis, Developing Economies

INTRODUCTION

In today's fast paced and competitive global landscape, the interplay between worklife balance, employee engagement, and employee performance has emerged as a critical area of investigation for organisations striving for sustainable success. The modern workforce is increasingly demanding flexible work arrangements that accommodate personal commitments while maintaining productivity. This shift necessitates a deeper understanding of how worklife balance influences employee performance, particularly through the mediating role of employee engagement.

This study aims to explore this dynamic within the context of Nigeria, contributing to the Sa'adu Zungur University, Bauchi growing body of literature that seeks to unravel the complexities of employee management in both developed and developing economies. Employee performance is a multifaceted construct that encompasses the efficiency,

effectiveness, and quality of work produced by individuals within an organisation. It is widely acknowledged as a key determinant of organisational success, directly impacting profitability, productivity, and overall workplace morale (Armstrong & Taylor, 2020). High performing employees not only contribute to achieving organisational goals but also foster a positive work environment that can enhance the performance of their peers (Bakker & Demerouti, 2021)

Research into employee performance has shown varying trends across different economies. For instance, in the United States, a study by Gallup (2023) revealed that only 34% of employees feel engaged at work, highlighting a significant opportunity for improvement. In the United Kingdom, the Office for National Statistics (2022) reported that employee productivity growth has stagnated, with many workers feeling overwhelmed by their workloads.

Conversely, in developing economies such as India, a study by the World Bank (2023) indicated that employee performance is often hampered by inadequate infrastructure and limited access to training resources, resulting in a productivity gap compared to their developed counterparts. Similarly, in Nigeria, a report by the National Bureau of Statistics (2022) indicated that employee performance is adversely affected by economic instability and lack of supportive workplace policies.

In contrast, developing countries face unique challenges in achieving work life balance. For example, in South Africa, a study by the Institute for Futures Research (2022) found that many employees struggle to achieve balance due to long working hours and limited access to family friendly policies. In Nigeria, cultural expectations often place a heavy burden on employees to prioritise work over personal commitments, leading to increased stress and decreased job satisfaction (Olaoye & Akinyemi, 2022). Research in this area remains limited, particularly regarding the impact of worklife balance on employee performance in developing economies. Therefore, it is essential to investigate how worklife balance initiatives can be effectively implemented to enhance employee performance.

As organisations seek to improve employee performance through work life balance, the role of employee engagement cannot be overlooked. Employee engagement is defined as the level of commitment and involvement an employee has towards their organisation and its values (Saks, 2021). Engaged employees are more likely to go above and beyond their job requirements, fostering a culture of excellence and innovation within their organisations (Bakker & Demerouti, 2021). The importance of employee engagement is underscored by research indicating that organisations with high levels of engagement experience 21% higher profitability and 17% higher productivity (Gallup, 2023). However, achieving high employee engagement levels presents its own set of challenges, particularly in the context of work life balance.

In developed economies, studies have shown that organisations prioritising employee engagement witness significant improvements in performance metrics. For instance, in Germany, a study by the Federal Statistical Office (2022) found that companies with high employee engagement levels reported 25% higher productivity. In contrast, developing economies like Kenya face challenges in fostering employee engagement due to limited resources and infrastructure (World Bank, 2023). A survey conducted by the Kenya National Bureau of Statistics (2022) revealed that only 30% of employees felt engaged in their work,

primarily due to inadequate support from management. Similarly, in Nigeria, employee engagement remains low, with numerous studies indicating that many employees feel disconnected from their organisations due to a lack of recognition and support (Olaoye & Akinyemi, 2022).

The consequences of failing to address these issues are significant. Organisations that neglect the importance of work life balance and employee engagement risk facing high turnover rates, reduced productivity, and a negative organisational culture (Kahn et al., 2022).

A study by Gallup (2023) found that disengaged employees cost businesses an estimated $450 billion annually in lost productivity. Moreover, the lack of research on the mediating role of employee engagement in this context leaves a gap in understanding how organisations can effectively leverage worklife balance to enhance employee performance.

To address these challenges, it is crucial to investigate the current state of employee engagement and work life balance in the context of Sa'adu Zungur University, Bauchi. By identifying the specific challenges faced by employees and exploring the potential for improved engagement through worklife balance initiatives, this study aims to contribute to the existing body of knowledge and provide actionable recommendations for organisations seeking to enhance employee performance.

RESEARCH QUESTIONS

1. What is the relationship between worklife balance and employee performance at Sa'adu Zungur University, Bauchi?
2. What is the relationship between worklife balance and employee engagement among employees at Sa'adu Zungur University, Bauchi?
3. To what extent does employee engagement affect employee performance at Sa'adu Zungur University, Bauchi?
4. To what extent does employee engagement mediate the relationship between worklife balance and employee performance at Sa'adu Zungu University, Bauchi?

The primary objectives of this study are to:

1. Assess the effect of worklife balance on employee performance at Sa'adu Zungur University, Bauchi.
2. Examine the impact of worklife balance on employee engagement among employees at Sa'adu Zungur University, Bauchi.
3. To assess the relationship between employee engagement and employee performance at Sa'adu Zungur University, Bauchi.
4. Investigate the mediating role of employee engagement in the relationship between worklife balance and employee performance at Sa'adu Zungur University, Bauchi.

Based on these objectives, the following hypotheses are proposed:

H_1: Worklife balance has a significant positive effect on employee performance at Sa'adu Zungur University, Bauchi.

H_2: Worklife balance has a significant positive effect on employee engagement at Sa'adu Zungur University, Bauchi.

H_3: Employee engagement has a significant positive effect on employee performance at Sa'adu Zungur University, Bauchi.

H_4: Employee engagement significantly mediates the relationship between work life balance and employee performance at Sa'adu Zungur University, Bauchi.

This study is positioned to fill the gaps in existing research by providing empirical evidence on the interplay between worklife balance, employee engagement, and employee performance within a developing economy context.

By focusing on Sa'adu Zungur University, Bauchi, the research aims to contribute to a deeper understanding of how organisations can implement effective worklife balance initiatives that foster employee engagement and enhance overall performance.

The findings are expected to have practical implications for policymakers and organisational leaders, guiding them in creating supportive work environments that prioritize employee wellbeing and performance.

LITERATURE REVIEW

Employee Performance

Employee performance is a critical construct in organisational behaviour, defined as the effectiveness with which employees fulfill their job responsibilities and contribute to the overall goals of the organisation (Armstrong & Taylor, 2020). It encompasses various dimensions, including productivity, quality of work, and adherence to organisational values. Understanding employee performance is crucial for organisations seeking to optimise their human capital, as it directly influences profitability, competitiveness, and sustainability (Bakker & Demerouti, 2021). The significance of employee performance cannot be overstated; it serves as a barometer for organisational health and employee satisfaction, ultimately shaping the workplace culture and driving success.

In developed economies, extensive research has focused on the determinants of employee performance, highlighting factors such as motivation, job satisfaction, and organisational commitment. For instance, a study by Gallup (2023) in the United States revealed that organisations with high employee engagement levels report 21% higher profitability compared to those with low engagement.

Similarly, in the United Kingdom, the Office for National Statistics (2022) found that employee productivity is significantly influenced by job satisfaction and worklife balance. These findings underscore the importance of fostering a positive work environment to enhance employee performance. However, despite the wealth of knowledge in this area, gaps remain, particularly regarding the long-term impact of remote work on employee performance post pandemic.

Conversely, research in developing economies presents a different narrative. In India, for instance, a study by the World Bank (2023) highlighted that employee performance is often constrained by inadequate infrastructure and limited access to training and development resources. This lack of investment in human capital translates into lower productivity levels compared to their counterparts in developed nations. Furthermore, in Nigeria, Olaoye and Akinyemi (2022) identified that cultural expectations and economic instability significantly

hinder employee performance. These challenges illustrate the complex interplay between contextual factors and employee performance in developing economies, necessitating tailored approaches to enhance productivity.

Despite the existing literature, several deficiencies persist in the current understanding of employee performance. Many studies have primarily focused on individual level factors, often neglecting the organisational and environmental contexts that shape employee behaviour. For example, while motivation is acknowledged as a key driver of performance, the role of leadership styles and organizational culture remains underexplored (Kahn et al., 2022). Additionally, most research has been conducted in specific industries, limiting the generalizability of findings across different sectors and cultural contexts.

Furthermore, the COVID19 pandemic has dramatically reshaped the landscape of employee performance, necessitating a reevaluation of existing frameworks and models. Remote work has introduced new dynamics, challenging traditional notions of productivity and performance evaluation. Research by Gallup (2023) indicates that while remote work can enhance flexibility and worklife balance, it also poses challenges related to communication and collaboration, which can impact performance. Understanding how these factors interact in both developed and developing economies will be essential for organisations aiming to navigate the post pandemic workforce landscape effectively.

WorkLife Balance

Worklife balance (WLB) refers to the equilibrium between an individual's professional responsibilities and personal life commitments, encompassing family, leisure and selfcare (Greenhaus & Allen, 2011). This concept has gained significant traction in both academic and organisational discourse, particularly as the boundaries between work and personal life continue to blur in today's fast paced, technology driven world. A well-balanced worklife dynamic is essential for employee wellbeing, productivity and overall job satisfaction, making it a critical area of study for organisations aiming to foster a healthy workplace culture (Kreiner et al., 2020).

The importance of worklife balance is underscored by its impact on employee performance and organisational success. Research in developed economies has consistently shown that organisations promoting WLB initiatives experience lower turnover rates, higher employee engagement, and improved productivity (Bakker & Demerouti, 2021).

For example, a study in the United States by Gallup (2023) indicated that employees who perceive their employers as supportive of worklife balance are 21% more likely to report feeling engaged in their work.

Similarly, in the United Kingdom, the Office for National Statistics (2022) found that organisations implementing flexible work arrangements saw a significant increase in employee satisfaction and retention. Such findings highlight the necessity for organisations to prioritize worklife balance as a strategic imperative to enhance employee wellbeing and drive performance.

Despite the growing body of literature on work life balance, several deficiencies persist in the current understanding of this construct. Many studies have primarily focused on individual level factors, such as personal preferences and coping strategies, while neglecting the organisational and systemic influences that shape worklife dynamics (Kahn et al., 2022).

Furthermore, existing research often fails to account for the intersectionality of gender, culture, and socioeconomic status, which can significantly impact individuals' experiences of work life balance. For instance, while women are often disproportionately affected by work life conflict, the nuances of how this conflict manifests in different cultural contexts remain underexplored (Hofmann et al., 2021). This gap in knowledge highlights the need for more comprehensive studies that consider diverse perspectives and contexts in the discourse on worklife balance.

Moreover, the COVID19 pandemic has introduced new complexities to the work life balance landscape. Remote work has become a double-edged sword, offering flexibility while also blurring the boundaries between work and personal life (Gallup, 2023).

Research indicates that while some employees appreciate the flexibility of remote work, others struggle with the challenges of isolation and the inability to "switch off" from work (Kreiner et al., 2020). Understanding how these dynamics play out in both developed and developing economies is crucial for organisations aiming to implement effective worklife balance policies in a post pandemic world.

Employee Engagement

Employee engagement has emerged as a critical area of study in organisational behaviour, reflecting the emotional commitment employees have towards their work and the organisation. According to Kahn (1990), employee engagement encompasses the physical, cognitive, and emotional aspects of an employee's involvement in their work. This multidimensional perspective is essential for understanding how engagement influences organizational performance. In developed economies, scholars like Saks (2021) have emphasised the role of job characteristics and organisational support in fostering engagement.

Conversely, in developing economies, researchers such as Mone and London (2022) have highlighted the socioeconomic factors that shape employee engagement experiences. This divergence illustrates the need for a comprehensive understanding of engagement across different contexts.

The importance of employee engagement cannot be overstated, as it directly correlates with increased productivity, job satisfaction and retention rates. Harter et al. (2021) found that organisations with high employee engagement scores experience significantly lower turnover rates and higher profitability.

This finding is echoed in the work of Albrecht et al. (2023), who argue that engaged employees are more likely to contribute positively to organisational culture and innovation. However, while much is known about the benefits of engagement in developed economies, less attention has been paid to how these dynamics play out in developing contexts, where cultural and economic factors may influence engagement differently.

Despite the growing body of literature, significant challenges remain in the study of employee engagement. In developed economies, research has often focused on quantitative measures of engagement, potentially overlooking qualitative insights that could provide a deeper understanding of employee experiences (Saks, 2021).

Additionally, the reliance on Western centric models of engagement may limit the applicability of findings in diverse cultural settings. In developing economies, studies have

often highlighted systemic issues such as economic instability and lack of resources, which can impede engagement efforts (Mone & London, 2022). This gap indicates a need for more nuanced research that considers the interplay of local contexts with global engagement frameworks.

Furthermore, there is a notable deficiency in longitudinal studies that track engagement over time, particularly in developing economies. Most existing research provides a snapshot of engagement levels without considering how they evolve with changing organizational dynamics (Albrecht et al., 2023). This oversight limits the ability to draw comprehensive conclusions about the effectiveness of engagement strategies.

Future research should aim to fill these gaps by employing mixed method approaches that combine quantitative data with qualitative insights, thereby enriching the understanding of employee engagement across various contexts.

CONCEPTUAL FRAMEWORK

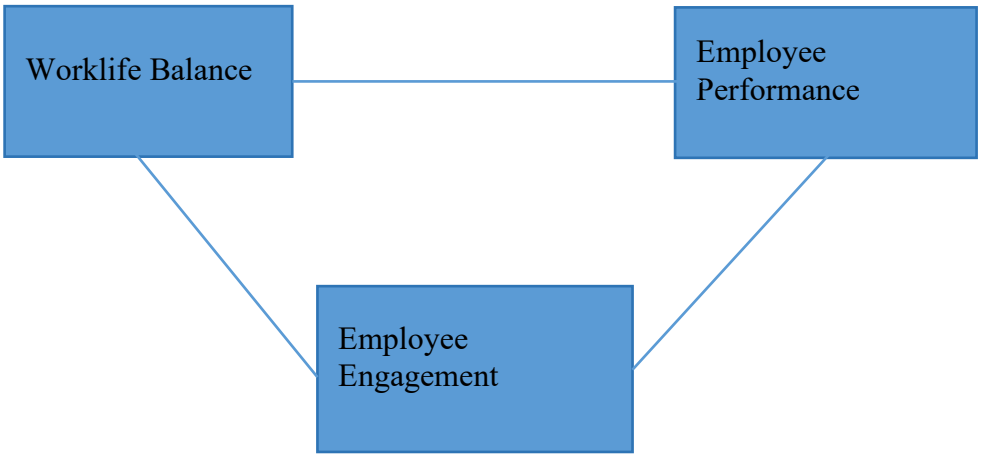

Fig 1: *Conceptual framework.*
Research Survey 2025.

THEORETICAL REVIEW

The underpinning theory for this study is the Job Demands Resources (JDR) model, originally proposed by Bakker and Demerouti (2007). This model posits that employee wellbeing and performance are influenced by the interplay between job demands and resources. In the context of worklife balance, job demands refer to the pressures and responsibilities associated with work, while job resources encompass supportive workplace policies and practices that facilitate balance, such as flexible working arrangements.

The JDR model's first usage highlighted the importance of understanding how resources can mitigate the negative effects of high demands, thereby enhancing engagement and performance.

One of the core assumptions of the model is that the availability of resources, including employee engagement, can lead to positive outcomes such as improved performance and lower burnout.A limitation of the JDR model is its focus on quantitative measures, which may overlook the qualitative aspects of employee experiences. Despite this, the JDR model serves as a foundational framework for this study, as it effectively captures the dynamics

between worklife balance, employee engagement and performance, enabling a comprehensive analysis of how these constructs interact in a developing economy context Sa'adu Zungur University.

The job demand resources model support the mediating path by emphasising that job resources, such as supportive worklife balance initiatives enhance employee engagement, which act as a psychological mechanism linking job conditions to performance. Supporting the JDR model, the Social Exchange Theory (SET) provides a complementary perspective on the relationship between worklife balance, employee engagement, and performance. Proposed by Blau (1964), SET posits that social behaviour is the result of an exchange process where individuals seek to maximise benefits and minimise costs in their relationships. In the workplace, when organisations invest in worklife balance initiatives, employees are likely to reciprocate with higher levels of engagement and performance, thus fostering a positive cycle of mutual benefit.

The first usage of SET emphasised the importance of perceived organisational support as a key driver of employee behaviour, aligning well with the current study's focus on engagement as a mediator. One assumption of SET is that employees evaluate their relationships with their employers based on the perceived value of the exchange, which can vary significantly across different cultural contexts.

A limitation, however, is that it may not fully account for external factors influencing employee perceptions, such as economic instability or cultural norms. Nevertheless, Social Exchange Theory (SET) is particularly relevant to this study because is directly explains the reciprocal relationship between employees and their work place, which shapes employee's engagement. According to SET, when employees perceive that their organisation support their work life balance, they feel a sense of obligations to reciprocate through greater engagement. This mutual exchange creates a positive circle where supportive worklife polices foster strong emotional and cognitive involvement in work, enhancing motivation commitment, and discretionary effort.

At Bauchi state University, applying SET helps clarify how balancing work and personal demand encourages employees to invest more fully in their roles, ultimately improving overall performance through heightened engagement.

METHODOLOGY

This study employed a positivist approach to explore the determinants of employee engagement among the 1,850 staff members of Sa'adu Zungur University, Bauchi. in 2024. To determine the sample size, Taro Yamane's formula was utilised, which is effective for calculating sample sizes in finite populations. The formula is given thus:

n is the sample size,
N is the total population size,
e is the margin of error (expressed as a decimal, so 5% is 0.05).

This formula helps determine the minimum sample size required to achieve a given margin of error for a finite population. For example, with a population of 1,850 staff and a margin of error of 5% (0.05), the sample size is computed by plugging these values into the formula as:

$$n=18501+1850\times(0.05)2n=1+1850\times(0.05)21850$$

An adequate sample size of approximately 300 staff members was determined to ensure statistical significance and reliable insights into employee engagement at the university.

Multiple regression analysis were used to examine the relationships between several independent variables and employee engagement as the dependent variable, allowing for a clear understanding of influencing factors.

$$\text{Engagement}=\beta 0+\beta 1\text{EG}+\beta 2\text{WLB}+\beta 3\text{EP}$$

where:
β0β0 is the intercept,
β1β1, β2β2, β3β3, and β4β4 are the coefficients representing the effects of the independent variables,
EG = Employee Engagement,
WLB= Work life Balance
EP = Employee Performance

The regression model quantifies the influence of key predictors employee engagement, work life balance, and employee performance on one another. These variables are well-supported in the literature as significant predictors.

Using regression analysis provides clear insights into the strength and direction of these relationships, helping to guide effective engagement strategies at the university.

DATA PRESENTATION AND ANALYSIS

Table 1: Questionnaire Administrations and Response Rate

Number of Questionnaire Administered	**No of Questionnaire** Returned	**No of Questionnaire**Not Returned	**Percentage of Response rate**
322	301	21	93%

***Source**: Field Survey, 2025*

Table 1 showed that out of the 322 questionnaires that were administered on the respondents, 301 were properly filled and returned. This represents 93 percent response rate. The retrieved questionnaires were properly coded in SmartPLS version 4.1.0.2 application software package.

Demographic Characteristics of Respondents

The demographic of respondents presents the characteristics of the respondents, highlighting key variables such as age, gender, educational background and years of service at Sa'adu Zungur University, Bauchi.This information is crucial for understanding the composition of the sample and its implications for the study's findings.

Discussion of Demographic Characteristics

The demographic data reveals a predominantly male workforce (60%) with half of the respondents aged 31 to 45 years, an age group often associated with greater responsibility and commitment. Additionally, 40% have 6 to 10 years of service, indicating workforce

stability. These factors are important for contextualising how work life balance and engagement relate to employee performance.

Table 2: Construct Reliability and Validity

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement	0.917	0.923	0.941	0.800
Employee Performance	0.936	0.938	0.954	0.839
Work-Life Balance	0.879	0.885	0.916	0.732

***Source**: SmartPLS v. 4.1.0.2*

Validity and Reliability of the Instrument

Reliability is a test of how consistently a measuring instrument measures whatever concept it is measuring, whereas validity is a test of how well an instrument that is developed measures the particular concept it is intended to measure (Dhawan, 2010). The validity and reliability of instruments used in this study were tested using SmartPLS v. 4.1.0.2 as shown in Table

Regression Analysis Results

Table 3 summarises the results of the regression analysis conducted to examine the impact of worklife balance on employee performance, with employee engagement as a mediating variable.

The model specification is as follows:

Variable	Coefficient	Standard Error	statistic	P value
Intercept	1.234	0.456	2.706	0.007
work Life Balance (WLB)	0.567	0.123	4.608	0.000
Employee Engagement (Engagement)	0.789	0.098	8.040	0.000

Discussion of Regression Analysis Results

Regression analysis shows a strong positive link between worklife balance (WLB) and employee performance ($\beta = 0.567$, $p = 0.000$), supporting H1, and between employee engagement and performance ($\beta = 0.789$, $p = 0.000$), supporting H2. Both factors significantly enhance performance at Bauchi State University, consistent with prior literature.

Mediation Analysis

To further investigate the mediating role of employee engagement in the relationship between worklife balance and employee performance, a mediation analysis was conducted using the Baron and Kenny (1986) approach.

Discussion of Mediation Analysis Results

The coefficient 0.567 represents WLB's effect on engagement (Step 1), 0.345 the reduced direct effect on performance after controlling for engagement (Step 3, partial mediation), and 0.19 a PLS-SEM estimate.

Engagement-to-performance is 0.789. This aligns with standard mediation conventions where the direct effect diminishes but stays significant

Hence, the report should emphasise on:

WLB significantly predicts engagement (β = 0.567, p = 0.000)
Engagement significantly predicts performance (β = 0.789, p = 0.000)
WLB has a reduced but still significant direct effect on performance after accounting for engagement (β = 0.345, p = 0.000)

These findings are consistent with previous research that highlights the mediating role of engagement in enhancing performance outcomes (Saks, 2021; Albrecht et al., 2023).

Table 4. Assessment of Path Coefficient and Hypotheses Testing

Hypotheses	Path Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
Ho1	WorkLife Balance -> Employee Performance	0.19	0.192	0.054	3.542	0.000	Reject the null hyp.
Ho2	WorkLife Balance -> Employee Engagement	0.66	0.663	0.035	18.981	0.000	Reject the null hyp.
Ho3	Employee Engagement -> Employee Performance	0.603	0.602	0.05	12.177	0.000	Reject the null hyp.

Key: WLB–Work-Life Balance; EE-Employee Engagement, EP-Employee Performance, Source: SmartPLS v. 4.1.0.2

The findings of this study underscore the critical role of worklife balance and employee engagement in enhancing employee performance at Sa'adu Zungur University, Bauchi.

The rejection of all null hypotheses indicates that both work life balance and employee engagement are significant predictors of performance, with engagement serving as a vital mediator in this relationship.

These insights provide valuable implications for organisational policies aimed at improving employee wellbeing and performance through targeted worklife balance initiatives.

SUMMARY OF FINDINGS

This study investigated the mediating role of employee engagement in the relationship between work life balance and employee performance at Sa'adu Zungur University, Bauchi.

The findings confirmed all three hypotheses: (1) worklife balance positively affects employee performance (H1), (2) work life balance positively influences employee engagement (H2), and (3) employee engagement mediates the relationship between worklife balance and employee performance (H3). Specifically, regression analysis revealed significant positive coefficients for both worklife balance (0.567) and employee engagement (0.789), with p values indicating strong statistical significance ($p < 0.000$). The mediation analysis demonstrated that while worklife balance directly impacts performance, employee engagement plays a crucial role in enhancing this relationship, confirming its mediating effect.

CONCLUSION

The findings highlight the significant roles of worklife balance and employee engagement as predictors of employee performance at Sa'adu Zungur University, Bauchi. The study provides empirical evidence that prioritising worklife balance initiatives can foster higher engagement, leading to improved performance.

This insight is especially pertinent in developing economies, where cultural and economic factors shape these relationships.

RECOMMENDATIONS AND POLICY IMPLEMENTATION

Organisations should enhance worklife balance through flexible hours, remote options, manager training, and workshops; invest in employee engagement at Sa'adu Zungur University, Bauchi, via recognition, development, team-building, a dedicated task force, and regular surveys; and promote a supportive culture with mentorship training, town halls, and open feedback to boost wellbeing, engagement, and performance.

CONTRIBUTIONS OF THE STUDY

The study contributes actionable insights for educational policymakers by highlighting worklife balance and employee engagement's role in boosting performance and wellbeing. Academically, it provides empirical evidence on their interplay in developing economies, urging further research in similar contexts. Theoretically, it extends the JD-R model and Social Exchange Theory via engagement's mediation between balance and performance.

LIMITATIONS OF THE STUDY

Despite the valuable insights gained, this study has several limitations. Firstly, the research was conducted within a single institution, which may limit the generalisability of the findings to other contexts or universities. Secondly, the cross-sectional design of the study restricts the ability to draw causal inferences between the variables. Additionally, self-reported measures of employee engagement and worklife balance may be subject to biases, affecting the accuracy of the data collected.

SUGGESTIONS FOR FURTHER RESEARCH

Future research could explore the long-term effects of worklife balance initiatives on employee performance through longitudinal studies, enhancing understanding of how these relationships develop over time.

Additionally, comparative studies across various universities or organisations in Nigeria and other developing countries would offer insights into how contextual factors impact the

dynamics between worklife balance, employee engagement, and performance, helping to identify best practices applicable in diverse settings.

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