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Influence of Work-Life Balance Practices on Health-Related Outcomes and Exit Intentions

A Study among Employees of the Nigerian Federal Polytechnic

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ABSTRACT

A key component of employee job satisfaction, performance, health-related outcomes, and exit intentions is the ability to successfully strike a balance between professional obligations and personal commitment and well-being. This study looked at how work-life balance practices affected employees' health-related outcomes and plans to leave the Federal Polytechnic in Nigeria. By administering a questionnaire to a sample size of 274 people, which was determined by using Krejcie and Morgan sampling procedures and chosen through a stratified sampling approach, the study utilised a quantitative way of survey research design. Regression analysis and ANOVA, two inferential statistics, were used to evaluate the obtained data. The analysis of how work-life balance practices affect health-related outcomes among Federal Polytechnic employees in Ilaro, Ogun State, found that work-life balance practices account for approximately 37% of the variation in health-related outcomes among Federal Polytechnic employees in Ilaro, Ogun State. Additionally, it was shown that work-life balance practices, including flexible work schedules, leadership support, organisational culture, and generous leave policies, were responsible for almost 54% of the differences in exit intentions among Federal Polytechnic, Ilaro Ogun State employees. The study found that while work-life balance practices like flexible work schedules and generous leave policies differ significantly between teaching and non-teaching staff, health-related outcomes and exit intentions resulting from these practices do not differ significantly between the two groups. According to the study's findings, work-life balance policies have an impact on

employees' health-related outcomes and plans to leave the Federal Polytechnic in Nigeria.

Keywords
Exit Intentions
Health-Related Outcomes
Leadership Support
Resources Theory
Turnover
Work-Life Balance

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Introduction

People struggle to strike a balance between their social, religious, and family lives and their professional lives in today's workplace and other areas of our lives. Effectively striking a balance between work obligations and personal commitment and well-being has become essential for workers' job happiness and productivity [1]. According to the findings of recent studies, working long hours raises the risk of detrimental effects on one's personal life as well as one's performance at work [2]-[5]. Therefore, there has been a lot of interest in both academic research and practical management in understanding the relationship between work-life balance, employee job satisfaction and performance, and other concerns like employee turnover or exit intentions, and health-related consequences.

According to Shadab & Arif [6], work-life balance entails proper reflection on all activities rather than equal time spent on social, personal, and professional pursuits. According to Khateeb [7], this problem is getting harder to solve since it's hard to combine work and other aspects of life, and it affects how well employees perform on the job and how satisfied and productive they are. According to Naidu & Jadhav [8], employers and management of organisations are implementing a variety of work-life balance strategies in recognition of the challenges that employees face in terms of creativity and productivity. These strategies include flexible work schedules, wellness initiatives for employees, a moderate workload, generous leave policies, leadership support, and more.

In Nigeria, the education sector remains one of the most critical sectors, and polytechnics play a vital role in providing technical education to students, and develop to become an essential human resource for national development [9]. However, the sector in the earlier and recent times is facing numerous challenges, including poor infrastructure, high workload, high labour turnover, inadequate funding, unfavourable government policies, among others, argued Okereka [10], which can negatively impact the work-life balance of employees. Corroborating the above, Kalagbor [11] stated that recent job syndrome has not only worsened the situation in the education sector, in terms of shortage of qualified workers,

but excessive workload on the remaining staff, amidst poor remunerations, unfavourable general working conditions, and inadequate facilities. The Federal Polytechnic Ilaro, being the most sought after polytechnic as rated by the Joint Admission and Matriculation Board (JAMB) and the best polytechnic in Nigeria according to the National Board for Technical Education in 2023, remains a prominent polytechnic in Nigeria and was chosen for data collection. The study intends to investigate whether work-life balance practices of the management can influence health-related outcomes such as burnout, stress, physical health, and exit intention among employees of the institution, as a basis of what is happening within the polytechnic sector as well as the education sector of Nigeria. This raises question as to the kind of effects that work-life balance practices has on health related outcomes such as stress, burnout and physical health; and whether work-life balance practices as well as health related outcomes has relationship with exit intentions (possibility of employee turnover) of employees in the Federal Polytechnic, Ilaro, Ogun State.

Several studies have examined the relationship between work-life balance and its practices with employee productivity and performance, among other important variables to measure employee motivation, satisfaction, and contribution in different organisations. For instance, in the polytechnic sector of Nigeria, Ulabor [12] examined how work-life balance practices among employees of the Federal Polytechnic Ede, Osun State, and discovered that they face challenges in maintaining a balance between family and work responsibilities due to inadequate support from the institution and high workload. Ulabor's research does not check whether it affects health-related outcomes and exit intentions among employees in the Nigerian Polytechnic, hence this study. However, Hooda et al. [13] who checked the impact of work-life balance practices on health related outcome such as decreased physical and mental well-being, stress and burnout among healthcare professionals in India, and discovered poor work-life balance practices resulting to high level of burnout and stress failed to include exit intentions and was not conducted in academic institutions, hence this study. In the same vein, the study of the impact of work-life balance practices and employee performance in the Nigerian health and safety industry by Ihwughwavwe et al. [14], which discovered a positive relationship between the variables, does not focus on health-related outcomes and exit intentions in an academic institution. This study justifies its necessity by the increasing rate of employee turnover in academic institutions in Nigeria, including the polytechnic sector, and various variables or factors contributing to that, including work-life balance practices.

The theoretical argument for this study was anchored on the Conservation of Resource theory and Job Demands-Resources Theory. The assumptions of the Conservation of Resource (COR) theory, propounded by an American Psychologist, Stevan E. Hobfoll, are that employees' behaviour and motivation are influenced by the resources available, including work-life

balance resources. Hobfoll, in his original submission, Hobfoll [15], argued that individual strives to protect, retain, and obtain resources (social, physical, and energetic) that are valuable to them. In the context of work-life balance, resources refer to the social, physical, and psychological resources that employee needs to manage their family and work responsibilities. The theory assumes that employees who are experiencing a poor work-life balance may experience burnout, stress, and a decrease in physical and mental well-being, which can invariably lead to the intention to exit or quit the organisation. Job Demands-Resources (JD-R) theory assumes that job demands, such as time pressure and workload, can lead to negative outcomes such as stress, physical health challenges, and burnout, while job resources such as social support, leave, autonomy, and leadership support can help to mitigate those negative outcomes of job demands. Therefore, work-life balance practices such as generous leave policy, flexible working hours, among others, can reduce the pressure of job demands and enhance job resources for better health-related outcomes and reduce exit intentions. Fig. 1 shows the conceptual model in this study.

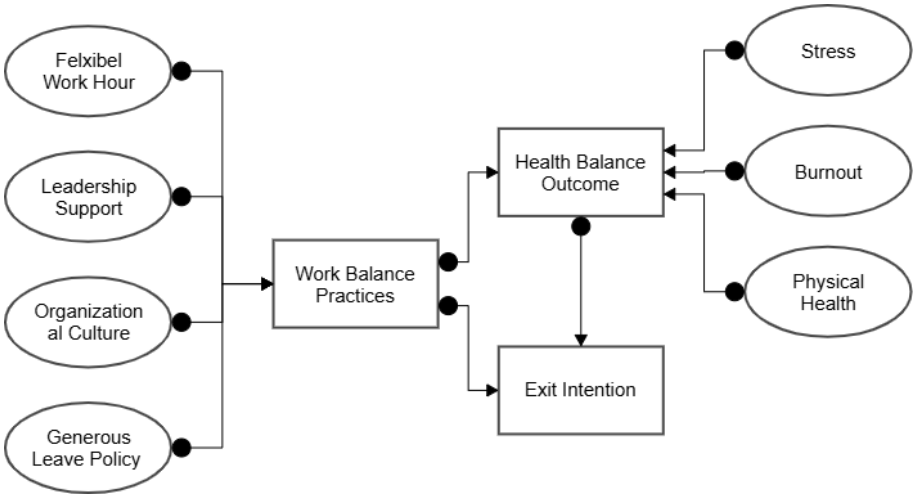


Fig. 1. Conceptual Framework

Materials and Methods

The study adopted a quantitative method of survey research design through the administration questionnaire to sampled respondents to collect data that will examine the influence of work-life balance practices on health-related outcomes and exit intentions among employees of the Federal Polytechnic, Ilaro, Ogun State. The population of the study comprises 955 employees (507 teaching staff and 448 non-teaching staff) of the institution as at ending of March 2025. The stratified sampling technique was adopted to deduce 145 sampled respondents from teaching staff and 129 sampled respondents from non-teaching staff, based on a sample allocation of 274 samples. The instruments of data collection were subjected to

both validity and reliability tests. The result of the Cronbach Alpha reliability test revealed 0.87, which indicates that those questions in the instrument were reliable to measure the influence of work-life balance practices on health-related outcomes and exit intentions among employees of the Federal Polytechnic Ilaro, Ogun State. Data collected were analysed using inferential statistics through multiple linear regression and analysis of variances on the variables of the study.

Regression Model I

$$HRO = f(WLB) \quad (1)$$

$$HRO = f(FH+LS+OC+GL) \quad (2)$$

$$HRO = \beta 0+\beta 1FH+\beta 2LS+\beta 3OC+\beta 4GL+\mu \quad (3)$$

Where:

HRO is Health-Related Outcome
WLB is Work-Life Balance
FH is Flexible working hours
LS is Leadership Support
OC is Organizational Culture
GL is the Generous Leave policy

Regression Model II

$$EI = f(WLB) \quad (4)$$

$$EI = f(FH+LS+OC+GL) \quad (5)$$

$$EI = \beta 0+\beta 1FH+\beta 2LS+\beta 3OC+\beta 4GL+\mu \quad (6)$$

Where:

EI is Exit Intentions
WLB is Work-Life Balance
FH is Flexible working hours
LS is Leadership Support
OC is Organizational Culture
GL is the Generous Leave policy

Results

This section provides the main findings of the study based on the objectives of the research and the regression model formulated, as well as the conceptual framework of the study. The assumptions of the regression model were first provided before the regression analysis and analysis of variance results.

Before analysis, the data collected were subjected to diagnostic or assumption tests to assess the conformity of the data to the required assumptions of regression analysis. In this study, normality, multicollinearity, and Autocorrelation tests were conducted.

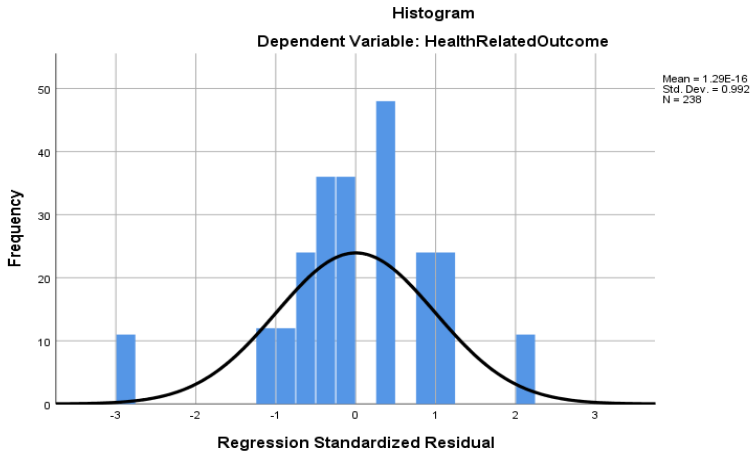


Fig. 2. Normality Test of Multiple Linear Regression Analysis (Source: Field Survey, 2025)

Fig. 2 shows the normality test result on the data collected. Screening data for normality is an important early step before performing regression analysis on the data [16]. Figure 1 above shows the result of the normality test on the dependent variable (Health Related Outcome). It was revealed that the health-related outcome was normally distributed, since the histogram is symmetric around the center, zero, indicating that the assumption of normality is met, suitable for all types of statistical analysis.

Table 1. Multicollinearity Test

No	Items	Tolerance	VIF
1.	Flexible Working Hours	0.495	2.022
2.	Leadership Support	0.574	1.743
3.	Organisational Culture	0.752	1.329
4.	Generous Leave Bonus	0.905	1.104

To make sure that there is low co-linearity in data, the value of VIF and Tolerance must be checked. Tolerance explains the extent to of independent variables explain much of the variability of specified independent variables, and the value should not be small (i.e., must be more than 0.10) to show the absence of collinearity. Also, VIF, which is the inverse of tolerance, should have a value that is less than 10 to avoid any issue of collinearity. Hence, the result in Table 1 above revealed that no issue of collinearity in the data used for analysis.

Table 2. Autocorrelations Test

Model Summary [b]					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.366[a]	.134	.119	.48195	2.444
a. Predictors: (Constant), Generous Leave Policy, Leadership Support, Organisational Culture, Flexible Work Hours					
b. Dependent Variable: Health-Related Outcome					

It is assumed that the values of residuals are independent of one another. To evaluate this, there is a need to check the regression output model summary box using Durbin-Watson to check the uncorrelatedness of residuals. The Durbin-Watson statistics value needs to be closer to 2.00 to satisfy the assumption of no autocorrelation. Based on the result in Table 2, in which the Durbin-Watson value is 2.444, closer to 2.00, it is suggested that the model is free from Autocorrelation, therefore relied upon confidently for statistical and inference purposes.

The model's fit test results are displayed in the model summary table. Work-life balance practices (measured by flexible working hours, organisational culture, leadership support, and generous leave bonuses) account for approximately 37% of the variance in employees' health-related outcomes, according to the model table, which showed multiple regressions (R) of 0.366 and a corresponding R Square value of 0.134. This indicates that work-life balance strategies have a favourable and noteworthy impact on the health-related outcomes of Federal Polytechnic, Ilaro employees.

Using a one-way ANOVA, the regression model's statistical significance was displayed in the ANOVA table (Table 3). Because there are so many factors in the regression model, it has four degrees of freedom. The error term has 233 degrees of freedom, while the total degrees of freedom equal N-1 or 236. With a substantial correlation between the dependent and independent variables $F(4, 233)=8.993$, $p<0.005$), the model explains a sizable portion of the variance in the dependent variable.

Table 3. The regression model (Health-Related Outcome)

Coefficients[a]									
		Unstandardized Coefficients		Standardized Coefficients			Correlations		
Model		B	Std. Error	Beta	T	Sig.	Zero-order	Partial	Part
1	(Constant)	2.554	.311		8.218	.000			
	Flexible Work Hours	.016	.073	.020	.225	.822	.191	.015	.014
	Leadership Support	.075	.061	.099	1.229	.220	.124	.080	.075
	Organisational Culture	.303	.098	.216	3.076	.002	.158	.198	.188
	Generous Leave Policy	-.188	.039	-.305	-4.764	.000	-.274	-.298	-.291

a. Dependent Variable: Health-Related Outcome

The coefficient table shows the relationship between individual independent variables and the dependent variable of the study. The three columns on the far right show the zero-order, partial, and partial correlation. Zero-order correlation is the Pearson r value of the predictor, partial correlation is the correlation between the residual variance and each predictor, and part correlation is the semi-partial correlation representing the unique association between the dependent variable and each predictor.

The regression coefficients are displayed in the column on the left side of the coefficient table. The outcome emphasises the connection between the predictors (independent variables)

and the dependent variable. An increase of one unit in flexible working hours is projected to be associated with around 1.6% of health-related outcomes, which is not significant, according to the findings. Flexible working hours have an unstandardised coefficient value of 0.16 with a significant value of 0.822. Additionally, the results showed that leadership support has an unstandardised coefficient of 0.075 with a significant value of 0.220, meaning that approximately 7.5% of the sampled employees' health-related outcomes are connected with an increase of one unit of leadership support. This is not significant. Similarly, the results showed that organisational culture has an unstandardised coefficient value of 0.303 with a significant value of 0.002, meaning that an increase of one unit of organisational culture is linked to about 30% of health-related outcomes, which is highly significant. Last but not least, the findings indicate that a generous leave policy expansion of one unit is linked to an approximate 18% decrease in health-related outcomes, with an unstandardised coefficient of -0.188 and a significant value of 0.000.

According to the analysis, among the sample employees of the Federal Polytechnic Ilaro, Ogun State, generous leave policy has negative but significant effects on health-related outcomes, flexible working hours and organisational culture have positive but insignificant effects on health-related outcomes, and leadership support has positive and significant effects on health-related outcomes. This demonstrates that while not all work-life balance strategies have an impact on health outcomes, the majority of them do for Federal Polytechnic employees in Ilaro, Ogun State.

The model's fit test results are displayed in the model summary table (Table 4). According to the model table, work-life balance practices (as indicated by flexible working hours, organisational culture, leadership support, and generous leave bonuses) account for roughly 54% of the variance in employees' intentions to leave, with multiple regressions (R) of 0.537 and a corresponding R Square value of 0.288. This indicates that work-life balance approaches have a substantial and beneficial impact on Federal Polytechnic, Ilaro employees' plans to leave.

Table 4. The model's fit test results

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.527	4	4.882	23.601	.000[b]
	Residual	48.195	233	.207		
	Total	67.722	237			

a. Dependent Variable: Exit Intentions

b. Predictors: (Constant), Generous Leave Policy, Leadership Support, Organisational Culture, Flexible Work Hours

The ANOVA table showed the statistical significance of the regression model using a one-way ANOVA. The regression model has four degrees of freedom due to its large number of factors. While the total degrees of freedom equal N-1, or 236 degrees, the error term has 233 degrees. The model accounts for a significant amount of the variance in the dependent variable, with a strong correlation between the independent and dependent variables ($F(1, 233)=23.601$, $p<0.005$).

Table 5. The regression model (Exit Intention)

Coefficients[a]									
		Unstandardized Coefficients		Standardized Coefficients			Correlations		
Model		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1	(Constant)	2.504	.293		8.538	.000			
	Flexible Work Hours	.254	.069	.289	3.683	.000	.331	.235	.204
	Leadership Support	.174	.058	.219	3.007	.003	.368	.193	.166
	Organisational Culture	-.157	.093	-.107	-1.687	.093	.048	-.110	-.093
	Generous Leave Policy	.246	.037	.384	6.611	.000	.304	.397	.365

a. Dependent Variable: Exit Intention

The coefficient table shows the relationship between individual independent variables and the dependent variable of the study. The three columns on the far right show the zero-order, partial, and partial correlation. Zero-order correlation is the Pearson r value of the predictor, partial correlation is the correlation between the residual variance and each predictor, and part correlation is the semi-partial correlation representing the unique association between the dependent variable and each predictor.

The regression coefficients are displayed in the column on the left side of the coefficient table. The outcome emphasises the connection between the predictors (independent variables) and the dependent variable. Flexible working hours were shown to have an unstandardised coefficient value of 0.254 with a significant value of 0.000. This indicates that a one-unit increase in flexible working hours is likely to be linked to almost 25% of exit intentions, which is a substantial amount. Additionally, the results showed that leadership support has an unstandardised coefficient of 0.174 with a significant value of 0.003, meaning that each unit increase in leadership support is linked to almost 17% of the sampled employees' exit intentions, which is also significant. Similarly, the results showed that organisational culture has an unstandardised coefficient value of -0.157 with a significant value of 0.093, meaning that an increase of one unit of organisational culture is linked to a 15% and non-significant drop in exit intentions. Last but not least, the findings indicate that a generous leave policy has an unstandardised coefficient of 0.246 with a significant value of 0.000, meaning that adding one unit of the policy is linked to a roughly 25% rise in the employees' intentions to quit the company.

The results of the analysis showed that while organisational culture has a negative but negligible impact on the intention of sample employees of the Federal Polytechnic, Ilaro, Nigeria, to leave, leadership support, flexible working hours, and a generous leave policy have positive and significant effects. This demonstrates that while not all work-life balance strategies have an impact on employees' intentions to leave Federal Polytechnic, Ilaro, Ogun State.

Table 6. The model's fit test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.117[a]	.014	.010	.53198
a. Predictors: (Constant), Health Related Outcome				

The model's fit test results are displayed in the model summary table (Table 6). Multiple regressions (R) of 0.117 and a corresponding R Square value of 0.014 were found in the model table, which explained that health-related outcomes (as evaluated by stress, burnout, and physical health outcomes) account for almost 12% of the variance in employees' intentions to leave. This indicates that health-related outcomes have a significant beneficial impact on employees' plans to leave the Federal Polytechnic, Ilaro.

Table 7. The one-way ANOVA

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.933	1	.933	3.298	.071[b]
	Residual	66.788	236	.283		
	Total	67.722	237			
a. Dependent Variable: Exit Intentions						
b. Predictors: (Constant), Health Related Outcome						

Using a one-way ANOVA, the ANOVA table demonstrated the statistical significance of the regression model (Table 7). The model accounts for a significant amount of the variance of the dependent variable, $F(1, 236)=3.298$, $p<0.005$, which indicates an insignificant relationship between the dependent variable and the independent variables. The regression model has one degree of freedom due to the number of predictors in the model; the total degree of freedom is equal to N-1 or 236; this results in 236 degrees of freedom for the error term.

The coefficient in Table 8 shows the relationship between individual independent variables and the dependent variable of the study. The three columns on the far right show the zero-order, partial, and partial correlation. Zero-order correlation is the Pearson r value of the predictor, partial correlation is the correlation between the residual variance and each

predictor, and part correlation is the semi-partial correlation representing the unique association between the dependent variable and each predictor.

Table 8. The relationship between the individual independent variable and the dependent variable

Coefficients[a]									
		Unstandardized Coefficients		Standardized Coefficients			Correlations		
Model		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part
1	(Constant)	4.146	.228		18.171	.000			
	Health-Related Outcome	-.122	.067	-.117	-1.816	.071	-.117	-.117	-.117
a. Dependent Variable: Exit Intention									

The regression coefficients are displayed in the column on the left side of the coefficient table. The outcome emphasises the connection between the predictors (independent variables) and the dependent variable. Health-related outcomes were found to have an unstandardised coefficient value of -0.122 with a significant value of 0.071. This indicates that an increase of one unit in health-related outcomes should be linked to an insignificant 12% decrease in exit intentions. According to the analysis, among the sample employees of the Federal Polytechnic Ilaro in Ogun State, Nigeria, health-related outcomes had a negative but negligible impact on their intentions to leave.

The following table (Table 9 to Table 11) reveals the result of the analysis of variances, to test differences in work-life balance practices, health-related outcomes, and exit intentions among employees of the Federal Polytechnic, Ilaro, Ogun State.

Table 9. One-Way ANOVA on Health-Related Outcomes

Test of Homogeneity of Variance ANOVA						
Staff Categories	**Mean**	**Std. Deviation**	**Levene's Statistics**	**Sig.**	**F**	**Sig.**
Teaching	3.1603	0.49329	1.795	.183	48.530	.000
Non-Teaching	3.5857	0.43640				

The table above used ANOVA to test the differences in health-related outcomes among staff categories in the Federal Polytechnic, Ilaro, Ogun State. It intends to test the significant differences in the health-related outcomes resulting from work-life balance between teaching and non-teaching staff of the Federal Polytechnic, Ilaro, Ogun State. The result of the analysis shows that health-related outcomes scores of the group do not differ significantly ($F_{1,236}=48.530$, $p<0.005$). This indicates that there are no differences in the health-related outcomes of work-life balance practices among categories of employees in the study area. Since Levene's test is significant, the equal variance was not assumed. Post-hoc comparison was

conducted using Dunnett's T3 to assess the differences between the categories. It was discovered that the mean score for teaching staff (M=3.1603, SD=0.49329) was not significantly different from non-teaching staff (M=3.5857, SD=0.43640). The findings concluded that health-related outcomes due to work-life balance practices do not significantly vary between teaching and non-teaching staff.

Table 10. One-Way ANOVA on Exit Intentions

Test of Homogeneity of Variance ANOVA						
Staff Categories	**Mean**	**Std. Deviation**	**Levene's Statistics**	**Sig.**	**F**	**Sig.**
Teaching	3.6056	0.56960	0.480	.489	18.845	.000
Non-Teaching	3.8972	0.44015				

The table above used ANOVA to test the differences in exit intentions among staff categories in the Federal Polytechnic, Ilaro, Ogun State. It intends to test the significant differences in the exit intentions resulting from work-life balance practices between teaching and non-teaching staff of the Federal Polytechnic, Ilaro, Ogun State. The analysis shows that the group's exit intentions scores do not differ significantly ($F_{1,236}=18.845$, $p<0.005$). This indicates that there are no differences in the exit intentions due to work-life balance practices among categories of employees in the study area. Since Levene's statistic is significant, the equal variance was not assumed. Post-hoc comparison was conducted using Dunnett's T3 to assess the differences between the categories. It was discovered that the mean score for teaching staff (M=3.6056, SD=0.56960) was not significantly different from non-teaching staff (M=3.8972, SD=0.44015). The findings concluded that exit intentions due to work-life balance practices do not significantly vary between teaching and non-teaching staff.

Table 11. One-Way ANOVA on Work-Life Balance Practices (Flexible Working Hours)

Test of Homogeneity of Variance ANOVA						
Staff Categories	**Mean**	**Std. Deviation**	**Levene's Statistics**	**Sig.**	**F**	**Sig.**
Teaching	2.5603	0.5271	2.836	.093	66.241	.000
Non-Teaching	3.1327	0.5549				

ANOVA was used in the above table to examine how different staff categories at the Federal Polytechnic in Ilaro, Ogun State, differed in terms of flexible working hours. It aims to assess the notable variations in flexible work schedules between teaching and non-teaching employees at the Federal Polytechnic, Ilaro, Ogun State, as a gauge of work-life balance practices. The analysis's findings indicate that there is no significant difference in the group's work-life balance practices as measured by flexible working hours ($F_{1,236}=66.241$, $p<0.005$). This suggests that the study area's employee groups do not differ in their use of flexible

working hours as a gauge of work-life balance practices. Since Levene's statistic is significant, the equal variance was not assumed. Post-hoc comparison was conducted using Dunnett's T3 to assess the differences between the categories. It was discovered that the mean score for teaching staff (M=2.5603, SD=0.5271) is significantly different from non-teaching staff (M=3.1327, SD=0.5549). The findings concluded that flexible working hours as a measure of work-life balance practices vary significantly between teaching and non-teaching staff.

Table 12. One-Way ANOVA on Work-Life Balance Practices (Generous Leave Policy)

Test of Homogeneity of Variance ANOVA						
Staff Categories	**Mean**	**Std. Deviation**	**Levene's Statistics**	**Sig.**	**F**	**Sig.**
Teaching	2.5359	0.9450	51.234	.000	52.241	.000
Non-Teaching	1.8243	0.4191				

The aforementioned table tested the variations in the generous leave policy across staff classifications at Federal Polytechnic, Ilaro, Ogun State, using ANOVA. It aims to assess the notable variations in generous leave policies between teaching and non-teaching personnel at Federal Polytechnic, Ilaro, Ogun State, as a gauge of work-life balance practices. The analysis's findings indicate that the group's work-life balance practices vary significantly when it comes to generous leave policies ($F_{1,236}=52.241$, $p<0.005$). This suggests that different employee categories in the research area have different generous leave policies as a gauge of work-life balance practices. Since Levene's statistic is significant, the equal variance was not assumed. Post-hoc comparison was conducted using Dunnett's T3 to assess the differences between the categories. It was discovered that the mean score for teaching staff (M=2.5359, SD=0.9450) is significantly different from non-teaching staff (M=1.8243, SD=0.4191). The findings concluded that generous leave policy as a measure of work-life balance practices varied significantly between teaching and non-teaching staff.

Discussions

The result of the analysis on the effects of work-life balance practices on health-related outcomes among employees of the Federal Polytechnic, Ilaro, Ogun State, discovered that there is about 37 percent variance in health-related outcomes among employees of the Federal Polytechnic, Ilaro, Ogun State, due to work-life balance practices. The findings revealed that flexible working hour and leadership support has positive but insignificant effects on health-related outcomes, organizational culture has positive and significant effects on health-related outcomes, but generous leave policy has negative but insignificant effects on health-related outcomes among employees of the Federal Polytechnic, Ilaro, Ogun State. These findings supported the outcome of research conducted by Okeya et al. [2] that all predictors to measure work-life balance practices significantly affected employees' wellbeing and health in the

Nigerian banking industry. The results also support the Conservation of Resources (COV) theory's premise that workers who have a poor work-life balance may become burned out, stressed, and have a decline in their physical and mental health, all of which can eventually result in plans to leave the company. The results also confirmed the assumptions of the Job Demands-Resources theory, which holds that while job resources like autonomy, leave, social support, and leadership support can help to lessen the negative effects of job demands, job demands like time pressure and workload can result in negative outcomes like stress, physical health issues, and burnout.

In the analysis of the effects of work-life balance practices on exit intentions among employees of Federal Polytechnic, Ilaro Ogun State, it was discovered that about 54 percent of variances in exit intentions among employees of Federal Polytechnic, Ilaro Ogun State was due to work-life balance practices of flexible working hours, leadership support, organizational culture and generous leave policy. It was further revealed that flexible working hour, leadership support, and generous leave policy has positive and significant effects on exit intentions among employees of Federal Polytechnic, Ilaro, Ogun State, while organizational culture has negative but insignificant effects on exit intentions among employees of Federal Polytechnic, Ilaro, Ogun State. The findings supported the research conducted by Syal et al. [17] that there is a statistically significant relationship between rewards, work-life balance, and employee retention among Gen Z employees in West Kalimantan. It was also discovered that health-related outcomes and exit intentions due to work-life balance practices do not significantly vary between teaching and non-teaching staff, but work-life balance practices vary significantly between teaching and non-teaching staff [18],[19]. The results corroborate the Conservation of Resources (COV) theory's premise that workers who have a poor work-life balance may become burned out, stressed, and have a decline in their physical and mental health, all of which can eventually result in plans to leave or quit the company.

Conclusion

Understanding the relationship between work-life balance, employee job satisfaction and performance, and other contentious human resource issues like employee turnover or exit intentions, health-related outcomes, such as stress, burnout, physical health, among others, has garnered much attention in both practical management and academic research. By distributing a questionnaire to a sample of Federal Polytechnic Ilaro employees, this study used a quantitative survey approach to investigate the relationship between work-life balance practices, health outcomes, and exit intentions. The study revealed statistically significant effects of work-life balance practices on health-related outcomes and exit intentions among employees sampled for the research. It was concluded that for workers or employees to be

mentally and physically fit to perform on the job assigned jobs, and to reduce exit intentions among employees, organisations must ensure effective support for work-life balance practices.

Recommendations

The management of the Institution should intensify efforts aimed at implementing work-life balance practices to enhance the mental and physical health status of employees and reduce exit intentions. Periodic surveys on human resource issues, such as conditions of work, effectiveness of retention strategies, among others, should be conducted by the management of the institutions, in an anonymous approach, to improve employee welfare. The Management of the institution should emphasize the importance of physical exercise and rest for employees to maintain healthy working conditions. There should be a policy on work-life balance practices by the management, with the human resource management unit implementing it effectively for optimum employee performance in the institution.

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Conflict of Interest

The authors declare that there is no conflict of interest.

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