

## Exploring Work-Life Balance Among Shift And Non-Shift Employed Women In Remo, Nigeria: A Comparative Study

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### Abstract

The phenomenon of work–life balance has garnered increasing attention among scholars and practitioners in Nigeria over recent years. This paper explored work-life balance among shift and non-shift married female employees in Remo, Ogun State, Nigeria. A sample of 75 married female employees aged 21 – 60 years was selected through the stratified random sampling and purposive sampling techniques. Research instruments used were the Work-Life Balance Scale (WLBS) and a semi-structured interview schedule. Three null hypotheses formulated were tested using independent samples t-tests at .05 significance level. Qualitative data were analyzed through content analysis. Findings revealed significant difference in the level of work interference with personal life between employed women in shift and non-shift work ( $t = 10.845$ ,  $p < .0005$ ), with shift workers (mean = 28.7, SD = 11.67) having a higher level of work interference with personal life than non-shift workers (mean = 20.3, SD = 9.70), significant difference in the level of personal life interference with work between shift and non-shift workers, with shift workers (mean = 11.5, SD = 6.41) having a higher level of personal life interference with work than non-shift workers (mean = 7.3, SD = 4.93), but no significant difference in the level of work–personal life enhancement between employed women in shift and non-shift work ( $t = 1.160$ ,  $p > .05$ ). It is subsequently recommended, among others, that organizations should adopt more flexible scheduling/shift arrangements for female workers.

**Keywords:** Work-life balance, Shift employees, Non-shift employees, Women.

### Introduction

The phenomenon of work–life balance has garnered increasing attention among scholars and practitioners in Nigeria over recent years. Work–life balance remains a pressing concern for employed women, particularly in regions where cultural and economic structures impose dual expectations on women to fulfill both professional and domestic roles. In Nigeria, these challenges are especially evident in semi-urban areas like Remo, Ogun State, where many women participate actively in formal employment while simultaneously serving as primary caregivers within their households. The pressures associated with these roles are compounded by differences in work arrangements, particularly between shift and non-shift schedules. Although work–life balance has attracted scholarly attention across disciplines, existing studies often overlook the comparative experiences of women working in shift-based roles and those on traditional daytime schedules. This study addresses this gap by investigating how work–personal life interactions differ among these groups.

There is growing evidence that the structure and timing of work influence the extent to which individuals experience conflict between their professional and personal responsibilities. Shift work, particularly in sectors like healthcare, manufacturing, and hospitality, is often associated with irregular hours and reduced predictability, which may interfere with personal life obligations. Conversely, standard non-shift work may provide more stability but could still lead to work overload and emotional exhaustion. In Ogun State, where Remo is located, research indicates that women in both the formal and informal sectors frequently contend with long working hours, rigid schedules, and limited flexibility, all of which contribute to a mismatch between their occupational and non-work obligations (Adekoya, 2023). In a study conducted by Magaji, Akpa, Ogundiwin and Dogo (2021), employees in Ogun State reported that work conditions significantly influenced their well-being and personal life satisfaction, particularly when organizational support systems were lacking. Similarly, research by Ukwadinamor and Oduguwa (2020) revealed that women in non-shift roles often encountered stress due to rigid schedules and unsupportive supervisors, suggesting that predictable hours alone do not guarantee satisfactory work–life balance outcomes.

The multiple dimensions of work–life balance — specifically, work interference with personal life (WIPL), personal life interference with work (PLIW), and work–personal life enhancement (WPLE) — provide a useful basis for understanding the interaction between professional and private roles. Adekoya (2023) argued that for many Nigerian women, especially those with caregiving responsibilities, the spillover from work to home and vice versa remains significant. Her findings showed that cultural expectations around women's domestic duties amplified the stress of managing work demands, irrespective of the formal structure of their employment. Meanwhile, Okafor, Agbaeze, & Ofoma (2023) emphasized that

work-life challenges in Nigeria are deeply influenced by gender norms and limited access to flexible working policies, resulting in long-term implications for women's psychological and occupational outcomes. These studies consistently reported that female employees are disproportionately affected by conflicts between work duties and personal responsibilities due to socio-cultural gender expectations.

While some studies have explored work-life balance among Nigerian women generally (Adisa, Gbadamosi, & Osabutey, 2020; Okafor et al., 2023), few have undertaken a comparative analysis of how shift and non-shift schedules differentially affect women's experiences. This study addresses that limitation by testing three null hypotheses focused on distinct areas of conflict and enhancement between work and personal life among employed women in Remo, Ogun State. By examining (1) the extent to which work interferes with personal life, (2) how personal life interferes with work, and (3) how work may enhance personal life, the study seeks to provide data-driven recommendations that may inform employment policies, organizational practices, and gender-responsive support systems in both public and private sectors.

This research is particularly relevant given the persistent structural and social barriers that limit Nigerian women's access to equitable and sustainable employment conditions. It addresses a critical empirical gap by providing evidence on whether the distinctive characteristics of shift work exacerbate interference or whether they offer unique opportunities for mutual enrichment. The findings aim to inform organisational policies and governmental regulations geared toward gender sensitive labour practices in Nigeria, particularly regarding scheduling patterns, employee support programmes, career progression and well-being of women in the workforce.

### Hypotheses

1. There is no significant difference in the level of work interference with personal life between employed women in shift and non-shift work in Remo, Ogun State
2. There is no significant difference in the level of personal life interference with work between employed women in shift and non-shift work in Remo, Ogun State
3. There is no significant difference in the level of work-personal life enhancement between employed women in shift and non-shift work in Remo, Ogun State

### Literature Review

#### Work-life balance (WLB)

Work-life balance (WLB) is interpreted differently by employers and employees. For employers, it often represents the creation of a work environment that supports staff in fulfilling their responsibilities efficiently (Adeniran & Oyenuga, 2022). Employees, however, view WLB as the ability to manage professional duties without neglecting personal and family obligations (Eze & Omodan, 2023). Greenhaus and Allen (2010) describe WLB as the ability to manage work and personal life effectively, maintaining healthy boundaries between both roles. Okafor, Ibrahim, and Ojo (2023) classify WLB into four major arrangements: flexible work schedules, leave entitlements, dependent care support, and general employee assistance services. These arrangements aim to support organizational needs while recognizing employees' personal commitments.

Women often face greater challenges in achieving WLB due to multiple responsibilities outside the workplace. These include caregiving for children and elderly relatives, managing household activities, and meeting cultural expectations of gender roles (Adeleke & Ogundipe, 2021). Limited access to flexible work options, workplace bias, and lack of managerial support further worsen the situation for women (Nwokocha & Ibe, 2022). These barriers contribute to burnout, stress, reduced job satisfaction, poor health, and higher staff turnover (Oladipo & Alabi, 2021). On the other hand, where women are supported to achieve WLB, several benefits follow. Employees experience improved health, reduced stress, greater job satisfaction, and increased commitment to their jobs (Adisa, Gbadamosi & Osabutey, 2022). They also enjoy better relationships at work and higher motivation. Employers benefit through improved productivity, reduced absenteeism, lower turnover, and a more positive work environment. Recruitment also becomes easier when organizations are known for supporting WLB (Salami & Adebayo, 2023). Employers are therefore encouraged to implement practical strategies such as childcare support, flexible work hours, and wellness programmes to promote balance among their female workforce.

Work-life balance is often seen as the ability to remain satisfied with both work and family life without conflict between the two roles (Ogunyemi & Ayeni, 2022). Shift work, characterized by irregular schedules such as night shifts, rotating duties, and extended hours, can disrupt this balance. It frequently leads to sleep problems, mental and physical exhaustion, reduced social interaction, and difficulty in fulfilling family responsibilities (Adeyemi & Bamgbose, 2021). Women on shift schedules report challenges in coordinating childcare, managing household obligations, and maintaining social connections due to their unpredictable working hours (Olatunji & Ojo, 2024).

Several studies confirm the negative impact of shift work on WLB. Shah, Singh, and Kumar (2020), in a study on nurses, found that those working shifts experienced higher levels of work interference with personal life. Similar results were reported by Vidak, Milošević, and Krakan (2021), Cai, Chen, and Zhao (2020), and Pokorski, Nowak, and Tomczak (2021), who all concluded that shift work increases stress, burnout, and family strain. Frone and Rice (2020) showed that frequent work interference with personal life was linked to higher stress levels and symptoms of depression among female

shift workers. These findings suggest that shift work may significantly affect women's physical and mental health and limit their ability to maintain a balanced life. Employers must recognize these outcomes and adopt measures to support affected staff.

Other research has explored how personal life demands also interfere with work performance. Smith (2021) found that women in shift roles often experienced difficulty performing effectively due to caregiving duties, lack of social support, and rigid schedules. The study concluded that shift workers reported more interference from personal life demands than those on regular daytime schedules. Childcare shortages and inadequate support systems were cited as key factors behind the interference.

### **Factors Influencing Work-Life Balance**

Work-life balance (WLB) is shaped by a combination of personal, organizational, and societal factors. Together, these factors highlight the multiple pressures that influence women's ability to maintain a reasonable balance between professional and personal responsibilities.

**Work Schedules and Job Demands:** The structure of work schedules significantly affects work-life balance. Irregular or long working hours, common in shift-based employment, often reduce time for rest, family, and social engagement. According to Adisa, Gbadamosi, and Osabutey (2022), employees who work non-standard hours report higher interference between work and personal responsibilities, especially women with caregiving roles. Similarly, Adeyemi and Bamgbose (2021) found that shift work is linked to sleep disturbances and lower satisfaction with family life, which can impair general well-being.

**Organizational Support:** Managerial support, flexibility in work arrangements, and access to family-friendly policies can improve employees' ability to maintain WLB. Where organizations provide flexible work hours, childcare support, or leave entitlements, workers experience less stress and greater job satisfaction (Okafor, Ibrahim, & Ojo, 2023). A study by Nwokocha and Ibe (2022) in Nigerian firms highlighted that flexible policies significantly improved the ability of women to manage work alongside caregiving duties.

**Family Structure and Responsibilities:** Marital status, number of children, and caregiving duties are strong determinants of WLB. Married women and those with young children often experience higher work-family conflict, particularly in environments where support systems such as affordable childcare are lacking (Ogunyemi & Ayeni, 2022). According to Smith (2021), the lack of social support and the expectation that women manage most domestic duties contribute to higher stress levels and poorer job performance among working mothers.

**Technological Access and Remote Work Options:** The growing use of digital tools and remote work options has influenced WLB positively and negatively. While remote work may reduce commute time and offer flexibility, it can also lead to boundary issues, where work intrudes into personal time (Adeleke & Ogundipe, 2021). Adedoyin, Adegoke, and Afolayan (2023) reported that without clear boundaries, remote work can increase workload and make detachment from work more difficult for women, especially those managing households.

**Societal and Cultural Expectations:** Cultural norms around gender roles often influence how women experience WLB. In many parts of Nigeria, women are expected to manage domestic duties even when employed full-time. This dual burden often leads to emotional exhaustion, burnout, and reduced commitment to work (Adeniran & Oyenu, 2022). These expectations create pressure that may not affect male employees to the same extent.

**Economic Pressure and Financial Needs:** Women in lower-income groups or single-parent households may be forced to accept demanding or irregular jobs that reduce their control over personal time. According to Oladipo and Alabi (2021), financial insecurity pushes many women into extended work hours or multiple jobs, often at the expense of their health and family life. The need to meet financial obligations sometimes overrides the ability to seek balance between work and non-work roles.

## **Methods**

### *Design and Participants*

This study adopted a comparative research design to examine differences in the work-life balance experiences of women engaged in shift and non-shift employment in Remo, Ogun State, Nigeria. The design was suitable for comparing groups based on pre-existing work conditions without manipulating any variables (Creswell & Creswell, 2018). The target population consisted of employed women working in hospitals, manufacturing firms, retail outlets, and educational institutions across selected towns in Remo. A total of 75 married female employees participated in the study, with 46 drawn from shift work environments, 19 from non-shift work environments through the stratified random sampling technique. In addition 10 employed women were selected for interview using purposive sampling. Inclusion criteria required that participants had worked in their current role for at least one year and were between the ages of 21 and 60.

### *Instrumentation*

Quantitative and qualitative instruments were used to collect data. The quantitative aspect involved the use of the Work-Life Balance Scale adapted from Fisher-McAuley, Stanton, Jolton, and Gavin (2003), which measures three key dimensions: Work interference with personal life (WIPL), personal life interference with work (PLIW), and work-personal

life enhancement (WPLE). The scale consists of 15 items scored on a 5-point Likert-type scale ranging from "strongly disagree" (1) to "strongly agree" (5). The qualitative component consisted of semi-structured interview questions designed to further explore participants' experiences and coping strategies related to work-life balance. Interview questions were developed based on existing literature (Okafor et al., 2023) and reviewed by two experts in workplace psychology for clarity and relevance.

#### *Data Collection Procedure*

Data collection was carried out over a four-week period. The researcher visited workplaces across Iperu, Ilishan, and Sagamu to administer questionnaires during break periods and after work hours. Participants were briefed on the purpose of the study, and informed consent was obtained before data collection. Participation was voluntary, and no financial incentives were provided. For the qualitative phase, ten participants (five each from the shift and non-shift groups) were selected purposively for one-on-one interviews. Each interview lasted between 30 and 40 minutes and was conducted in a quiet office space provided by the participants' organizations. Audio recordings were made with participants' permission and later transcribed verbatim.

#### *Method of Data Analysis*

Quantitative data collected through the Work-Life Balance Scale were analyzed using independent samples t-tests to compare mean differences between the shift and non-shift groups on the three WLB dimensions: WIPL, PLIW, and WPLE. The Statistical Package for the Social Sciences (SPSS) version 26 was used for analysis, with significance set at  $p < .05$ . Qualitative data from the interviews were analyzed through content analysis, identifying common patterns, themes, and differences in participant responses. This method allowed for interpretation of participants' narratives by coding recurring expressions and organizing them into themes. Two researchers independently coded the data to ensure consistency, and discrepancies were resolved through discussion.

#### *Ethical Considerations*

Ethical approval for the study was obtained from the Research Ethics Committee of Babcock University, Ilishan-Remo. Informed consent was obtained from each participant and participants were informed of their rights, including the right to decline participation or withdraw at any time without penalty. All responses were treated confidentially, and pseudonyms were used in reporting interview results to protect participants' identities. Digital records and transcripts were securely stored and protected from unauthorized access.

## **Results**

### *Analysis of Demographic Data*

*Table 1: Participants' Demographic Data*

| Variable      | Category          | N = | Frequency | Percentage |
|---------------|-------------------|-----|-----------|------------|
|               |                   | 65  |           |            |
| Nature of Job | Shift Workers     | 46  |           | 70.8       |
|               | Non-Shift Workers | 19  |           | 29.2       |

Results in Table1 revealed that a majority of the women (71%) were shift workers, while a minority (29%) were non-shift workers.

#### *Test of Hypotheses*

*Hypothesis 1:* There is no significant difference in the level of work interference with personal life between employed women in shift and non-shift work in Remo, Ogun State.

*Table 2: Independent t-Test for Difference in Level of Work Interference between Shift and Non-Shift Workers*

| Variable                                      | Level             | N  | Mean  | SD    | df | t      | P    |
|-----------------------------------------------|-------------------|----|-------|-------|----|--------|------|
| Level of Work Interference with Personal Life | Shift Workers     | 46 | 28.70 | 11.67 | 63 | 10.845 | .000 |
|                                               | Non-Shift Workers | 19 | 20.26 | 9.70  |    |        |      |

The results in Table 2 were significant ( $t = 10.845$ ,  $p < .0005$ ). The null hypothesis was rejected and the alternative hypothesis was upheld, leading to the conclusion that there is a significant difference in the level of work interference

with personal life between employed women in shift and non-shift work in Remo, Ogun State. Table 2 further showed that shift workers (mean = 28.7, SD = 11.67) had a higher level of work interference with personal life than non-shift workers (mean = 20.3, SD = 9.70).

*Hypothesis 2:* There is no significant difference in the level of personal life interference with work between employed women in shift and non-shift work in Remo, Ogun State.

*Table 3: Independent t-Test for Difference in Level of Personal Life Interference with Work between Shift and Non-Shift Workers*

| Variable                            | Level             | N  | Mean  | SD   | df | t      | P    |
|-------------------------------------|-------------------|----|-------|------|----|--------|------|
| Level of Personal Life Interference | Shift Workers     | 46 | 11.46 | 6.41 | 63 | 14.037 | .000 |
|                                     | Non-Shift Workers | 19 | 7.29  | 4.93 |    |        |      |

The results in Table 3 were significant ( $t = 14.037$ ,  $p < .0005$ ). The null hypothesis was rejected and the alternative hypothesis was upheld, leading to the conclusion that there is a significant difference in the level of personal life interference with work between employed women in shift and non-shift work in Remo, Ogun State. Table 3 further showed that shift workers (mean = 11.5, SD = 6.41) had a higher level of personal life interference with work than non-shift workers (mean = 7.3, SD = 4.93).

*Hypothesis 3:* There is no significant difference in the level of work-personal life enhancement between employed women in shift and non-shift work in Remo, Ogun State.

*Table 4: Independent t-Test for Difference in Level of Work-Personal Life Enhancement between Shift and Non-Shift Workers*

| Variable                                | Level             | N  | Mean  | SD   | df | t     | P    |
|-----------------------------------------|-------------------|----|-------|------|----|-------|------|
| Level of Work-Personal Life Enhancement | Shift Workers     | 46 | 10.13 | 7.93 | 63 | 1.160 | .147 |
|                                         | Non-Shift Workers | 19 | 9.89  | 5.25 |    |       |      |

The results in Table 4 were non-significant ( $t = 1.160$ ,  $p > .05$ ). The null hypothesis was therefore upheld, leading to the conclusion that there is no significant difference in the level of work-personal life enhancement between employed women in shift and non-shift work in Remo, Ogun State. Table 4 further showed that the mean difference of 0.24 between shift workers (mean = 10.1, SD = 7.93) and non-shift workers (mean = 9.9, SD = 5.25) was due to random factors.

#### *Analysis of Interview Questions*

Analysis of the responses provided by the shift and non-shift workers revealed several key differences, including the following.

1. On impact on personal and family life, shift workers emphasized time constraints and missed social activities as significant challenges. They frequently mentioned struggles with managing household chores, attending events and maintaining social connections due to irregular work hours. On the other hand, non-shift workers focused on creating clear boundaries between work and personal life, utilizing set schedules to prioritize family and work responsibilities.
2. On strategies for balancing work and family, shift workers highlighted proactive planning and reliance on support systems, such as spouses and extended family, to manage household responsibilities. On the other hand, non-shift workers stressed the importance of time management, communication and utilizing workplace resources like childcare facilities and mentorship programmes.
3. On physical and emotional challenges, shift workers reported significant physical and mental strain due to irregular hours, leading to exhaustion and stress. On the other hand, non-shift workers highlighted guilt and stress from balancing work and family roles but indicated that structured schedules helped mitigate these challenges.
4. On support systems, shift workers strongly relied on family and spousal support for managing domestic and childcare responsibilities. On the other hand, non-shift workers focused more on employer-provided resources like childcare facilities, flexible work arrangements and mentorship programmes.
5. On employer practices and recommendations, shift workers suggested policy adjustments and welfare facilities to better accommodate the unique demands of their roles. On the other hand, non-shift workers recommended broader strategies, such as promoting gender equity, implementing remote work options and providing structured mentorship and wellness programmes.

- i. *Example:* "Introduce flexible work policies and organize wellness programmes."
6. On positive perspectives, shift workers valued the flexibility offered by shift work, enabling them to pursue other activities during off periods. On the other hand, non-shift workers appreciated structured schedules that allowed for better boundary management and reduced multitasking pressures.
7. On coping mechanisms, shift workers focused on determination, adaptability and resting during off periods as key strategies. On the other hand, non-shift workers highlighted self-care, effective communication and task prioritization as means to address stressors.
8. On cultural and workplace bias, non-shift workers reported challenges related to stereotypes about women's leadership abilities and undervaluation in professional settings. On the other hand, shift workers did not explicitly mention workplace biases but focused on the direct impact of shift schedules on personal and family life.

In a nutshell, the primary differences lie in the nature of challenges faced due to work schedules. Shift workers are more concerned with managing time and physical strain, whereas non-shift workers focus on utilizing structured schedules and employer resources to achieve work-life balance. Non-shift workers also face unique challenges related to workplace culture and gender biases, which were less evident among shift workers.

## Discussion

The results of this study reveal significant differences in how shift and non-shift work arrangements influence the work-life balance of employed women in Remo, Ogun State. The findings provide evidence that work structure affects the level of interference and interaction between professional and personal responsibilities, particularly among women who often bear the dual burden of employment and caregiving.

The first finding showed that shift workers experienced significantly higher levels of work interference with personal life compared to their non-shift counterparts. This result can be explained by the irregular and often unpredictable nature of shift work, which disrupts routines, reduces time for domestic responsibilities, and limits social engagement. Many shift workers are required to work nights, weekends, or rotate shifts, making it difficult to plan or participate in family life. This outcome supports Adekoya's (2023) assertion that shift-based schedules in Nigeria contribute significantly to role strain among working women, especially those with caregiving duties. Similarly, the finding aligns with the conclusions of Magaji, Akpa, Ogundiwin, and Dogo (2021), who reported that erratic work hours were a major source of tension in balancing home and work responsibilities in Ogun State. On the contrary, the result contrasts with studies that argue shift work may offer flexibility (e.g., Iwu, Apkan, & Samuel, 2019), as this study's participants reported more disruption than benefit.

The second finding revealed that shift workers also experienced higher levels of personal life interference with work than non-shift workers. This suggests that the demands of home life, such as caregiving, domestic chores, and extended family obligations, often spill into work responsibilities for those on irregular schedules. Unlike non-shift workers who can draw clearer boundaries between home and work hours, shift workers often lack predictable downtime. These results support the conclusions drawn by Ukwadinamor and Oduguwa (2020), who found that Nigerian women, regardless of job type, frequently experience interference from domestic obligations, but the unpredictability of shift work intensifies this challenge. The present study confirms their assertion that regular hours alone do not eliminate work-life tension, but it further shows that unpredictability significantly worsens interference from personal life. Moreover, Okafor, Agbaeze, and Ofoma (2023) emphasized how gender expectations in Nigerian society compel women to fulfill domestic roles, even when these roles conflict with professional obligations—a claim reflected in the responses of the women in this study.

The third finding showed no significant difference between shift and non-shift workers in the area of work-personal life enhancement. Both groups reported similar levels of benefit from work in their personal lives. This may suggest that regardless of job structure, employed women in Remo may experience limited enrichment from their work that translates into personal fulfillment or growth. Possible explanations include the lack of supportive work policies and limited access to professional development opportunities. This finding diverges from the position of Adisa, Gbadamosi, and Osabutey (2020), who observed that work could serve as a source of empowerment and confidence for Nigerian women, particularly when employers provided recognition and flexibility. In contrast, the present study suggests that such benefits are either not widespread or are insufficient to offset the challenges caused by rigid or unpredictable work schedules.

The qualitative findings complement the statistical results by highlighting practical difficulties and strategies used by both groups. Shift workers frequently reported struggles related to time constraints, physical exhaustion, and limited social interaction. Their accounts of missed events, sleep disruption, and dependence on extended family support reveal the personal costs of irregular work hours. These lived experiences are consistent with the quantitative results showing high levels of both work interference with personal life and personal life interference with work.

On the other hand, non-shift workers emphasized the importance of structured routines, effective communication, and use of organizational support systems such as childcare services. Although their schedules were more predictable, they still reported emotional stress and occasional difficulty balancing roles. This reinforces the earlier observation that even standard work hours do not automatically guarantee work-life balance unless supported by appropriate workplace policies.

The mention of employer support aligns with findings by Okafor et al. (2023), who highlighted the role of institutional policies in reducing stress and improving satisfaction among Nigerian female employees.

An interesting distinction emerged in the area of workplace bias. While non-shift workers spoke about gender stereotypes and professional undervaluation, shift workers were more concerned with the direct impact of scheduling on their private lives. This suggests that while both groups experience work–life challenges, their focus differs according to the nature of their job demands. Non-shift workers, by virtue of their more stable routines, may have greater awareness of broader professional issues, whereas shift workers may be overwhelmed by the immediate physical and emotional strain of irregular schedules.

Finally, both groups identified different coping strategies: shift workers emphasized adaptability and rest during off periods, while non-shift workers focused on self-care and task organization. These findings suggest that women employ various personal mechanisms to navigate their challenges, but organizational support remains critical in making those efforts effective.

In conclusion, this study provides strong evidence that work structure has measurable effects on how employed women in Remo manage the competing demands of work and personal life. The findings reinforce the need for organizations and policymakers to recognize the distinctive burdens placed on women in shift work and to implement measures such as flexible scheduling, supportive workplace resources, and gender-sensitive policies that reduce the strain on working women in Nigeria.

Based on the findings, the following recommendations were made:

1. Organizations should adopt more flexible scheduling/shift arrangements for female workers. Rosters should be shared well in advance to allow workers to plan their domestic responsibilities. Where possible, employees should be offered options to swap shifts or select preferred time slots.
2. Employers should strengthen workplace support services that assist women in managing personal and professional obligations. This includes the provision of childcare facilities, wellness programmes, mentorship schemes, and access to counselling services.
3. Governmental and institutional policies should actively promote fair treatment, particularly in relation to gender-based workplace practices. There should be clearer promotion guidelines, performance-based evaluation systems, and initiatives that support women's career progression regardless of their work schedule. Training sessions aimed at addressing stereotypes and encouraging inclusive leadership can help create a more equitable work environment for women across different job types.

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