


# Sociological Research and Innovation (SRI)

Volume 3 Issue 2, Fall 2025

ISSN(P): 3007-3251, ISSN(E): 3007-326X

Homepage: <https://journals.umt.edu.pk/index.php/SRI>



- Title:** Quality of Work Life, Job Enrichment and Employee Retention in Selected Organizations in Ilorin, Nigeria
- Author (s):** Ridwan Olabisi Yusuff<sup>1</sup> and Musediq Olufemi Lawal<sup>2</sup>
- Affiliation (s):** <sup>1</sup>University of Ilorin, Ilorin, Nigeria  
<sup>2</sup>Osun State University, Osogbo, Nigeria
- DOI:** <https://doi.org/10.32350/sri.32.01>
- History:** Received: December 04, 2024, Revised: February 11, 2025, Accepted: November 10, 2025, Published: December 18, 2025
- Citation:** Yusuff, R. O., & Lawal, M. O. (2025). Quality of work life, job enrichment and employee retention in selected organizations in Ilorin, Nigeria. *Sociological Research and Innovation*, 3(2), 01–26. <https://doi.org/10.32350/sri.32.01>
- Copyright:** © The Authors
- Licensing:**  This article is open access and is distributed under the terms of [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/)
- Conflict of Interest:** Author(s) declared no conflict of interest



A publication of

Department of Sociology, School of Social Sciences and Humanities  
University of Management and Technology Lahore, Pakistan

# Quality of Work Life, Job Enrichment and Employee Retention in Selected Organizations in Ilorin, Nigeria

Ridwan Yusuff\*

University of Ilorin, Nigeria

## Abstract

This study examines the impact of quality of work life (QWL) and job enrichment on employee retention in selected organisations in the Ilorin metropolis, Kwara State, Nigeria. A questionnaire was used to gather first-hand information from 157 respondents who worked for the organisations under investigation. The chi-square statistical method was used to test two hypotheses. The findings reveal a strong positive correlation between QWL, job enrichment, and employee retention. Employees who experience high QWL and job enrichment report greater job satisfaction, organisational commitment, and an increased likelihood of staying with their current employer. These results underscore the critical role of QWL and job enrichment in enhancing employee retention and offering actionable insights for human resource management practices. It is recommended that organisations should invest in creating a positive workplace by updating tools and resources, increasing salaries, offering wellness programs, and fostering an inclusive and supportive culture.

**Keywords:** quality of life; job enrichment; job satisfaction; employee retention

## Introduction

The success of any organisation is closely tied to the capacity, competency, and development of its human resources, which are pivotal to achieving objectives, enhancing performance, and fostering growth (Chimakati & Kelemba, [2023](#)). Employees, as active agents, mobilise resources, drive innovation, and build socio-economic and political frameworks, underscoring human capital's indispensable role in organisational and national development (Apascaritei & Elvira, [2022](#)). Kim and Beehr ([2020](#)) remarked that, notably, countries with comparable access to resources often exhibit divergent development outcomes, primarily due to variations in the effectiveness and dedication of their human resources.

---

\*Corresponding Author: [yousouph.ro@unilorin.edu.ng](mailto:yousouph.ro@unilorin.edu.ng)

In today's evolving work environment, technological advancements influence job opportunities, skill requirements, and workplace conditions. This shift places quality at the forefront of organisational priorities, emphasizing the need for strategies that enhance the quality of work life (QWL). Effective QWL programs aim to address employees' complex needs by providing fair compensation, professional growth opportunities, participatory management, and equitable work environments (Tamini et al., [2021](#)). These efforts are increasingly critical in retaining top talent, particularly in regions like third-world countries with high labour turnover rates, where work-related stress and poor work-life balance exacerbate retention challenges (Searle & McWha-Hermann, [2021](#)).

Studies highlight the significance of job enrichment in enhancing job satisfaction, autonomy, and employee performance (Allemon, [2019](#)). Job enrichment strategies focus on diversifying tasks, increasing accountability, and fostering a sense of responsibility, which motivates employees to contribute meaningfully beyond external rewards. However, poor working conditions, such as those observed in EU member countries, pose risks to employee health and retention. Comparatively, developed nations, including the USA, prioritise safer workplaces to mitigate such challenges (Cheng et al., [2022](#)).

Globally, organisations are adopting policies to improve work-life quality, though implementation gaps remain, particularly in Latin America, where a lack of alignment between management and employees hinders progress (Oyewobi et al., [2022](#)). Conversely, industrialised nations have demonstrated that enhanced working environments contribute significantly to employee retention and performance (Tamini et al., [2021](#)). In the course of appreciating the foregoing within the local industrial settings in Ilorin, Nigeria, this study gives its focus on Tuyil Pharmaceutical Industry and the KAM Industry. These organisations were selected as the study settings due to their status as the privately owned foremost employers of labour in Kwara State, Nigeria, and research accessibility.

## **Problem Statement**

Employee retention remains a critical challenge for organisations in today's competitive labour market. Competent employees have numerous opportunities globally, making retaining them more vital, and often more challenging, than hiring them (Cascio, [2019](#)). The costs of turnover,

including recruitment, training, and vacancy-related disruptions, significantly strain organisational resources, thus emphasising the importance of robust retention strategies (Brabson et al., [2020](#)).

However, retention challenges arise from various factors, with limited opportunities for advancement being a primary concern. Employees who perceive stagnation in their roles are more likely to seek growth opportunities elsewhere (Hessels & Naudé, [2019](#)). Organisations failing to provide clear career paths and development opportunities risk losing top talent to competitors offering better prospects. Additionally, inadequate compensation and benefits can disengage employees, prompting them to leave for roles with competitive salaries, performance-based incentives, and comprehensive benefits packages.

Mazzola and Disselhorst ([2019](#)) equally stressed that leadership quality plays a pivotal role in retention. Employees who feel unsupported or undervalued by their managers are more likely to leave their jobs. In the position of Goleman ([2017](#)), effective leadership involves more than guidance, it requires fostering a positive work environment where employees feel respected, valued, and motivated to excel. Similarly, workplace culture is a critical determinant of retention. Toxic or stressful environments characterised by conflict, discrimination, or excessive pressure drive employees to seek healthier work settings (Slavich et al., [2023](#)).

Given these challenges, organisations must focus on factors such as job enrichment and quality of work life (QWL), which significantly influence employee satisfaction and retention. By addressing these areas, organisations can create an environment conducive to retaining talent and sustaining long-term success (Abdullah et al., [2021](#)).

### **Research Objectives**

The study examines the Quality of Work Life (QWL), Job Enrichment, and Employee Retention in Selected Organisations within Ilorin metropolis. Specifically, the study:

- Examines the impact of the quality of work life on employee retention.
- Identifies how job enrichment influences employee retention in these organisations.

- Explores the significance of the quality of work life in employee satisfaction and productivity among employees.
- Documents interconnections between the quality of work life, job enrichment, employee retention, and the effects on organisational success.

## Research Hypothesis

Hypotheses generated to help this work include:

H<sub>0</sub>: There is no significant impact of quality of work life on employee retention in the selected organisations in the Ilorin metropolis.

H<sub>1</sub>: There is a significant impact of the quality of work life on employee retention in selected organisations in the Ilorin metropolis

H<sub>0</sub>: There is no significant impact of job enrichment on employee retention in selected organisations in the Ilorin metropolis.

H<sub>1</sub>: There is a significant impact of job enrichment on employee retention in the selected organisations in the Ilorin metropolis.

## Literature Review

### Quality of Work-Life and Employee Retention

Quality of Work Life (QWL), first introduced by Louis Davis in the 1970s, encompasses an employee's overall workplace experience, including job satisfaction, growth opportunities, work-life balance, and a supportive environment (Oyewobi et al., [2022](#)). It emphasizes fostering employee well-being, enabling skill utilisation, and enhancing organisational effectiveness (Hammond et al., [2023](#)). Walton's model identifies key components of QWL, such as adequate compensation, job security, opportunities for growth, and social integration, which remain central to the concept's application in modern organisations.

QWL directly impacts employee retention, especially in competitive markets where organisations must address work-life conflicts, offer fair compensation, and create positive environments to attract and retain talent. Retention strategies must focus on areas like remuneration, career development, and leadership support to mitigate turnover and sustain organisational success (De Oliveira et al., [2019](#)). Companies adopting flexible work schedules, prioritising employee health, and aligning job

roles with individual needs contribute significantly to employee satisfaction and loyalty. The multidimensional nature of QWL highlights its role in improving work experiences, fostering pride, and aligning individual goals with organisational objectives, thus forming a cornerstone for effective employee retention and performance enhancement (Alruwaili, [2025](#)).

Quality of Work Life (QWL) significantly influences employee retention in Nigeria, as it encompasses job satisfaction, work environment, work-life balance, career growth, and recognition of employee contributions (Akinwale et al., [2024](#)). Research highlights that, organisations prioritising QWL initiatives see higher retention rates, as employees feel valued and motivated (Qudah et al., [2019](#)). Key QWL factors driving retention include fair compensation, supportive leadership, career advancement opportunities, and a conducive work environment.

In the Nigerian banking sector, QWL interventions like training, recognition programs, and flexible work arrangements boost employee commitment and reduce turnover (Akinwale et al., [2024](#)). Additionally, Nigeria's socio-cultural context emphasises holistic job satisfaction, with employees valuing job security, respectful treatment, and meaningful engagement beyond monetary rewards (Umeh, [2019](#)). Overall, the link between QWL and retention is well-documented in Nigeria. Organisations that tailor QWL strategies to meet workforce needs are better equipped to retain talent, fostering organisational success in a competitive environment.

### **Job Enrichment and Its Impact on Employee Motivation and Productivity**

Job enrichment, introduced by Herzberg ([1968](#)), emphasises redesigning roles to enhance employee satisfaction and productivity (Cimini et al., [2023](#)). Herzberg's Two-Factor Theory distinguishes between motivators (e.g., achievement, recognition, and growth opportunities) and hygiene factors (e.g., company policies and work conditions), suggesting that addressing dissatisfaction doesn't necessarily increase satisfaction. Job enrichment involves incorporating autonomy, feedback, and meaningful responsibilities to enhance employees' sense of achievement, accountability, and growth. It empowers workers to take ownership of their roles, fostering creativity and engagement (Muduli & Pandya, [2018](#)). Research highlights its potential to improve employee

motivation, reduce turnover, and align individual contributions with organisational goals.

### **Job Enrichment, Quality of Work Life, and Employee Retention**

Job enrichment benefits organisations by creating a positive work environment, reducing absenteeism, and enhancing skill development. Employees in enriched roles are more likely to experience job satisfaction, self-actualisation, and commitment, contributing to higher productivity and innovative problem-solving (De Reuver et al., [2021](#)). Employee retention refers to an organisation's ability to maintain a long-term commitment to valued employees. Retention strategies enhance organisational performance by fostering loyalty through policies and practices that benefit both employees and the company. Supportive supervisors and alignment between company values and employee motivations are crucial for retaining staff (Graves et al., [2019](#)).

Job enrichment significantly impacts retention by enhancing job satisfaction, motivation, and engagement. When employees work on meaningful tasks aligned with their skills and values, they feel more fulfilled and committed (Byza et al., [2019](#)). Increased autonomy and decision-making authority further empower employees, promoting a sense of value and reducing turnover (Kim & Beehr, [2020](#)). Research shows that enriched jobs lead to greater professional growth, active engagement, and a lower likelihood of departure (Byza et al., [2019](#)).

QWL initiatives, such as work-life balance, career development, and a safe work environment, cultivate a supportive culture that promotes retention. Prioritising employee well-being fosters satisfaction and commitment (Tamini et al., [2021](#)). The synergy between QWL and job enrichment creates meaningful and motivating work environments. As Herzberg's Two-Factor Theory suggests, factors like achievement and recognition improve job satisfaction, enhancing retention. The Job Characteristics Model also highlights job attributes such as skill variety, task significance, and autonomy as drivers of motivation and retention (Groza & Groza, [2022](#)). Extensive research highlights how the quality of work life (QWL), job enrichment, and job satisfaction influence employee retention. Enriched jobs reduce dissatisfaction and foster commitment. Key factors such as autonomy, task variety, and feedback enhance satisfaction and motivation, which in turn boost retention (Aljumah, [2023](#)).

Job enrichment strategies, including autonomy, skill development, and challenging tasks, directly improve engagement and retention. Employees who experience enriched roles are more motivated, committed, and less likely to leave (Lyu & Zhu, [2019](#)). This approach satisfies psychological needs, increases job satisfaction, and builds loyalty. However, some studies suggest enrichment alone is insufficient, as other factors like culture and management also play a role in retention (Tsen et al., [2021](#)).

QWL initiatives, such as career development, recognition, and work-life balance, foster a positive organisational culture that enhances retention. Employees are more likely to stay when their work aligns with their values and offers personal and professional growth (Zaharee et al., [2018](#)). The synergy of QWL and job enrichment leads to meaningful, engaging work environments. A strong organisational culture, clear communication, and supportive management amplify retention by addressing employees' holistic needs.

Retention strategies must account for gender-specific challenges such as pay gaps and career advancement barriers. Addressing these disparities through equitable practices enhances retention for all employees (Capatosto, [2022](#)). In conclusion, retention depends on creating enriching, supportive, and equitable work environments that address employee needs, enhance satisfaction, and build long-term commitment.

## **Theoretical Framework**

Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs are combined in the study to provide a thorough understanding of employee motivation by emphasising that meeting basic needs comes before higher-level motivators can have a significant effect on performance. Managers can better grasp how internal (motivator) and extrinsic (hygiene) elements interact to affect employee behaviour with the aid of this integrated approach.

### ***Hertzberg's Motivation-Hygiene Theory***

Frederick Hertzberg's 1959 theory distinguishes between motivators (e.g., job challenges, growth, recognition) and hygiene factors (e.g., salary, work conditions). While motivators drive satisfaction, hygiene factors prevent dissatisfaction. Poor hygiene elements can lead to dissatisfaction even if motivators are strong (Sobaih & Hasanein, [2020](#)). However, criticisms include the theory's limited sample (mainly engineers) and



subjective data collection methods. Despite this, it provides valuable insights for improving employee motivation by focusing on work enrichment and eliminating dissatisfaction triggers (Subramaniam et al., [2024](#)).

### ***Maslow's Hierarchy of Needs***

Maslow's 1943 theory categorises human needs into five levels: physiological, safety, love/belonging, esteem, and self-actualisation. As lower-level needs are met, higher-level needs become the focus. Self-actualisation, the highest level, represents personal growth and fulfilment. However, the theory faces criticism for cultural bias, lack of empirical support, and its oversimplified hierarchical structure (van Zyl et al., [2024](#)). It also neglects the importance of growth and self-actualisation in work contexts. Despite these criticisms, the theory can help organisations understand employee needs and foster environments that enhance satisfaction and retention (Iddrisu, [2023](#)).

### ***The Synthesis of the Two Theories***

Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs provide different but related viewpoints on employee motivation. Maslow's theory emphasises a hierarchical structure of needs, with basic requirements like physiological and safety needs needing to be addressed before higher-level wants like esteem and self-actualisation may be achieved. In contrast, Herzberg's approach concentrates on two types of elements: motivators, which result in satisfaction, and hygiene factors, which prevent unhappiness. Despite their apparent differences, they work well together because they emphasise how crucial both fundamental demands and internal factors are to motivation and job fulfilment.

Maslow's physiological and safety demands align with Herzberg's aspects of hygiene (e.g., working environment, remuneration). These are necessary to avoid employee discontent, but they don't always inspire workers. However, Maslow's higher-level needs, social, self-actualisation, and esteem, align with Herzberg's motivators, which include accomplishment, acknowledgement, and accountability. These elements support both job satisfaction and intrinsic motivation. The sequential aspect of needs satisfaction is emphasised by Maslow's theory. Higher wants cannot become motivating factors until basic needs are satisfied. According to Herzberg's thesis, intrinsic motivators are required for

genuine job satisfaction even in situations where basic needs are satisfied. Combining these viewpoints helps managers realise that offering possibilities for advancement, success, and recognition (motivators) as well as attending to the basic requirements of workers (hygiene elements) are both necessary to create an inspiring work environment.

Maslow's theory becomes useful in this task since it may help the company determine the present needs of its workers and make sure that their basic needs are satisfied. It is also possible to use Herzberg's theory to find and apply motivators that promote engagement and job satisfaction. For instance, offering competitive pay and safe working conditions (Maslow's lower needs) is important, but what motivates employees are the learning, growth, and recognition chances (Maslow's higher needs and Herzberg's motivators). Fundamentally, Herzberg's theory sheds light on the elements that influence motivation and job satisfaction, whereas Maslow's theory offers a framework for comprehending human needs. Managers can establish a more productive and inspiring workplace by comprehending and putting both theories to use.

### **Methodology**

This study employed a descriptive survey method. This method provides an avenue for what Braun et al. ([2021](#)) referred to as in-depth exploration of the research problem, providing a detailed description of employee commitment and its impact on performance. Data was gathered through structured questionnaires administered to employees in the selected organisations. Primary data was collected via a 30-question questionnaire, divided into five sections. The instrument covered socio-economic characteristics, management roles, work-life quality, employee retention, and job enrichment, with questions adapted from a standardised employee health insurance study (Gazi et al., [2024](#)). A sample size of 160 was chosen using purposive sampling to ensure representativeness while balancing resource constraints. Face validation was used to assess the relevance of the questionnaire items. Feedback from colleagues about the sections in the questionnaire that require adjustment was incorporated to improve the instrument's alignment with the study objectives.

### **Sampling Techniques**

The sampling covered the employees from Tuyil Pharmaceuticals and KAM Industry based in Ilorin, Kwara State, Nigeria. Gender parity was

part of the criteria adopted in the process of sampling. The respondents were engaged based on informed consent and assurance of confidentiality. To reach out to the respondents, the assistance of the staff of the KLNP was obtained. Administration of the questionnaire was entrusted to the staff members in the Human Resource Departments of these organisations. The respondents were adequately briefed about the objectives of this study. Each of the respondents was asked to take a copy of the questionnaire for administration. Where necessary, the respondents were permitted to take the questionnaire to their office for their convenience and to avoid obstruction of their official responsibilities. Retrieval of the copies of the questionnaire issued was based on agreed terms with the tourists.

## **Study Settings**

### ***Tuyil Pharmaceuticals***

It is located in Ilorin, Kwara State, and is a foremost industry in the pharmaceutical business in Nigeria. It is a privately owned business established on the 1st of May, 1996. It was registered as a manufacturer of Pharmaceutical Products, Syrups, Tablets, and Capsules. Tuyil Pharmaceutical Industry Limited is a bona fide member of organisations like the Nigeria Indigenous Pharmaceutical Manufacturers and is registered by the National Agency for Food and Drug Administration and Control (NAFDAC) and the Pharmaceutical Council.

### ***KAM Industry***

This is a subsidiary of KAM Holding. It is the largest indigenous group of manufacturing companies of liquid steel in Nigeria, and today, one of the largest in the steel and mining sector. It was founded in 1997 and is headquartered in Ilorin, Nigeria. KAM Holding is a global business conglomerate operating in over 3 countries across 2 continents. From an early foray into steel and allied products to staying abreast of the latest technologies, KAM Holding today has a strong presence of diverse products across the construction industry. The products from the stable of the Holding included TMT Reinforcement Bars, Nails (Plain and Coated), Wire Products (Binding Wire, Wire Mesh – EM 10, A142), BRC, Galvanised Roofing Sheets, PPGI (Colour Coated Roofing Sheets), and Stone Coated Roofing Tiles. The Holding is also seriously into Mining and on-grid Energy Generation. With a rare bravery KAM Holding confronted the challenges of manufacturing with a unique entrepreneurial

ingenuity, assembled the best Plant, machinery and Equipment, some of which were fabricated locally, recruited a crop of committed and hard-working staff and courted and won the trust of some of the most conservative financial institutions in Nigeria to set up a manufacturing Octopus which within ten years of productive activity became the leading producer of Liquid Steel and wire products in Nigeria.

### Data Analysis

Quantitative data were analysed using SPSS, employing descriptive statistics (frequencies, percentages, mean, standard deviation) and inferential statistics (correlation, regression, chi-square tests) to examine relationships between variables and test hypotheses.

### Results

This section presents the data analysis, divided into descriptive and inferential statistics. Descriptive statistics (mean, frequencies, percentages) were used to analyse respondents' socio-demographics and research objectives. Inferential statistics, including simple linear regression and t-tests for independent measures, were used to test the study hypotheses.

**Table 1**

#### *Demographic Characteristics of the Respondents*

Variables	Category	Frequency	Percentage	<i>M(SD)</i>
Gender	Male	108	68.4	35.27 yrs (7.60)
	Female	50	31.6	
Age	18-30 years	41	25.9	
	31-40years	80	50.6	
	41-60years	37	23.4	
	Single	68	43.0	
Marital status	Engaged	25	15.8	
	Married	39	24.7	
	Divorce	6	3.8	
	Separated	14	8.9	
	Widowed	5	3.2	
Job tenure	Less than 1 year	29	18.4	
	1-3 years	52	32.9	
	3-5 years	51	32.3	
	5 years and Above	23	14.6	
Level in the	Supervisor	34	21.5	

Variables	Category	Frequency	Percentage	<i>M(SD)</i>
Organisation	Senior Staff	64	40.5	
	Manager	48	30.4	
	Others	11	7.0	
	N30,000- N80,000	64	40.5	
Monthly Income	N81,000- N130,000	40	25.3	
	N131,000- N180,000	24	15.2	
	N181,000- N240,000	23	14.6	
	Others (Not specify)	7	4.4	

Table 1 presents the socio-demographics of the participants. Gender distribution shows 68.4% male and 31.6% female. Age-wise, 25.9% are 18-30 years, 50.6% are 31-40 years, and 23.4% are 41-60 years, with a mean age of 35.27 years ( $SD = 7.60$ ). Marital status: 43% single, 15.8% engaged, 24.7% married, 3.8% divorced, 8.9% separated, and 3.2% widowed. Job tenure: 18.4% have less than 1 year, 32.9% have 1-3 years, 32.3% have 3-5 years, and 14.6% have over 5 years. Workplace roles: 21.5% are supervisors, 40.5% are senior staff, 30.4% are managers, and 7% hold other positions. Monthly income: 40.5% earn 30,000-80,000, 25.3% earn 81,000-130,000, 15.2% earn 131,000-180,000, 14.6% earn 181,000-240,000, and 4.4% earn unspecified amounts.

**Table 2**

*Descriptive Analysis of Quality of Work-Life*

Statement	Mean
Heavy work schedules cause people to be stressed and behave abnormally in managing relationships.	1.69
I am satisfied with the amount of time I have for personal activities outside of work.	2.09
I will quit my job as soon as I discover it is beginning to take up my weekends.	2.23
I will not be in my best state if my job interferes with my ability to fulfil my family commitments.	2.03
A healthy family life does not influence work behaviour.	2.42
Sometimes, I feel stressed out or burned out due to work-related demands.	2.27
Weighted Mean	2.12

Table 2 presents the descriptive analysis of the quality of work life. It shows that 58.2% of respondents strongly agree that heavy work schedules cause stress and affect relationships. 29.7% strongly agree they are

satisfied with their time outside work. 30.4% strongly agree they would quit if their job began affecting weekends, and 31.6% strongly agree they would not perform well if work interfered with family commitments. However, 27.2% strongly agree that a healthy family life does not influence work behaviour. Additionally, 28.5% strongly agree they feel stressed or burned out due to work demands. The overall weighted mean of 3.12 suggests that the quality of work life is moderately low.

**Table 3**  
*Descriptive Analysis of Job Enrichment*

Statement	Mean
Some employees can choose to remain in the organisation if they love the job processes.	1.63
I am satisfied with the way my job allows me to do what I love.	1.98
I feel a sense of accomplishment from the work I do.	1.57
My job provides opportunities for growth and advancement.	2.00
My supervisor supports me and allows me to contribute my ideas when necessary.	2.36
Even if my income is reduced, I will choose to remain in the organisation due to my work role.	2.61
Weighted Mean	2.03

Table 3 shows the descriptive analysis of job enrichment. Results indicate that 58.2% of respondents strongly agree that employees stay in an organisation if they enjoy the job processes ( $M = 1.63$ ). About 27.2% of the respondents strongly agree they are satisfied with how their job allows them to do what they love ( $M = 1.98$ ). Most of the respondents, 63.3%, strongly agree they feel accomplished in their work ( $M = 1.57$ ), and roughly 22.8% of the respondents strongly agree that their job provides growth opportunities ( $M = 2.00$ ). Nearly 30.4% of the respondents strongly agree their supervisor supports them ( $M = 2.36$ ), while 24.7% strongly agree they would stay even with a reduced income due to their job role ( $M = 2.61$ ). The weighted mean of 2.03 suggests low job enrichment.

**Table 4**  
*Descriptive Analysis of Employee Retention*

Statement	Mean
My current work-life balance influences my commitment to remain with my organisation.	1.62

I feel that there are adequate opportunities for career advancement within this company.	1.96
I am committed to staying with this company for the next five years.	2.24
My commitment to my work and family has a significant effect on the organisation's growth.	2.00
The quality of work here influences my decision to stay.	2.08
Overall, my work-life balance has an impact on my retention in this organisation.	2.09
Weighted Mean	2.00

Table 4 presents the analysis of employee retention. Results show that 50.0% strongly agree that work-life balance influences employee commitment to stay with the organisation ( $M = 1.62$ ). Some of the respondents, 27.2%, strongly agree there are adequate career advancement opportunities ( $M = 1.96$ ). About 25.9% of respondents strongly agree that employees are committed to staying for the next five years ( $M = 2.24$ ). Some of the Respondents 38.0% strongly agree that employee commitment to work and family affects organisational growth ( $M = 2.00$ ). While 29.1% of the respondents strongly agree that work quality influences their decision to stay ( $M = 2.08$ ), and 36.1% strongly agree that work-life balance impacts retention ( $M = 2.10$ ).

**Table 5**

*How an Organisation can improve Quality of Work Life?*

Variables	Frequency	Percentage
Update tools	9	5.7
Increase salary	28	18.0
Provision of wellness	30	19.1
Positive workplace	90	57.2
Total	157	100.0

Organisation can improve quality of work life according to Table 5 through updating of tools (5.7%), salary increment (18%), provision of wellness (19.1%), and enhancement of positive workplace environment (57.2%).

**Table 6**

*Perception Regarding How the Job can be Enriched*

Variables	Frequency	Percentage
Promotion of healthy well-being	48	30.5

Variables	Frequency	Percentage
Make information accessible to all employees	10	6.4
Allow employee contribution to the issues	13	8.3
Establish a clear goal	86	54.8
Total	157	100.0

The data in the above table shows the respondents' position on how the job can be enriched. The position of the respondents according to the table included, establishment of a clear goal (54.8%), promotion of healthy wellbeing (30.5%), permission for the employees to contribute to the issues about the organization (8.3%), and the need to make information accessible to all employees (6.5%).

**Table 7**

*Recommended Policies that can be Implemented*

Variables	Frequency	Percentage
Improve wellbeing	72	45.9
Encourage the involvement of the employees	12	7.6
Job Security	45	28.7
Workplace infrastructure should be adequate	28	17.8
Total	157	100.0

Table 7 shows the policies recommended for implementation by the respondents. According to the data on the table, improvement of wellbeing ranked the highest (45.9%), this was followed by job security (28.7%), adequacy of workplace infrastructure (17.8%), and encouragement of employees' involvement (7.6%).

*Hypothesis 1:* There is a significant impact of the quality of work life on employee retention among employees. The hypothesis was tested using simple linear regression, and the analysis is presented in the next table.

**Table 8**

*Simple Linear Regression Showing the Impact of Quality of Work Life on Employee Retention*

Predictor variable	<i>B</i>	<i>SE</i>	$\beta$	<i>t</i>	<i>R</i>	<i>R</i> <sup>2</sup>	<i>F</i>	<i>p</i>
(Constant)	14.77	1.17	-	12.56	.37	.14	24.69	.00
Quality of work life	.43	.08	.37	4.96				.05

Table 8 presents the results of simple linear regression analysis,



revealing that quality of work life significantly and independently predicts employee retention ( $\beta = .43$ ,  $t = 4.96$ ,  $p < .05$ ). Quality of work life accounts for 14% of the variance in employee retention ( $R^2 = .14$ ), and the model is statistically significant,  $F(1, 151) = 24.69$ ,  $p < .05$ . Therefore, the alternative hypothesis, which posited a significant impact of quality of work life on employee retention, is supported.

*Hypothesis 2:* There is a significant impact of job enrichment on employee retention among employees. The hypothesis was tested using simple linear regression, and the analysis is presented in the table below.

**Table 9**

*Simple Linear Regression Showing the Impact of Job Enrichment on Employee Retention*

Predictor variable	<i>B</i>	<i>SE</i>	$\beta$	<i>t</i>	<i>R</i>	$R^2$	<i>F</i>	<i>p</i>
(Constant)	16.31	1.50	-	10.82	.22	.05	7.75	.00
Job enrichment	.33	.12	.22	2.78				.05

Table 9 illustrates that job enrichment significantly and independently predicts employee retention ( $\beta = .33$ ,  $t = 2.78$ ,  $p < .05$ ). Job enrichment accounts for 5% of the variance in employee retention ( $R^2 = .05$ ), and the model is statistically significant,  $F(1, 151) = 7.75$ ,  $p < .05$ . Consequently, the alternative hypothesis, which posited a significant impact of job enrichment on employee retention, is supported.

*Hypothesis 3:* There is a significant difference between males and females in their employee retention. The hypothesis was tested using a t-test for independent measures, and the result is presented in Table 10.

**Table 10**

*Independent Sample t-test Showing the Influence of Gender on Employee Retention*

DV	Gender	<i>N</i>	Mean	Std	<i>df</i>	<i>t</i>	<i>p</i>
Employee retention	Male	108	20.01	4.76	153	-1.47	>.05
	Female	50	21.10	3.97			

The table above shows that there was no significant difference in employee retention between males and females,  $t(153) = -1.47$ ,  $p > .05$ . Specifically, males ( $M = 20.01$ ,  $SD = 4.76$ ) and females ( $M = 21.10$ ,  $SD = 3.97$ ) exhibit similar levels of employee retention. Therefore, the

alternative hypothesis, which proposed a significant difference between male and female perceptions of employee retention, is rejected.

### Discussion

This study shows the impact of quality of work life, job enrichment, and other factors on employee retention in selected organisations in Ilorin metropolis. The study highlighted that work-life balance is negatively affected by heavy workloads (mean = 1.69), with moderate satisfaction in personal time outside work (mean = 2.09). Job enrichment, including satisfaction with job alignment (mean = 1.98) and a sense of accomplishment (mean = 1.57), is perceived positively, though support from supervisors and income stability remain concerns. The overall quality of work life (mean = 2.12) and job enrichment (mean = 2.03) are moderate.

Employee retention is influenced by work-life balance (mean = 1.62) and career advancement (mean = 1.96), with a moderate commitment to long-term stay (mean = 2.24). Regression analysis reveals that both quality of work life ( $\beta = 0.37, p < 0.01$ ) and job enrichment ( $\beta = 0.22, p < 0.01$ ) significantly predict employee retention, explaining 14% and 5% of the variance, respectively. However, there is no significant gender difference in retention ( $t = -1.47, p > 0.05$ ).

The findings have affirmed that heavy work schedules are a major stressor, contributing to burnout and poor work-life balance (Hakanen et al., [2022](#)). Employees expressed dissatisfaction with the interference of work in personal and family life, suggesting a need for better work-life integration strategies (Perreault & Power, [2023](#)). Despite moderate satisfaction with personal time, the overall quality of work life was perceived as low. Employees were shown to have experienced moderate job enrichment, particularly regarding job satisfaction and accomplishment (Hackman & Oldham, [2023](#)). In line with the position of Ogbeibu et al. ([2020](#)), a need for improved managerial support and compensation thus becomes apt in this regard. It was also revealed that employees value a positive work environment, wellness programs, and clear goals for job enrichment (López-Cabarcos et al., [2022](#)). Policies focusing on well-being, job security, and employee involvement are crucial for retention.

Hypothesis 1 confirms that the quality of work life significantly

influences employee retention. Flexible work arrangements and work-life balance programs significantly reduce turnover (Tsen et al., [2021](#)). Hypothesis 2 highlights the positive effect of job enrichment on employee retention, supported by literature emphasising autonomy, growth opportunities, and meaningful work. Job enrichment enhances job satisfaction and reduces turnover (Ruiz-Palomo et al., [2020](#)). Hypothesis 3 indicates no significant gender difference in retention, aligning with research suggesting that organisational support, work-life balance, and job satisfaction are more critical factors for retention than gender (Salleh et al., [2024](#)). Organisations should focus on universal strategies for retention, irrespective of gender. By the foregoing, it is obvious that work-life balance and career advancement opportunities are critical for employee retention (Abdulaziz et al., [2022](#); Almomani et al., [2023](#); Oyewobi et al., [2022](#)) with moderate commitment to long-term employment.

## Conclusion

The results of this study indicate a strong positive relationship between employee retention, job enrichment, and QWL. High QWL and job enrichment employees are more likely to stay with their current employer and report higher levels of job satisfaction and organisational commitment. These findings highlight the vital roles that job enrichment and QWL play in improving employee retention and providing useful information for HRM procedures. Therefore, it is a reality that job enrichment and work-life quality are both essential for retention, and their effects are the same for both sexes. Recommendations include a need for investment in a positive workplace by updating resources, increasing salaries, offering wellness programs, and fostering an inclusive culture. Ensure employee well-being, provide clear career development goals, and encourage open communication. Implement policies promoting stable employment, work-life balance, and employee involvement to improve retention rates. This research, therefore, contributes to the body of knowledge by highlighting the importance of career progression possibilities and work-life balance for retaining employees with a moderate commitment to long-term employment. The sub-dimensions of the job enrichment and QWL factors served as representations of these drivers.

## Author Contribution

**Ridwan Yusuff:** sole author

### **Conflict of Interest**

The authors of the manuscript have no financial or non-financial conflict of interest in the subject matter or materials discussed in this manuscript.

### **Data Availability Statement**

Data supporting the findings of this study will be made available by the corresponding author upon request.

### **Funding Details**

No funding has been received for this research.

### **Generative AI Disclosure Statement**

The authors did not use any type of generative artificial intelligence software for this research.

## **References**

- Abdulaziz, A., Bashir, M., & Alfalih, A. A. (2022). The impact of work-life balance and work overload on teachers' organizational commitment: Do job engagement and perceived organizational support matter. *Education and Information Technologies*, 27(7), 9641–9663. <https://doi.org/10.1007/s10639-022-11013-8>
- Abdullah, N. A. C., Zakaria, N., & Zahoor, N. (2021). Developments in quality of work-life research and directions for future research. *SAGE Open*, 11(4), 1–18. <https://doi.org/10.1177/21582440211059177>
- Akinwale, O. E., Akinwale, O. E., & Durojaiye, O. J. (2024). Human resource management (HRM) practices and quality of work-life (QWL): Analysis of Nigeria financial organisation. *ETHIOINQUIRY Journal of Humanities and Social Sciences*, 3(2), 41–55.
- Aljumah, A. (2023). The impact of extrinsic and intrinsic motivation on job satisfaction: The mediating role of transactional leadership. *Cogent Business & Management*, 10(3), Article e2270813. <https://doi.org/10.1080/23311975.2023.2270813>
- Allemon, B. (2019). *The effect of job enrichment on achieving motivation for accomplishment among the employees of Arab Potash Company: A case study* [Unpublished master's thesis]. Mu'tah University.
- Almomani, H. M., Aleassa, H., Al-Hawajreh, K. M., Aityassine, F. L. Y., Ababneh, R. I., Al-Hawary, S. I. S., & Mohammad, A. A. S. (2023). The mediating effect of organizational commitment on the relationship between work life balance and intention to leave. In M. Alshurideh, B. H. Al Kurdi, R. Masa'deh, H. M. Alzoubi & S. Salloum (Eds.), *The*



*effect of information technology on business and marketing intelligence systems* (pp. 993–1008). Springer International Publishing.

- Alruwaili, A. N. (2025). Transformational nurse leaders and nurse well-being: Examining mediating influences of organizational justice and quality of work life mixed methods study. *Journal of Nursing Management*, 2025(1), Article e4577350. <https://doi.org/10.1155/jonm/4577350>
- Apascaritei, P., & Elvira, M. M. (2022). Dynamizing human resources: An integrative review of SHRM and dynamic capabilities research. *Human Resource Management Review*, 32(4), Article e100878. <https://doi.org/10.1016/j.hrmr.2021.100878>
- Brabson, L. A., Harris, J. L., Lindhiem, O., & Herschell, A. D. (2020). Workforce turnover in community behavioral health agencies in the USA: A systematic review with recommendations. *Clinical Child and Family Psychology Review*, 23(3), 297–315. <https://doi.org/10.1007/s10567-020-00313-5>
- Braun, V., Clarke, V., Boulton, E., Davey, L., & McEvoy, C. (2021). The online survey as a qualitative research tool. *International Journal of Social Research Methodology*, 24(6), 641–654. <https://doi.org/10.1080/13645579.2020.1805550>
- Byza, O. A., Dörr, S. L., Schuh, S. C., & Maier, G. W. (2019). When leaders and followers match: The impact of objective value congruence, value extremity, and empowerment on employee commitment and job satisfaction. *Journal of Business Ethics*, 158, 1097–1112. <https://doi.org/10.1007/s10551-017-3748-3>
- Capatosto, K. (2022). Advancing equal pay in higher education: An intersectional examination of structures, socialization, and solutions to close the gender wage gap. In M. Bonous-Hammarth (Ed.), *Bridging marginality through inclusive higher education* (pp. 177–202). Springer Singapore.
- Cascio, W. F. (2019). Training trends: Macro, micro, and policy issues. *Human Resource Management Review*, 29(2), 284–297. <https://doi.org/10.1016/j.hrmr.2017.11.001>
- Cheng, T. C. A., Caponecchia, C., & O'Neill, S. (2022). Workplace safety and future and emerging ways of work: A systematic literature review.

*Safety Science*, 155, Article e105873.  
<https://doi.org/10.1016/j.ssci.2022.105873>

Chimakati, F. M., & Kelemba, J. K. (2023). Strategic link between HR practice and achievement of contemporary organizational objectives. *Journal of Human Resource & Leadership*, 7(6), 66–83.  
<https://doi.org/10.53819/81018102t30127>

Cimini, C., Lagorio, A., & Gaiardelli, P. (2023). The evolution of operators' role in production: How lean manufacturing and Industry 4.0 affect job enlargement and job enrichment. *International Journal of Production Research*, 61(24), 8493–8511.  
<https://doi.org/10.1080/00207543.2022.2152894>

De Oliveira, L. B., Cavazotte, F., & Alan Dunzer, R. (2019). The interactive effects of organizational and leadership career management support on job satisfaction and turnover intention. *The International Journal of Human Resource Management*, 30(10), 1583–1603.  
<https://doi.org/10.1080/09585192.2017.1298650>

De Reuver, R., Van de Voorde, K., & Kilroy, S. (2021). When do bundles of high performance work systems reduce employee absenteeism? The moderating role of workload. *The International Journal of Human Resource Management*, 32(13), 2889–2909.  
<https://doi.org/10.1080/09585192.2019.1616594>

Gazi, M. A. I., Al Masud, A., Yusof, M. F., Islam, M. A., Rahman, M. K., & Wang, Q. (2024). Factors affecting the quality of work life for industrial labour force: Empirical evidence from a developing country. *BMC Psychology*, 12(1), Article e589. <https://doi.org/10.1186/s40359-024-02073-1>

Goleman, D. (2017). Leadership that gets results. In A. Hoopers (Ed.), *Leadership perspectives* (pp. 85–96). Routledge.

Graves, L. M., Sarkis, J., & Gold, N. (2019). Employee pro-environmental behavior in Russia: The roles of top management commitment, managerial leadership, and employee motives. *Resources, Conservation and Recycling*, 140, 54–64.  
<https://doi.org/10.1016/j.resconrec.2018.09.007>

Groza, M. P., & Groza, M. D. (2022). Enhancing volunteer pride and retention rates: The role of organizational reputation, task significance,

- and skill variety. *Journal of Nonprofit & Public Sector Marketing*, 34(3), 351–370. <https://doi.org/10.1080/10495142.2021.1926043>
- Hackman, J. R., & Oldham, G. R. (2023). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 82(2), 250–279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2022). Burnout and work engagement among employees: The role of personal and work characteristics. *Journal of Occupational Health Psychology*, 27(3), 250–265. <https://doi.org/10.3389/fpsyg.2022.976456>
- Hammond, M., Owusu, N. O., Nunoo, E. K., Boampong, G., Osman, A., Panin, A., & Essen, B. (2023). How quality of work-life influence employee job satisfaction in a gas processing plant in Ghana. *Discover Sustainability*, 4(1), Article e10. <https://doi.org/10.1007/s43621-023-00127-9>
- Herzberg, F. (1968). One more time: How do you motivate employees? *Harvard Business Review*, 65, 1–16
- Hessels, J., & Naudé, W. (2019). The intersection of the fields of entrepreneurship and development economics: A review towards a new view. *Journal of Economic Surveys*, 33(2), 389–403. <https://doi.org/10.1111/joes.12286>
- Iddrisu, I. (2023). Influence of staff performance on public university operations: Examining motivation and retention factors. *Social Sciences & Humanities Open*, 8(1), Article e100744. <https://doi.org/10.1016/j.ssaho.2023.100744>
- Kim, M., & Beehr, T. A. (2020). Empowering leadership: Leading people to be present through affective organizational commitment? *The International Journal of Human Resource Management*, 31(16), 2017–2044. <https://doi.org/10.1080/09585192.2018.1424017>
- López-Cabarcos, M. Á., Vázquez-Rodríguez, P., & Quiñoá-Piñeiro, L. M. (2022). An approach to employees' job performance through work environmental variables and leadership behaviours. *Journal of Business Research*, 140, 361–369. <https://doi.org/10.1016/j.jbusres.2021.11.006>



- Lyu, Y., & Zhu, H. (2019). The predictive effects of workplace ostracism on employee attitudes: A job embeddedness perspective. *Journal of Business Ethics*, 158, 1083–1095. <https://doi.org/10.1007/s10551-017-3741-x>
- Mazzola, J. J., & Disselhorst, R. (2019). Should we be “challenging” employees? A critical review and meta-analysis of the challenge–hindrance model of stress. *Journal of Organizational Behavior*, 40(8), 949–961. <https://doi.org/10.1002/job.2412>
- Muduli, A., & Pandya, G. (2018). Psychological empowerment and workforce agility. *Psychological Studies*, 63(3), 276–285. <https://doi.org/10.1007/s12646-018-0456-8>
- Ogbeibu, S., Emelifeonwu, J., Senadjki, A., Gaskin, J., & Kaivo-oja, J. (2020). Technological turbulence and greening of team creativity, product innovation, and human resource management: Implications for sustainability. *Journal of Cleaner Production*, 244, Article e118703. <https://doi.org/10.1016/j.jclepro.2019.118703>
- Oyewobi, L. O., Oke, A. E., Adeneye, T. D., Jimoh, R. A., & Windapo, A. O. (2022). Impact of work–life policies on organizational commitment of construction professionals: Role of work–life balance. *International Journal of Construction Management*, 22(10), 1795–1805. <https://doi.org/10.1080/15623599.2020.1742632>
- Perreault, M., & Power, N. (2023). Work-life balance as a personal responsibility: The impact on strategies for coping with interrole conflict. *Journal of Occupational Science*, 30(2), 160–174. <https://doi.org/10.1080/14427591.2021.1894596>
- Qudah, S., Davies, J., & Deakin, R. (2019). Can we get more satisfaction? Improving quality of working life survey results in UK universities. *Perspectives: Policy and Practice in Higher Education*, 23(2–3), 39–47
- Ruiz-Palomo, D., León-Gómez, A., & García-Lopera, F. (2020). Disentangling organizational commitment in the hospitality industry: The roles of empowerment, enrichment, satisfaction and gender. *International Journal of Hospitality Management*, 90, Article e102637. <https://doi.org/10.1016/j.ijhm.2020.102637>
- Salleh, R., Lohana, S., Kumar, V., & Nooriza, S. (2024). Evaluation of job





- satisfaction as a mediator: Exploring the relationship between workload, career growth, social support supervisory and talent retention in the oil and gas industry in Malaysia. *The Extractive Industries and Society*, 17, Article e101426. <https://doi.org/10.1016/j.exis.2024.101426>
- Searle, R. H., & McWha-Hermann, I. (2021). “Money’s too tight (to mention)”: A review and psychological synthesis of living wage research. *European Journal of Work and Organizational Psychology*, 30(3), 428–443. <https://doi.org/10.1080/1359432X.2020.1838604>
- Slavich, G. M., Roos, L. G., Mengelkoch, S., Webb, C. A., Shattuck, E. C., Moriarity, D. P., & Alley, J. C. (2023). Social safety theory: Conceptual foundation, underlying mechanisms, and future directions. *Health Psychology Review*, 17(1), 5–59. <https://doi.org/10.1080/17437199.2023.2171900>
- Sobaih, A. E. E., & Hasanein, A. M. (2020). Herzberg’s theory of motivation and job satisfaction: Does it work for the hotel industry in developing countries? *Journal of Human Resources in Hospitality & Tourism*, 19(3), 319–343. <https://doi.org/10.1080/15332845.2020.1737768>
- Subramaniam, S. H., Wider, W., Tanucan, J. C. M., Yew Lim, K., Jiang, L., & Prompanyo, M. (2024). Key factors influencing long-term retention among contact centre employees in Malaysia: A Delphi method study. *Cogent Business & Management*, 11(1), Article e2370444. <https://doi.org/10.1080/23311975.2024.2370444>
- Tamini, B. K., Yazdany, B. O., & Bojd, F. B. (2021). Quality of work life as a function of organizational commitment and job burnout of government and private bank employees in Zahedan city. *The Social Sciences*, 6(5), 368–374.
- Tsen, M. K., Gu, M., Tan, C. M., & Goh, S. K. (2021). Effect of flexible work arrangements on turnover intention: Does job independence matter? *International Journal of Sociology*, 51(6), 451–472. <https://doi.org/10.1080/00207659.2021.1925409>
- Umeh, C. (2019). *National cultures and employee commitment in Nigerian organisations: Exploring conflicts and relationships* [Doctoral dissertation, Queen Mary University of London]. QMARRO.

<https://qmro.qmul.ac.uk/xmlui/handle/123456789/58443>

van Zyl, L. E., Gaffaney, J., van der Vaart, L., Dik, B. J., & Donaldson, S. I. (2024). The critiques and criticisms of positive psychology: A systematic review. *The Journal of Positive Psychology*, 19(2), 206–235. <https://doi.org/10.1080/17439760.2023.2178956>

Zaharee, M., Lipkie, T., Mehlman, S. K., & Neylon, S. K. (2018). Recruitment and retention of early-career technical talent: What young employees want from employers. *Research-Technology Management*, 61(5), 51–61. <https://doi.org/10.1080/08956308.2018.1495966>

