



## Assessing The Quality of Life and Life Satisfaction of Workers: A Case of Premium Edible Oils (Rom Oil Mills), Oyo-State, Nigeria

**Yusuff Ridwan Olabis**

University of Ilorin, Ilorin, Nigeria

[yousouph.ro@unilorin.edu.ng](mailto:yousouph.ro@unilorin.edu.ng)

**ORCID: 0009-0008-9777-9052**

**Jimoh Dauda.I**

Alhikmah University, Kwara State, Nigeria

[dijimoh@alhikmahuniversity.edu.ng](mailto:dijimoh@alhikmahuniversity.edu.ng)

**ORCID: 0000-0003-4724-5390**

**Yusuf Muhammad-Bashir O**

Alhikmah University, Kwara State, Nigeria

[yusufmbo2007@yahoo.com](mailto:yusufmbo2007@yahoo.com)

**ORCID: 0000-0001-6730-0866**

**Musediq Olufemi Lawal**

College of Management and Social Sciences,

Osun State University, Okuku Campus, Osun State, Nigeria

[flawal2005@gmail.com](mailto:flawal2005@gmail.com)

**ORCID: 0000-0002-3667-2533**

### Abstract

Employee well-being and life satisfaction are widely recognized as critical determinants of organizational performance, yet empirical research focusing on Nigeria's manufacturing sector, particularly edible oil production—remains limited. This study assessed the quality of life and life satisfaction of workers at Premium Edible Oils (Rom Oil Mills) in Oyo State, Nigeria, to understand the relationship between workplace conditions and employee productivity. A mixed-methods research design was adopted, involving structured questionnaires and semi-structured interviews. The study sampled 108 employees, selected through stratified random sampling to ensure representative coverage across employment categories. Findings revealed that excessive workload, limited career growth opportunities, and casual employment status were significant contributors to work-life imbalance and diminished life satisfaction. Regression analyses further demonstrated a significant relationship between workplace conditions, job satisfaction, and overall well-being. Drawing on Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and the Job Demands-Resources Model, the study offers both theoretical and policy-relevant insights. It recommends that manufacturing firms adopt proactive employee-centered strategies, including enhanced compensation, structured promotion systems, and work-life balance policies to foster sustainable productivity and worker satisfaction.

**Keywords:** Employee well-being, Quality of life, Life satisfaction, Work-life balance, Job satisfaction, Nigeria, Manufacturing sector.

## 1.0 Introduction

The well-being of employees plays an essential role in determining organizational performance, sustainability, and competitiveness. When employees experience high levels of life satisfaction and quality of life, they tend to demonstrate increased engagement, innovation, and commitment, contributing positively to the achievement of organizational goals (Kim et al., 2019; Taris & Schaufeli, 2018). Conversely, when these aspects are neglected, organizations face challenges including absenteeism, high staff turnover, low morale, and diminished productivity (Ogbonnaya & Aryee, 2022).

Research by Ogbonnaya & Aryee, (2022) has demonstrated a strong link between employee well-being and organizational performance. A study by Kushlev, et al., (2020) found that happy workers were more productive than their less satisfied counterparts. This indicates that investing in employee well-being is not just a moral obligation, but a strategic necessity. Moreover, promoting worker well-being fosters a positive organizational culture that encourages collaboration, loyalty, and resilience (Al-Twal, et al., 2024; Bijalwan, et al., 2024). The World Health Organization (2022) notes that workplaces that support mental and physical health see improvements in employee engagement, job satisfaction, and retention.

Existing literature has established that worker well-being is strongly associated with decent working conditions, job security, mental health, and opportunities for personal and professional growth (Zaghini et al., 2023; Kushlev et al., 2020). The World Health Organization (2022) emphasizes that promoting mental and physical well-being in the workplace enhances employee retention, engagement, and productivity.

Despite the established importance of this topic, much of the available research is concentrated in high-income or service-sector settings, with limited studies targeting labor-intensive industries in emerging economies (Alameeri et al., 2021; Sorensen et al., 2021). In the Nigerian context, private-sector workers, especially those in manufacturing, often contend with long working hours, limited job security, low wages, and challenging physical work environments (Adisa et al., 2021; Oruh & Dibia, 2020). These conditions are likely to erode employee well-being and life satisfaction, yet there remains a scarcity of targeted empirical evidence addressing this problem in the edible oil production sub-sector.

Premium Edible Oils (Rom Oil Mills), located in Ibadan, Oyo State, represents a significant player in Nigeria's agro-industrial economy. While its operational success is well documented, little is known about how its workplace environment influences the well-being and life satisfaction of its employees. As Sironi (2019) argues, economic insecurity is a key driver of diminished life satisfaction in Europe, and similar mechanisms likely apply to Nigeria's precarious labor market. Against this background, this study seeks to assess the key factors shaping employee quality of life at Premium Edible Oils and to explore the implications for both policy and practice.

## 2.0 Literature Review

### 2.1 An Overview

Quality of Life (QoL) and Life Satisfaction (LS) are crucial for an employee's career longevity and well-being, though often neglected by organizations. Since work occupies a third of an individual's life, its impact on overall well-being is significant. A decline in quality of work life (QWL) can spill over into personal life, causing stress and disrupting work-life balance. Poor QWL, characterized by high workloads, limited growth, and lack of fulfilment, can lead to job dissatisfaction and physical or psychological harm, such as chronic stress, migraines, and sleep issues. When workers lack motivation, both productivity and job performance suffer, negatively affecting both employees and employers.

Quality of Life (QoL) and Life Satisfaction are multidimensional constructs that reflect an individual's holistic well-being, encompassing physical health, mental wellness, job satisfaction, social stability, and work-life balance. Both constructs are increasingly recognized as vital for fostering productive, resilient, and sustainable workforces, yet research within industrial settings — particularly in emerging economies like Nigeria — remains relatively sparse (Weismayer, 2022; Gazi et al., 2024).

While the current generations are increasingly seeking meaningful work, not just financial rewards, a rigid, hostile, or monotonous work environment can spread negativity, suppress creativity, and increase health issues like anxiety and depression. Job dissatisfaction is linked to rising mental health problems, as unrealistic expectations and lack of purpose lead to dejection. The connection between QWL and overall well-being is often overlooked, yet organizations that fail to address it risk harming both employees and their effectiveness

Existing literature suggests that employee well-being is shaped by an interplay of structural, psychological, and environmental factors, including compensation, job security, occupational safety, workload, and the quality of interpersonal relationships at work (Adegbite et al., 2020; Manu et al., 2019). However, many studies focus predominantly on professionals in the public sector, healthcare, or education, often overlooking industrial and manufacturing laborers (Odole et al., 2023).

This gap is especially pronounced in Nigeria, where limited research has been conducted on how the unique demands of factory and production-line environments affect worker well-being and life satisfaction. Studies often prioritize issues such as wage disparities, occupational hazards, and labor disputes, while failing to explore the broader psychosocial dimensions of job satisfaction, emotional well-being, and organizational culture (Jain et al., 2018; Sorensen et al., 2021).

Beyond Nigeria, international research underscores the significance of decent working conditions in promoting well-being. For example, Ruggeri et al. (2020) and Joshanloo & Jovanović (2020) demonstrate that secure employment, fair compensation, and meaningful work are central to workers' life satisfaction. However, these studies are predominantly grounded in advanced economies, limiting their generalizability to low- and middle-income industrial contexts, where precarious employment and limited worker protections are common (Altman, 2020; Sironi, 2019).

Given these gaps, this study not only adds empirical evidence to the underexplored Nigerian manufacturing sector but also contributes conceptually by applying a theoretical framework that combines economic, psychological, and organizational insights.

## **2.2 Theoretical Framework**

This study is anchored in three complementary theories: Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and the Job Demands-Resources (JD-R) Model.

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

Maslow's model (1943) posits that human motivation is structured in a hierarchy — beginning with basic physiological and safety needs and progressing toward social belonging, self-esteem, and self-actualization. In the context of industrial labor, unmet lower-tier needs such as job security, fair wages, and safe working conditions can inhibit an employee's capacity to attain higher-level satisfaction and personal growth (Paleri & Paleri, 2018; Seubert et al., 2021).



*Source: Getty Images, 2020*

Using this theory, the study assesses whether Rom Oil Mill fulfils the continuum of employee needs. If deficiencies occur, the well-being of employees may be adversely affected.

### 2.2.2 Herzberg's Two-Factor Theory

Herzberg's framework (1959) differentiates between hygiene factors (salary, work conditions, organizational policy) and motivators (achievement, recognition, and personal growth). According to Herzberg, the absence of hygiene factors causes dissatisfaction, while their presence merely prevents it. True motivation and satisfaction arise when intrinsic motivators are present (Sobaih & Hasanein, 2020; Ayalew et al., 2021). This theory is particularly relevant in contexts where high workloads and inadequate recognition can reduce workers' morale and productivity, despite sufficient basic compensation.

### 2.2.3 The Job Demands-Resources (JD-R) Model

The JD-R Model (Bakker & Demerouti, 2007) emphasizes that each occupation has specific "demands" — such as workload, physical strain, or emotional stress — and "resources," which include social support, training opportunities, and autonomy. The balance between these elements determines employee engagement, burnout, and overall well-being. Applied to manufacturing workers, the JD-R model highlights how excessive demands coupled with scarce resources can erode life satisfaction and organizational commitment (Bakker & De Vries, 2021; Radic et al., 2020). Based on this model, the seemingly specific demands placed on workers at Rom Pil Mills such as long working hours, safety issues or work-life imbalance may affect their life satisfaction and quality of life. Also, the resources available to them such as management support, employee benefits or training opportunities are assessed and how they interact to impact overall quality of life.

## 2.3 Empirical Review

### 2.3.1 Factors Influencing Life Satisfaction

According to Karwetzky et al. (2022), life satisfaction is a subjective and comprehensive evaluation of an individual's general level of happiness and satisfaction with life, with a focus on long-term rather than short-term happiness. The significance of comprehending and improving life satisfaction, which is impacted by several internal and external factors is underscored by positive psychology research.

**External Factors:** Economic stability, social relationships, work, and health all play a significant role in life satisfaction. Financial security supports personal goals and basic needs, though wealth alone does not guarantee satisfaction (Helliwell et al., 2020). Strong social ties offer a sense of belonging and

emotional support, both of which are essential for well-being (Ashida & Heaney, 2008). Work-life balance, meaningful work, and job satisfaction all have a favourable effect on life satisfaction (Diener et al., 2018). Physical and mental health enable individuals to pursue and enjoy life, while health issues can detract from satisfaction.

**Internal Factors:** Personality traits, resilience, and mindset also contribute. Optimism and effective coping mechanisms help people handle life's challenges, leading to higher life satisfaction (Diener et al., 2018). Overall, life satisfaction is shaped by both external and internal factors. Improving financial security, building strong social connections, finding fulfilment at work, maintaining health, and fostering a positive mindset are key to enhancing life satisfaction. Researchers continue to explore the complex interplay of these factors to understand how people can lead more fulfilling lives (Diener et al., 2018).

### 2.3.2 The Link Between Employee Satisfaction and Increased Productivity

Research in organizational psychology shows a clear link between employee satisfaction and productivity, satisfied employees are more engaged, committed, and productive. Job satisfaction, defined as overall contentment with work, has been shown to directly support organizational performance and strategic goals, benefiting both employees and employers (Memon et al., 2023). Employee engagement is closely tied to satisfaction; engaged workers feel connected to their roles and the organization. Studies indicate that a positive work environment boosts employee commitment, goal achievement, and performance (Zhenjing et al., 2022).

Satisfied employees also experience lower stress and burnout, enhancing mental health and focus, which further supports job performance (Cass, 2016). High satisfaction helps reduce turnover, which is costly and disrupts workflow. Studies highlight a negative correlation between turnover and organizational performance, as turnover at any level can harm productivity (De Winne, et al., 2019). In summary, creating a positive, engaging work environment that supports job satisfaction enhances productivity, promotes retention, and drives long-term organizational success.

### 2.3.3 Summary on Empirical Literature

Life satisfaction reflects an individual's subjective assessment of happiness and quality of life, often influenced by both internal traits and external circumstances (Karwetzky et al., 2022). Externally, income stability, social relationships, and working conditions play pivotal roles (Helliwell et al., 2020; Diener et al., 2018). Internally, resilience, optimism, and effective coping strategies are equally important for maintaining satisfaction, particularly in stressful work environments. Extensive research demonstrates a direct correlation between employee satisfaction, motivation, and productivity. Satisfied employees show stronger organizational commitment, lower turnover intentions, and higher resilience in the face of job-related stress (Memon et al., 2023; Zhenjing et al., 2022). Conversely, unmet expectations regarding compensation, recognition, and work-life balance can result in dissatisfaction and reduced performance (De Winne et al., 2019).

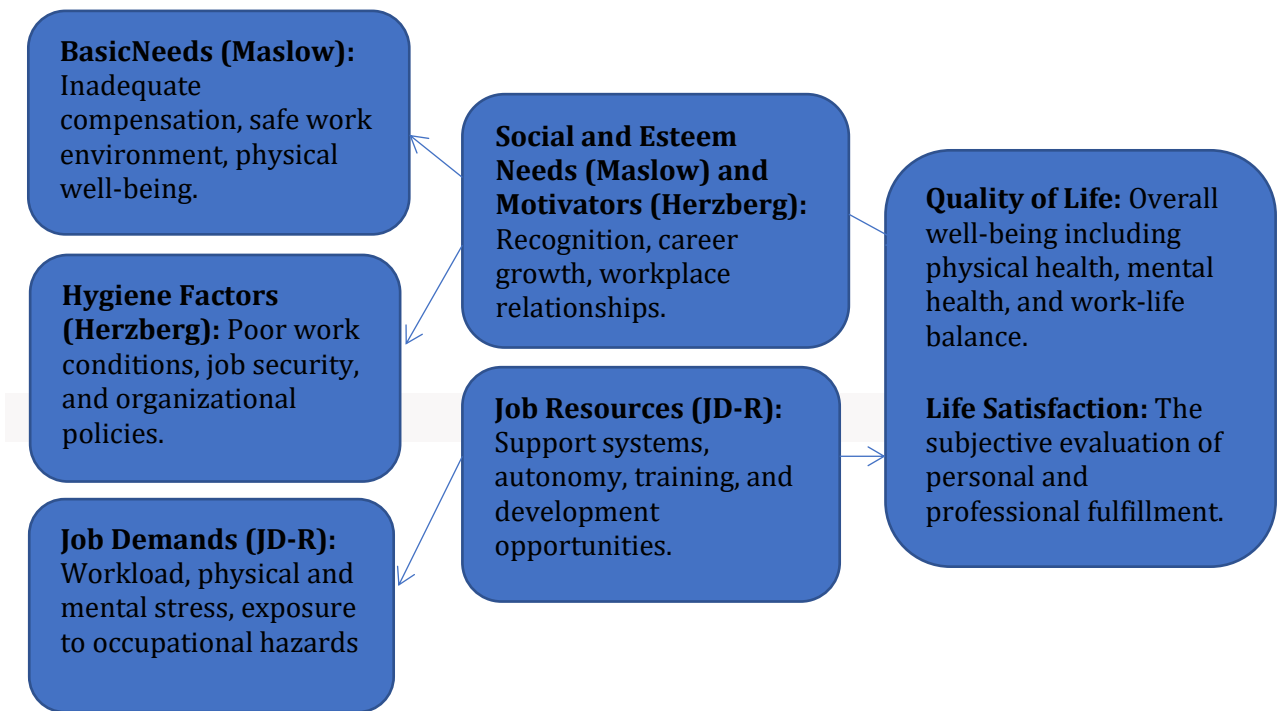
## 2.4 Conceptual Model

Maslow's hierarchy identifies social needs (belonging, relationships) and esteem needs (recognition, achievement) as essential drivers of motivation once basic needs are met. These align with Herzberg's motivators, such as recognition, achievement, and responsibility, which contribute to job satisfaction and internal motivation. In the JD-R (Job Demands-Resources) model, job resources—like social support, feedback, and opportunities for growth—serve to fulfil these social and esteem needs and function as motivators. Together, these frameworks suggest that when employees have access to supportive relationships, recognition, and meaningful work (job resources), their social and esteem



needs are met, enhancing motivation, engagement, and overall job satisfaction. Synthesizing these insights, the study proposes an integrated conceptual model:

- Basic needs and hygiene factors form the foundation for workplace satisfaction.
- Motivators and social-psychological support drive higher engagement and life satisfaction.
- Organizational policies and resource availability either buffer or exacerbate the impact of job demands.



This model positions workplace conditions, job satisfaction, and organizational support as decisive predictors of quality of life and life satisfaction, especially in labor-intensive industries like oil milling.

### 3.0 Methodology

#### 3.1 Study Aim and Context

The primary aim of this study was to assess the quality of life and life satisfaction of employees at Premium Edible Oils (Rom Oil Mills) in Ibadan, Oyo State, Nigeria. Premium Edible Oils, a subsidiary of Flour Mills of Nigeria Plc, is one of the country's leading producers and refiners of edible oils, specializing in palm oil, palm kernel oil, and soybean oil. Given the company's sizable workforce and operational scale, it provided an appropriate setting to investigate the relationship between workplace conditions, employee well-being, and job satisfaction within Nigeria's manufacturing sector.

#### 3.2 Research Design

The study adopted a mixed-methods design to ensure both depth and breadth of insight. Quantitative data were collected through structured questionnaires, while qualitative data were gathered through semi-structured interviews. This approach allowed for triangulation, strengthening the validity of the findings and offering both numerical patterns and contextualized worker perspectives.

### 3.3 Population and Sampling

The target population comprised the entire workforce of Premium Edible Oils, totaling 148 employees at the time of the study. A stratified random sampling technique was employed to ensure balanced representation across employment categories, including casual laborers, clerical staff, and managerial personnel.

Using Slovin's formula, a sample size of 108 respondents was determined. This sample was considered adequate to represent the diversity of work roles while minimizing sampling bias.

### 3.4 Data Collection Procedures

Primary data were collected using two complementary instruments:

- **Questionnaire:**  
The survey consisted of 25 items, including closed-ended questions and Likert-scale measures. Key dimensions covered included work-life balance, job satisfaction, workplace relationships, occupational safety, and physical and mental health.
- **Semi-structured Interviews:**  
A subset of participants was engaged in in-depth interviews, allowing them to elaborate on their personal experiences regarding workplace conditions and life satisfaction. This qualitative data added narrative richness and provided context for interpreting the quantitative results.

Additionally, secondary data such as employee turnover records and demographic profiles were retrieved from the company's Human Resources Department to supplement the analysis.

### 3.5 Instrument Reliability and Validity

Prior to full deployment, the survey instrument underwent a pilot test with a group of employees from a comparable organization (MRS Oil Company, Ilorin, Kwara State). The internal consistency of the questionnaire was evaluated using Cronbach's Alpha, yielding a reliability coefficient of 0.76, which was deemed acceptable. Content validity was further ensured through expert review by professionals in organizational studies and human resource management.

### 3.6 Ethical Considerations

The study adhered to established ethical guidelines for human research. Ethical approval was obtained from the University of Ilorin Ethical Review Committee, and informed consent was secured from all participants prior to data collection. Participation was entirely voluntary, and anonymity and confidentiality were strictly maintained throughout the research process.

### 3.7 Data Analysis

The quantitative data were analyzed using **SPSS** and **Microsoft Excel**. Descriptive statistics, including frequencies and percentages, were used to summarize demographic variables and response trends. Hypothesis testing was performed using Pearson correlation and simple linear regression to explore relationships between quality of life, job satisfaction, and workplace conditions.

For the qualitative component, **thematic content analysis** was employed. Interview transcripts were coded to identify recurring patterns and themes, which were then interpreted in relation to the research objectives and existing literature.

### 3.8 Operationalization of Variables

#### Dependent Variable:

Life Satisfaction, measured using the Satisfaction with Life Scale (SWLS) developed by Diener et al. (1985). The scale consists of five items rated on a five-point Likert scale, with higher scores indicating higher life satisfaction.

#### Independent Variable:

Quality of Life (QoL), operationalized across three core dimensions:

- Physical Health (e.g., energy levels, sleep quality, mobility)
- Social Relationships (e.g., interpersonal support, workplace interactions)
- Work Environment (e.g., job security, safety, working conditions)

These dimensions were each measured using standardized Likert scales, and mean scores were computed for analysis.

## 4.0 Findings

### 4.1 Socio-Demographic Profile of Respondents

**Table 1:** Composite Socio-Demographic Characteristics

Demographic Characteristics		Frequency	Percentage	Total
Gender	Male	92	81.4%	108 (100.0)
	Female	16	14.2%	
Age	21-26	18	15.9%	108 (100.0)
	26-33	29	25.7%	
	34-45	44	38.9%	
	46-50	13	11.5%	
	50 and above	4	3.5%	
Educational Status	No Formal Education	3	2.7%	108 (100.0)
	Primary education	1	0.9%	
	Secondary education	16	14.2%	
	ND/NCE	29	25.7%	
	HND/BSc.	57	50.4%	
Marital Status	Single	43	37.1%	108 (100.0)
	Married	59	52.2%	
	Divorced	4	3.5%	
	Separated	1	0.9%	
	Widowed	1	0.9%	
Years of Working Experience	Less than 1year	10	8.8%	108 (100.0)
	1-2yrs	25	22.1%	
	3-5yrs	46	40.7%	
	6-10yrs	18	15.9%	
	10yrs and above	7	6.2%	
Job Position	Student (industrial Training)	1	0.9%	
	Causal workers	106	93.8%	
	Clerical workers	1	0.9%	



**Source:** Authors Field Survey, 2024

The study sample consisted of 108 respondents, with 81.4% identifying as male and 14.2% as female, reflecting a predominantly male workforce — a common feature in physically demanding industrial environments. The majority of respondents were between the ages of 34 and 45 (38.9%), indicating a mature labor force likely to be focused on long-term employment stability and family welfare. Educationally, over half (50.4%) possessed Higher National Diplomas or Bachelor's degrees, revealing a moderately educated workforce, although a significant majority (93.8%) occupied casual labor roles, underscoring a potential mismatch between qualifications and employment status.

This demographic composition highlights both structural and psychological tensions within the workforce. As supported by the literature (Baert & Verhaest, 2019; Caroleo & Pastore, 2018), educated individuals engaged in low-status roles may experience underemployment, which can negatively influence both job and life satisfaction.

#### **4.2 Workplace Conditions and Job Satisfaction**

The descriptive analysis revealed that 60.2% of respondents rated their work environment positively, while 24.8% rated it as average. Although the majority of workers expressed general satisfaction with working conditions, significant concerns were identified regarding workload, promotion opportunities, and job security — all of which are pivotal to employee morale and life satisfaction (Zhenjing et al., 2022).

Further analysis showed that clear communication from management, recognition for good performance, and supportive leadership were strongly associated with higher reported satisfaction levels, consistent with the motivators identified in Herzberg's Two-Factor Theory.

#### **4.3 Work-Life Balance and Life Satisfaction**

A significant proportion of respondents (60.2%) reported difficulties balancing their work obligations with personal and family life, which is consistent with the view that long and irregular working hours can erode both physical and psychological well-being (Shevchuk et al., 2019). Regression analysis confirmed that work-life balance was a significant predictor of overall life satisfaction ( $\beta = 0.45, p < .05$ ), accounting for 20% of the variance, reinforcing the argument advanced by the Job Demands-Resources (JD-R) model that personal and organizational resources are key buffers against workplace stress.

#### **4.4 Organizational Support and Life Satisfaction**

Employee perceptions of management's problem-solving capacity were mixed, with only 49.6% expressing satisfaction with the way employee concerns were addressed. Similarly, while 54.0% reported feeling recognized for their efforts, 23.9% indicated uncertainty about whether their contributions were valued.

These results suggest a partial breakdown in the transmission of motivational signals from management to staff, which Herzberg's model identifies as essential for fostering both job satisfaction and longer-term life satisfaction.

## 4.5 Hypothesis Testing

The study tested four hypotheses using simple linear regression:

- **H<sub>1</sub>:** Organizational factors significantly predict employee quality of life and job satisfaction ( $\beta = 0.39$ ,  $p < .05$ ).
- **H<sub>2</sub>:** Work-life balance is a significant predictor of life satisfaction ( $\beta = 0.45$ ,  $p < .05$ ).
- **H<sub>3</sub>:** Workplace conditions, including workload and compensation, significantly affect quality of life ( $\beta = 0.40$ ,  $p < .05$ ).
- **H<sub>4</sub>:** Job satisfaction significantly predicts overall life satisfaction ( $\beta = 0.29$ ,  $p < .05$ ).

**Table 2:** Testing the hypothesis ( $H_1$ ) on how work-life balance affects life satisfaction

Predictor variable	B	SE	$\beta$	t	R	R <sup>2</sup>	F	P
(Constant)	2.82	1.88	-	1.49	.39	.15	17.31*	.00
Work-life balance	.58	.14	.39	4.16				.05

The findings shows that organisational factors are a significant predictor of quality of life ( $\beta = .39$ ,  $t = 17.31$ ,  $p < .05$ ).  $F(1,94) = 17.31$ ,  $p < .05$ . The model was found to be statistically significant, and organisational factors explained 15% of the variance in quality of life ( $R^2 = .15$ ). The alternative hypothesis, according to which Organisational factors significantly affect the quality of life, was therefore validated. The beta coefficient ( $\beta = .39$ ) indicates a positive relationship between organisational factors and quality of life. This means that improvements in organisational factors—such as management support, work environment, policies, or communication, are likely to be associated with better quality-of-life outcomes. The high t-value ( $t = 17.31$ ) and p-value less than .05 suggest that the observed relationship is unlikely. This validates theoretical or practical assumptions about the link between work environments and personal well-being. Organisations aiming to improve employee quality of life should focus on enhancing organisational factors.

**Table 3:** Testing the hypothesis ( $H_2$ ) on the effect of work-life balance on life satisfaction

Predictor variable	B	SE	$\beta$	t	R	R <sup>2</sup>	F	P
(Constant)	4.05	1.48	-	2.73	.45	.20	24.55*	.00
Work-life balance	.54	.11	.45	4.95				.05

Work-life balance significantly and independently predicts life happiness, according to the results of a simple linear regression shown in Table 12 ( $\beta = .45$ ;  $t = 4.95$ ;  $p < .05$ ). Twenty per cent of the variation in life satisfaction was explained by work-life balance ( $R^2 = .20$ ), and the model was statistically significant ( $F(1, 95) = 24.55$ ;  $p < .05$ ). The alternative hypothesis, which proposed that life happiness is significantly impacted by work-life balance, was accepted. The beta coefficient ( $\beta = .45$ ) indicates a moderately strong positive relationship between work-life balance and life happiness. This means that individuals with

better work-life balance tend to report higher levels of life happiness. The t-value of 4.95 and a p-value less than .05 confirm that the relationship between work-life balance and life happiness is statistically significant.

With an  $R^2$  of .20, the model explains 20% of the variance in life happiness. This is a substantial contribution, especially in psychological and social sciences where behaviour and satisfaction are influenced by many variables. It highlights work-life balance as a key factor influencing overall happiness. For employers, policymakers, and mental health professionals, these findings stress the importance of promoting work-life balance to enhance individual well-being. Interventions such as flexible work hours, remote work options, or support for personal time could significantly contribute to improved life satisfaction among employees or citizens.

**Table 5:** Testing the Hypothesis ( $H_3$ ) on the impact of workplace conditions on quality of life

Predictor variable	B	SE	$\beta$	t	R	$R^2$	F	P
(Constant)	6.43	.99	-	6.49	.40	.16	18.87*	.00
Workplace Condition	.39	.09	.40	4.34				.05

Workplace Condition is a substantial and independent predictor of quality of life, according to the simple linear regression analysis presented in Table 13 ( $\beta = .40$ ;  $t = 4.34$ ;  $p < .05$ ). The model was statistically significant, with  $F(1, 95) = 18.87$ ;  $p < .05$ . Workplace Condition explained 16% of the variance in quality of life ( $R^2 = .16$ ). This led to the support of the alternative hypothesis, which asserted that workplace Condition has a substantial impact on quality of life. The positive beta coefficient ( $\beta = .40$ ) indicates a moderate and meaningful relationship between workplace conditions and quality of life. This suggests that improvements in the physical, social, or psychological aspects of the work environment can lead to better overall well-being.

The t-value (4.34) and p-value ( $< .05$ ) confirm that the relationship is statistically significant. This adds credibility to the finding that workplace condition plays a critical role in determining quality of life. Since the regression model isolated workplace conditions and still found it to be a significant predictor, it implies that its impact on quality of life is not dependent on other variables. This underscores its standalone importance. With an  $R^2$  of .16, the model accounts for 16% of the variability in quality of life. In behavioural research, this is a meaningful proportion, indicating that workplace conditions are a considerable factor in individuals' life satisfaction and well-being.

These findings suggest that organizations should prioritize creating supportive, safe, and positive work environments. Enhancements in workspace design, noise levels, safety, access to resources, and overall working conditions could lead to improvements in employee quality of life, which may in turn enhance productivity, morale, and retention.

**Table 5:** Testing the hypothesis ( $H_4$ ) on the impact of employees' level of job satisfaction on life satisfaction

Predictor variable	B	SE	$\beta$	t	R	R <sup>2</sup>	F	P
(Constant)	8.78	.87	-	10.03	.29	.08	9.02*	.00
Employees' level of job satisfaction	.24	.08	.29	3.00				.05

The simple linear regression reveals that Employees' level of job satisfaction significantly predicts life satisfaction ( $\beta = .29$ ;  $t = 3.00$ ;  $p < .05$ ). It accounted for 8% of the variance in life satisfaction ( $R^2 = .08$ ), with the model being significant,  $F(1, 95) = 9.02$ ;  $p < .05$ . Therefore, the alternate hypothesis, suggesting a significant impact of Employees' level of job satisfaction on life satisfaction, was supported. The beta coefficient ( $\beta = .29$ ) indicates a positive relationship between employees' job satisfaction and their overall life satisfaction. This suggests that employees who are more satisfied with their jobs are also more likely to experience greater life satisfaction generally. The results show that job satisfaction independently predicts life satisfaction, meaning it has a unique and measurable impact even when considered in isolation from other factors.

With an  $R^2$  of .08, job satisfaction accounts for 8% of the variance in life satisfaction. It suggests job satisfaction is one relevant piece of the larger well-being puzzle. These results highlight the broader value of fostering job satisfaction. Employers who invest in improving work conditions, recognition, career development, and employee engagement may not only enhance workplace performance but also positively impact employees' overall quality of life.

As indicated in Tables 2 to 5, all hypotheses were supported, confirming strong and statistically significant relationships between workplace environment, employee well-being, and job performance — findings which align with global evidence on the subject (Memon et al., 2023; De Winne et al., 2019).

#### 4.6 Discussion

This study examines the interplay between job stress, work-life balance, and employee performance. The findings reveal that 53.8% of respondents were female, compared to 46.2% male, aligning with previous research indicating that women often experience higher job stress and work-life imbalance, likely due to their greater domestic and family responsibilities (Ali, et al., 2024; Alqahtani, 2020; Chaudhuri, et al., 2020; Gorjifard, & Crawford, 2021).

In terms of age, the largest group of respondents was 31-35 years old (31.5%), followed closely by those 25 and under (30.1%). This supports existing literature that suggests younger workers face greater workloads and burnout (Lubbadeh, 2020; Singh, et al., 2020; Urbina-Garcia, 2020). The high representation of respondents under 35 suggests a significant level of job stress within this demographic. Regarding marital status, 50.3% were single and 45.5% were married, indicating that both groups face work-life conflict—singles due to lack of support and married individuals due to family obligations. This near-equal distribution highlights the complex ways relationship status influences stress perceptions.

Most respondents (55.9%) had 5 or fewer years of experience, which often correlates with higher job stress as they adapt to new roles. The educational background shows that 58.7% held bachelor's degrees; while higher qualifications can lead to increased job demands, they also equip employees with

better-coping mechanisms (Campbell, et al., 2022). Almost half of the respondents were in entry-level positions (48.3%), followed by 28.7% in supervisory roles. Research indicates these frontline roles often experience higher stress due to daily operational demands (Subramony, 2021). However, insights from upper management could offer a more comprehensive understanding of stress factors.

The correlation analysis indicated a positive but weak relationship between absenteeism and decreased productivity, with absenteeism explaining 10.5% of productivity variation. This suggests that other factors also significantly influence productivity. Additionally, ANOVA results confirmed that job stress and work-life balance significantly predict changes in productivity, indicating the need to identify specific stressors for targeted interventions.

Finally, regression analysis showed that job stress is a strong predictor of challenges in maintaining work-life balance post-resignation, emphasizing the lasting impact of work strain and the importance of proactive management policies to mitigate long-term effects (Kinman, 2024; Le, et al., 2020).

The findings reinforce the theoretical assumptions embedded in Maslow's, Herzberg's, and JD-R frameworks. Employees whose basic physiological and safety needs (fair wages, health services, secure contracts) are inadequately met exhibit lower levels of job and life satisfaction, which can cascade into lower productivity and higher turnover intentions. Conversely, access to job resources such as supportive supervisors, clear communication, and personal growth opportunities were shown to enhance satisfaction and motivation.

The study also reveals a structural issue within the organization: the high prevalence of casual employment undermines both job security and upward mobility. This aligns with research highlighting the detrimental impact of precarious work arrangements on long-term well-being and life satisfaction (Bosmans et al., 2023).

## **5.0 Conclusion and Recommendations**

### **5.1 Conclusion**

This study examined the relationship between workplace conditions, job satisfaction, and life satisfaction among employees of Premium Edible Oils (Rom Oil Mills) in Oyo State, Nigeria. The findings reveal that although a majority of workers reported moderate satisfaction with their work environment, significant challenges persist — particularly with respect to excessive workloads, limited career advancement opportunities, job insecurity, and work-life imbalance.

The high concentration of casual laborers, despite many possessing moderate to high educational qualifications, suggests a persistent mismatch between worker capabilities and organizational structures, which negatively impacts both individual well-being and job satisfaction. Furthermore, work-life imbalance emerged as a key concern, underscoring the need for more employee-friendly work schedules and flexible policies.

The study's results validate and extend existing theoretical models, notably Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and the Job Demands-Resources Model, by demonstrating how structural conditions, organizational culture, and human resource practices converge to shape employee well-being and productivity in a manufacturing context.

### **5.2 Recommendations**

Based on the empirical findings, the following recommendations are proposed for organizational leaders, policymakers, and human resource practitioners: First, the transition from casual labor contracts to permanent or semi-permanent roles would strengthen employees' sense of job security,

reduce turnover intentions, and improve their quality of life. Second, the organization should introduce flexible work arrangements, regulate excessive overtime, and promote employee assistance programs aimed at reducing work-related stress and enhancing well-being. Third, the organization should structure career development pathways, performance-based promotions, and transparent recognition systems should be established to foster intrinsic motivation and job satisfaction while aligning wages and benefits more closely with the industry standard would enhance employee morale, improve retention, and reduce financial stress, thereby supporting both life satisfaction and organizational stability. Fourth, ongoing investments in workplace safety infrastructure and regular employee safety training are critical to ensuring the physical well-being of the workforce, especially in labor-intensive manufacturing environments. Lastly, but not least the organization should foster open communication and inclusive Leadership given that employees value transparent, two-way communication and a sense of inclusion in decision-making processes. Managers should create platforms for regular dialogue and feedback, thereby promoting trust and collaboration.

### 5.3 Contribution to Knowledge

This study contributes to the growing body of literature on employee well-being by providing evidence from a labor-intensive, under-researched industrial sector in Nigeria. It highlights the enduring relevance of classical organizational theories while offering context-specific insights for policy and practice. These findings are particularly valuable for organizational leaders in the manufacturing sector who seek to foster resilient, motivated, and productive workforces in challenging operational environments.

#### Declaration of Generative AI and AI-assisted technologies in the writing process

During the preparation of this paper, the authors used the ChatGPT to improve the readability of the paper. After using the tool, the authors reviewed and edited the content as needed and thus take full responsibility for the content of the published paper.

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