



Assessing the effects of work-life balance practices on the physical wellbeing of employees at the Agricultural and Commercial Cooperative Society of Zambia.

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Abstract

The study assessed the effects of work-life balance practices on the physical wellbeing of employees at the Agricultural and Commercial Cooperative Society of Zambia (ACSZ). The sample size 80 participants were selected using both purposive and simple random sampling techniques. Purposive sampling was used to select 10 key informants, including heads of departments and human resource officers, while 70 employees were randomly selected to provide quantitative data. Primary data were collected through semi-structured interviews and questionnaires, complemented by secondary data from reputable journals and official publications. Quantitative data were analyzed using SPSS and Excel through descriptive statistics, while qualitative data were analyzed thematically to identify emerging patterns and meanings.

The study found out that although ACSZ has implemented several work-life balance practices, including leave policies and flexible work arrangements, their effectiveness remains limited. The study found out that extended working hours were common, particularly during peak operational periods such as preparation for the Agricultural and Commercial Show, Annual General Meetings, and audit seasons, resulting in strained physical health. The study found out that the majority of employees reported obtaining less than the recommended amount of sleep on workdays, engaging less frequently in physical activity, and experiencing work-related fatigue and body pains. While employee sickness could not be attributed solely to organizational factors, long working hours and work overload were identified as contributing factors to poor physical health. The study recommends the redesign of leave and flexible work policies, improved workload management during peak periods, and the introduction of comprehensive wellness programs to enhance employees' physical wellbeing and overall work-life balance.

Key words: *Agricultural and Commercial Cooperative Society of Zambia (ACSZ), Effects, Work-Life Balance Practices, Employees Physical Wellbeing.*

I. INTRODUCTION

As modern workplaces continue to demand greater productivity and flexibility, the boundary between professional responsibilities and personal life has become increasingly fragile. For employees whose work is characterized by long hours, seasonal intensity, and high organizational expectations, maintaining physical wellbeing is no longer just a personal challenge but an institutional concern (Lubasi, Nsama, and Sililo, 2025). Work-life balance (WLB) practices have therefore emerged as a critical area of inquiry, particularly in labour-intensive sectors such as agriculture and commercial exhibitions, where work demands often peak at the expense of employee health and family life (Charlene, 2023).

The formal adoption of work-life balance policies gained momentum during the 1980s and 1990s, particularly in developed economies, following extensive research linking excessive work stress to reduced employee wellbeing and productivity (Kossek & Lautsch, 2018). In agricultural and commercial institutions, including agricultural societies, fairs, and exhibition organizations work patterns have traditionally been seasonal and highly demanding. These conditions present distinct challenges for employees attempting to reconcile professional obligations with family and personal responsibilities (Smith & Johnson, 2017).

Across African countries, the recognition and implementation of work-life balance practices within agricultural and commercial show sectors remain relatively recent and continue to evolve. In Kenya, for instance, the gradual introduction of flexible working arrangements and employee wellness initiatives since the 2010s reflects responses to urbanization and shifting labour market dynamics (Otieno & Mwangi, 2022). Nevertheless, agricultural



and commercial societies across the region still struggle to align long-standing work expectations with emerging labour rights. Extended exhibition periods, frequent committee meetings, and prolonged working hours often without sufficient institutional support remain common features of the sector (ACSZ,2020).

In response, many governments, including Zambia's, have put in place labour laws and employment regulations aimed at promoting better WLB, such as provisions for paid leave, reasonable working hours, and family-related policies (ZDA, 2022). For example, In Zambia, Section 74 (1) of Employment Code Act No. 3 of 2019 provides for the maximum weekly hours of work to 8 per day or 48 per week (Chungu, 2010). Despite these legislative efforts, empirical studies indicate that employees in Zambia continue to experience challenges in achieving a meaningful balance between their professional and personal lives. This is particularly evident in sectors such as agriculture and commercial exhibitions, where work demands often peak during seasonal events, leading to extended working hours, increased pressure, and limited time for recovery or personal well-being (Mwansa & Zulu, 2023). There is limited empirical evidence assessing these demands or examining their implications for employee physical wellbeing. This study seeks to address this gap by evaluating the effects of work-life balance practices on the physical wellbeing of employees at ACSZ, offering insights that may inform institutional policy and practice across Zambia's agricultural and commercial exhibition sector.

II. REVIEW OF LITERATURE

ii.i. Introduction

This section comprise of two sub-sections. The first sub-section reviews relevant literature related to the subject matter under study. The second sub- section provides a theoretical framework for this study.

ii.i. Prior Research

A growing body of literature highlights the increasing importance of flexible work arrangements (FWAs) in promoting employee well-being. A study by the International Labour Organization (ILO, 2011) noted that FWAs have gained substantial attention among organizations seeking best-practice approaches to enhancing employee welfare. According to the ILO, flexible work arrangements differ from traditional full-time employment structures that typically follow a linear career path. FWAs have emerged as a key feature of the 21st-century labour market, reflecting a shift toward

balancing employer and employee needs. Organizations increasingly adopt FWAs as a strategic tool to attract, motivate, and retain skilled employees, leading to their widespread implementation. This trend has been further driven by policy advocacy and media influence, which have reinforced the perception that FWAs can effectively reduce work-family conflict. Common forms of FWAs include compressed workweeks, flexible working hours, and telecommuting.

Building on this perspective, Malik et al. (2010) conducted a study in Norway that examined the consequences of work-family imbalance arising from heightened work demands. The findings revealed that excessive work pressure contributes significantly to stress, which in turn leads to both work-to-family and family-to-work conflict. Such conflicts negatively affect not only employees' well-being but also their family relationships by increasing anxiety and reducing relationship quality with spouses and children. The study further found that work demands such as overtime and shift work diminish job satisfaction and employees' perceptions of their employers. Overall, work-related stress was shown to have adverse effects on individuals, organizations, families, and society at large.

Similarly, Hsu et al. (2019) investigated the effects of long working hours on work-life balance and job satisfaction within Taiwan's banking sector. Their study explored whether occupational stress mediated the relationship between working hours, work-life balance, and job satisfaction. The results demonstrated significant positive relationships between long working hours and occupational stress, as well as negative associations with work-life balance. Occupational stress was also found to significantly influence both work-life balance and job satisfaction. Notably, perceived control over time moderated the relationship between working hours and stress, underscoring the importance of allowing employees greater autonomy over their work schedules.

Further evidence of the importance of work-life balance is provided by Sharma and Sharma (2023), who examined its role in determining employee well-being in the banking sector in Jammu City, India. Using a cross-sectional research design, the study revealed a strong positive relationship between work-life balance and workplace well-being. Work-life balance was identified as a key predictor of overall employee well-being. The study also found that excessive delegation of tasks to junior staff often resulted in work overload and subsequent work-life imbalance. The authors recommended that organizations develop comprehensive work-life



balance policies that enable employees to adjust workloads and take time off, thereby enhancing productivity and overall welfare.

In line with these findings, Oludayo et al. (2018) examined the extent to which work-life balance initiatives influence employee behavioral outcomes in selected commercial banks in Nigeria. The study found that initiatives such as leave arrangements, flexible work schedules, employee time-out programs, social support, and dependent-care policies significantly predicted behavioral outcomes including job satisfaction, employee engagement, and intention to remain with the organization. The authors emphasized the need for organizations to regularly review and align work-life balance programs with employees' personal and family needs to promote positive workplace behavior.

Work-related stress has also been widely documented in other professional settings. Anitha et al. (2007), in a pilot study conducted at the University Teaching Hospital in Lusaka, Zambia, examined sources of stress among medical doctors. Using a perceived stress scale and a stress checklist administered to 41 doctors, the study identified workload, long working hours, inadequate resources, and low rewards as the most prevalent stressors. These findings highlight the pervasive nature of occupational stress across different sectors.

Finally, attention has increasingly shifted toward employee wellness programs as a means of addressing stress and promoting holistic well-being. A study by the Centers for Disease Control (CDC, 2022) in Zambia described employee wellness programs as organizational initiatives designed to enhance the physical and mental health of employees and their families through comprehensive health promotion strategies. Merrill et al. (2011) argued that such programs signal organizational support and appreciation, which fosters employee engagement, improves job satisfaction, and reduces turnover. Similarly, Belisle et al. (2018) identified key components of wellness programs, including subsidized gym memberships to promote physical activity and teamwork, mental health support through counseling services to manage stress and anxiety, and health screening initiatives to enable early identification and management of health risks.

While the reviewed studies effectively highlight the various practices of work-life balance in modern organizations, they notably fall short in assessing the effects of work-life balance practices on the physical wellbeing of employees at the Agricultural and Commercial Cooperative Society of Zambia.

ii.iii. Theoretical framework

This study is grounded in the Work-Family Border Theory developed by Clark (2000), which explains how organizational policies and practices shape the interaction between employees' work and personal lives. The framework assumes that work-life balance practices function as enabling mechanisms that reduce role conflict and stress, thereby enhancing employee wellness and contributing to improved employee satisfaction, engagement, and productivity. In this study, work-life balance practices serve as the independent variables, defined as organizational policies and arrangements deliberately implemented to help employees manage work and non-work responsibilities. These include leave policies, job sharing, sabbatical leave, remote work, and other flexible working arrangements.

The dependent variables in this framework are employee wellness outcomes, conceptualized as physical, emotional, and financial wellness. The framework assumes that the implementation of work-life balance practices positively influences employees' physical wellness by enabling healthier lifestyles. Flexible work arrangements, reasonable workloads, and adequate rest periods allow employees to engage in health-promoting behaviors such as regular exercise, sufficient sleep, and balanced nutrition. These practices are expected to reduce physical strain, fatigue, and the risk of stress-related or chronic health conditions, thereby improving overall physical well-being. By minimizing work-related stressors that often lead to burnout or illness, work-life balance policies contribute to a healthier, more energetic, and physically resilient workforce.

III. RESEARCH METHODOLOGY

The study employed an interpretive phenomenological research design to examine the effects of work-life balance determinants on employee wellness at the Agricultural and Commercial Society of Zambia (ACSZ) in Lusaka. The study population comprised 133 employees across all departments, from which a sample of 80 participants was selected using both purposive and simple random sampling techniques. Purposive sampling was used to select 10 key informants, including heads of departments and human resource officers, while 70 employees were randomly selected to provide quantitative data. Primary data were collected through semi-structured interviews and questionnaires, complemented by secondary data from reputable journals and official publications. Quantitative data were analyzed using SPSS and Excel through descriptive statistics, while qualitative



data were analyzed thematically to identify emerging patterns and meanings. Reliability and validity were ensured through internal consistency checks and content validity, and ethical considerations such as informed consent, confidentiality, anonymity, and voluntary participation were strictly observed.

IV. DISCUSSION OF THE FINDINGS

Ivi. Work-life balance practices are implemented at the Agricultural and Commercial Society of Zambia (ACSZ)

This section of the study aimed presenting information on the work-life balance practices are implemented at the Agricultural and Commercial Society of Zambia (ACSZ). The respondents were asked on if they were familiar with the leave policies in the organization. Figure 4.1 shows that 45(59%) respondents were stated yes, while 41(41%) respondents stated no.

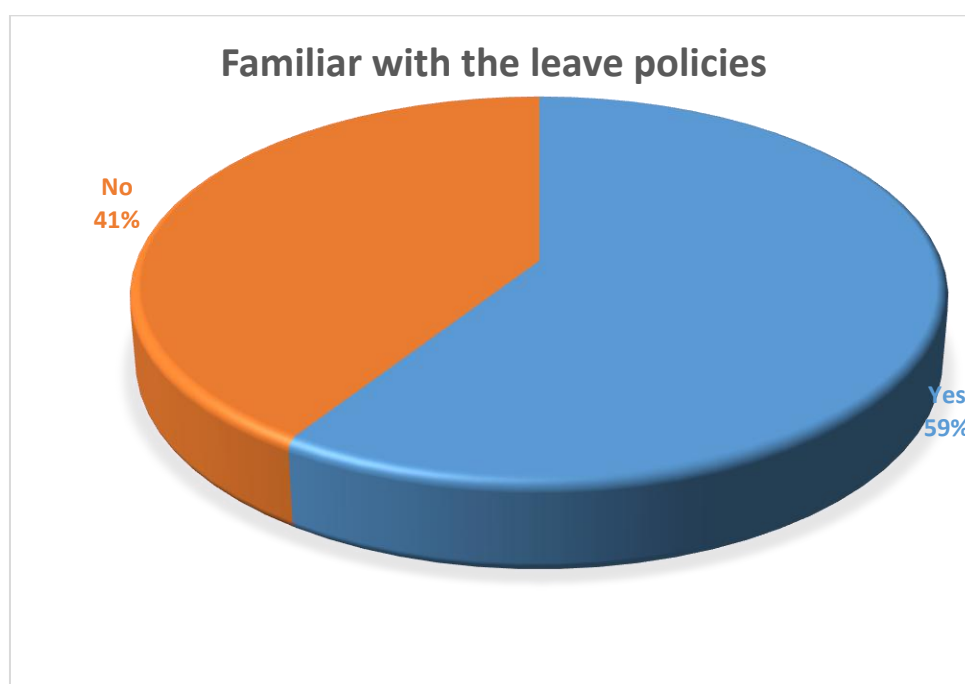


Figure: 4.1

This suggests that the organization has effectively communicated its leave policies to employees, which is essential for promoting employee rights, compliance, and organizational transparency. Similar findings were reported by Mberengwa and Mvula (2020), who found that employee awareness of HR policies in public institutions in Zambia was significantly high, especially regarding leave, health benefits, and disciplinary procedures. Likewise, a study by Ncube and Chikosha (2019) in Zimbabwean NGOs highlighted that increased awareness of leave policies was positively associated with employee satisfaction and policy compliance. However, contrasting findings were presented by Agyemang and Ofei

(2013) in their study of Ghanaian public sector workers, where only a small proportion of employees understood or were aware of the leave policies in their organizations. This difference could be attributed to organizational structure, policy dissemination strategies, or workforce education levels.

The respondents were asked if policies in the organization contribute to work-life balance in the organization. Figure 4.9 shows that 2(3%) respondents strongly agreed, 2(3%) respondents disagreed, 8(12%) of the respondents were neutral, 23(35%) agreed, and 31(47%) respondent strongly disagreed. Overall 82% of the responded stated that they spent at least more than 8 hours at work.

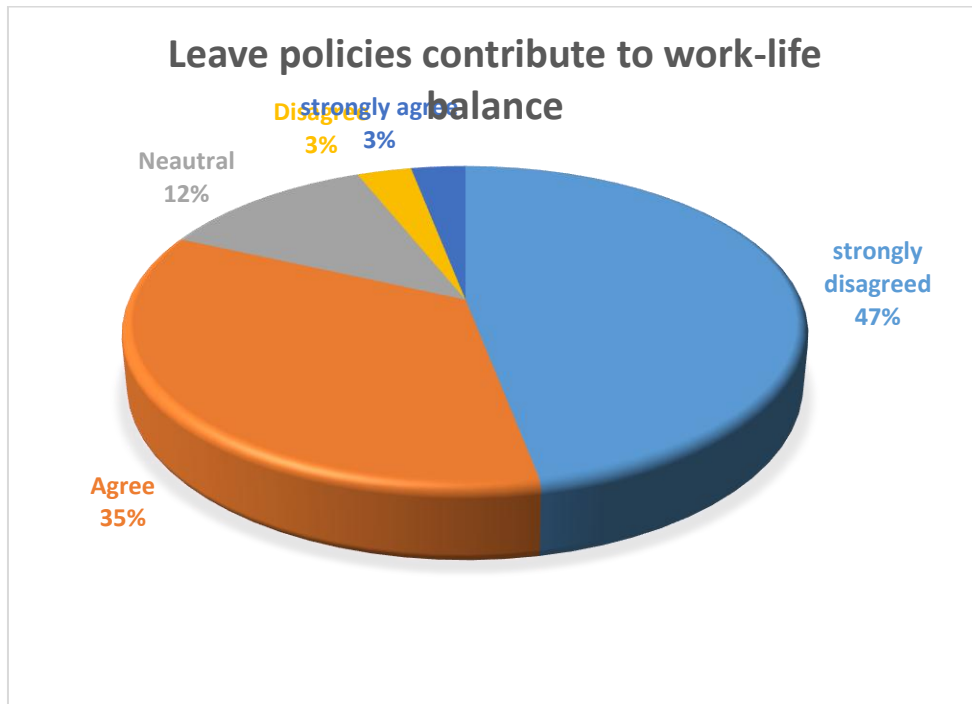


Figure 4.2

The majority of respondents strongly disagreed that the organization's leave policies contributed to work-life balance. This suggests that despite being paid for leave, employees may perceive that leave provisions are insufficient, difficult to access, or not flexible enough to support their personal and family needs.

This mismatch highlights a critical gap between policy availability and policy effectiveness. According to Khupe and Mhlanga (2020), organizations in Southern Africa often meet the legal requirements of leave benefits but fall short in designing leave systems that actively support work-life integration. Similarly, Obisi and Nwachukwu (2019) found that while paid leave was common in Nigerian firms, employees still reported poor work-

life balance due to rigid leave structures and high workloads. These findings suggest that while ACSZ meets minimum legal expectations regarding paid leave, there is a need for a more strategic approach to leave policy design that genuinely promotes work-life harmony

The respondents were asked on if the organization has flexible work-arrangements. The study found that the majority of respondents agreed that the organization has flexible work arrangements in place. Figure 4.3 indicates that the Agricultural and Commercial Society of Zambia (ACSZ), Lusaka, has implemented some form of flexible work policies, such as adjustable working hours or remote work options. This is depicted in figure 4.3

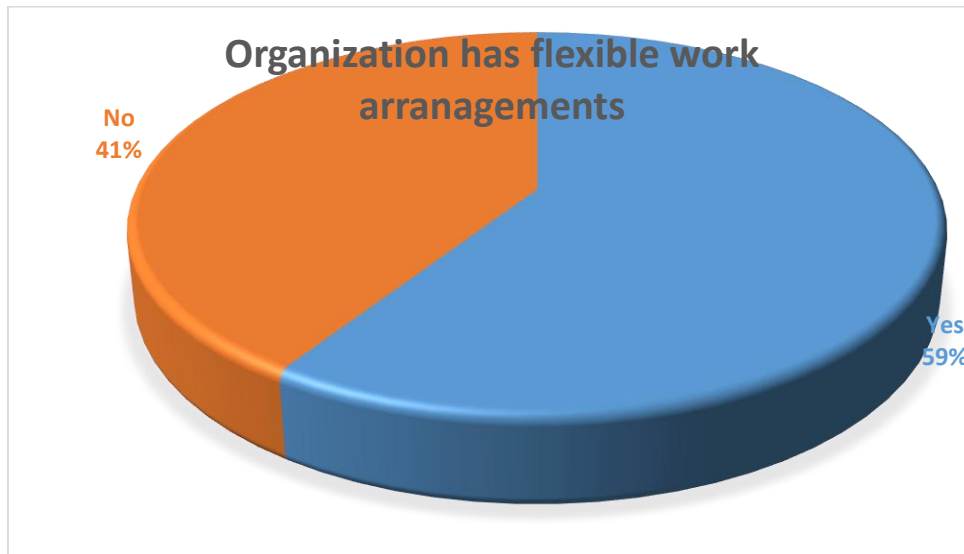


Figure: 4.3

The respondents were asked on whether they were satisfied with the flexible working arrangements. Figure 4.4 shows that 3 (4%) respondents strongly agreed, 4(7%) respondents agreed, 20 (30%) respondents were neutral, 24(36%) disagreed, and 15(20%) strongly disagreed.

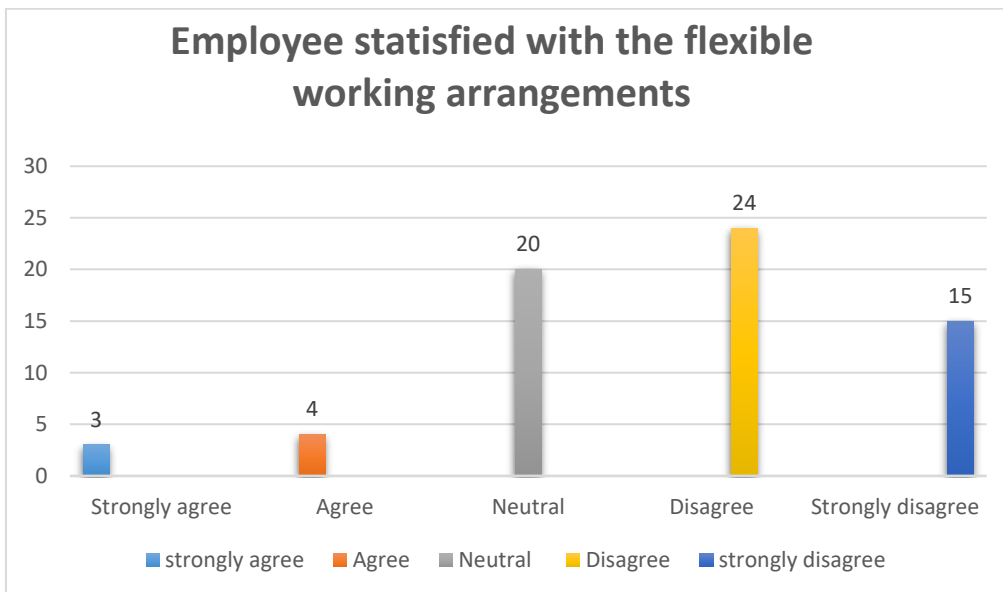


Figure 4.4

The findings revealed that majority of the respondents disagreed that that employees were satisfied with the flexible working arrangement in the organization. Figure 4.4 suggesting a disconnect between the presence of flexible work policies and their effectiveness or usability. This implies that while flexible work arrangements exist, they may not be designed in a way that meets employee needs or expectations. Employees may find the policies too

rigid, inconsistently applied, or difficult to access (Sililo and Kaluba, 2025). As a result, the mere existence of flexible work arrangements does not guarantee employee satisfaction or improved work-life balance.

These findings are consistent with a study by Mungai and Wambua (2020), which found that although flexible work policies were present in many Kenyan public institutions, a significant number of



employees remained dissatisfied due to poor implementation and lack of clarity. Similarly, Kusereka and Dube (2019) reported that in Zimbabwean corporate settings, flexibility was often top-down and did not consider employees' input, leading to low satisfaction rates.

On the other hand, Sitali and Zulu (2022) conducted a study in Zambian private-sector firms and found that where flexible work arrangements were co-designed with employee input, satisfaction levels were much higher. This difference suggests

that the design, communication, and employee involvement in flexible work policies are critical to their success in enhancing work-life balance.

The respondents were asked if most of the staff worked after 17:00 Hours at Zambia Agriculture commercial show during busy periods. Figure 4.5 shows that 19(28%) respondents strongly disagreed, 8(12%) respondents disagreed, 12(18%) respondents were neutral, 23 (39%) agreed, and 1(2%) strongly agreed.

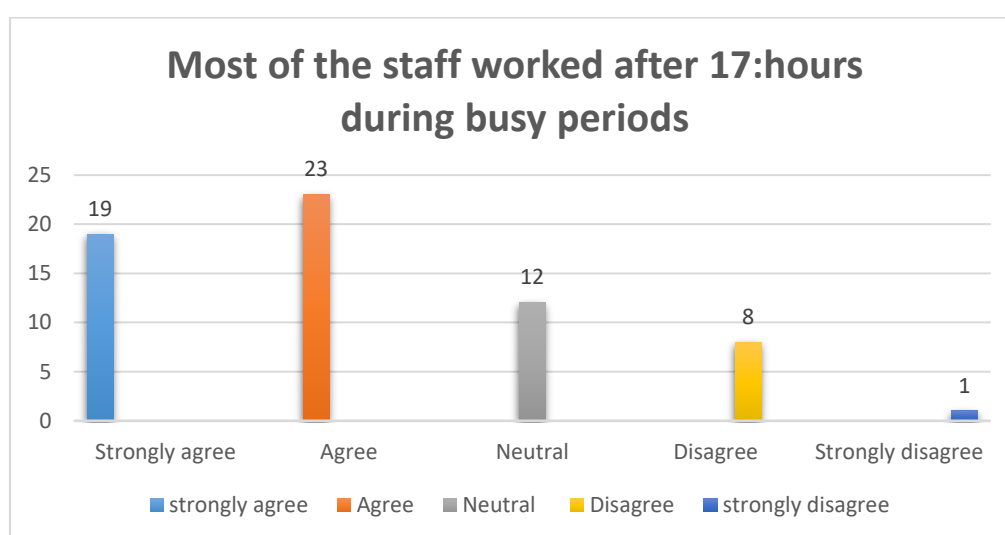


Figure 4.5

The majority of the respondents agreed that most of the respondent worked after 17: 00 hours during buys periods at the institution. This suggests that employees frequently extend their working hours beyond the standard workday to meet organizational demands, particularly during high-activity seasons like the agriculture show. Such extended work hours may reflect a strong work ethic and organizational commitment, but they also raise concerns about potential overwork, fatigue, and negative impacts on personal life. This is supported by Malik et al. (2010), who found that longer working hours significantly reduce the time employees can dedicate to their families and personal lives, ultimately increasing stress and lowering overall well-being. Similarly, Chaitra et al. (2016) observed that overtime, along with extended work responsibilities such as post-hour meetings and travel, negatively affected work-life balance in their study at Bosch Ltd.

Other employees accepted to work these long hours to due to economic reasons, seeking to have an overtime pay. As already eluded, the Employment Code Act No. 3 of 2019 promulgates the normal working hours for full time employees of

8 hours per day or 48 hours a week and further stated that any excess hours above the normal 48 hours then be treated as overtime. The Act also made it mandatory for the payment of overtime to all employees, whether protected or not provided they work beyond 48 hours per week. This has encouraged most employees to acpt employees to working after 17hours. These findings are similar with O'Connell et al., (2010) study, who revealed that the recent economic downturn, increased competition and evolving technology have put pressure on organizations to perform, and on employees to increase their productivity. Organizations deal with these tough economic times by cutting expenditure, decreasing staff levels and increasing workloads for remaining employees. Similarly, Wayman (2010), argued that many individuals feel under pressure to work longer hours to keep their jobs and, to meet their family expenses.

The respondents were asked regarding what are considered the most stressful times where staff experience work life imbalance and why. Key respondent one stated that:



‘During the Agriculture and commercial show preparation between Aprils to August’.

Key three respondents stated that:

‘During Annual General Meetings when employees have to prepare for presentation and also mobilization of funds’.

Key Five respondent stated that:

‘ The whole year, as planning for the Agriculture and commercial show starts in February, all the way after the exhibition to Audits in September, October and November’.

These responses imply that the workload is not only intense but also prolonged, with minimal recovery time throughout the year. This continuous demand limits employees’ ability to manage their personal and family responsibilities, contributing to chronic work-life imbalance and potentially leading to burnout, fatigue, and decreased well-being.

The findings mirror those of Malik et al. (2010), who found that extended working hours and

high job demands reduce employees’ time with family and increase stress. Similarly, Chaitra et al. (2016) found that responsibilities such as meetings, travel, and deadlines beyond standard hours negatively impacted employees’ personal lives. In both studies, high-pressure periods were associated with reduced psychological well-being and increased strain on family roles just as experienced by ACSZ employees during peak show and audit periods. These findings are also consistent with Alinghaus et al. (2019), who argued that non-standard and irregular working hours especially those required during special events or audits contribute to greater work-life conflict. The long planning periods without adequate breaks or flexibility can intensify stress levels, as seen in the ACSZ context.

The respondents were asked if the organization organizes recreation activities. Figure 4.6 shows that 40 (55%) respondents were stated yes, while 36(45%) respondents stated No.

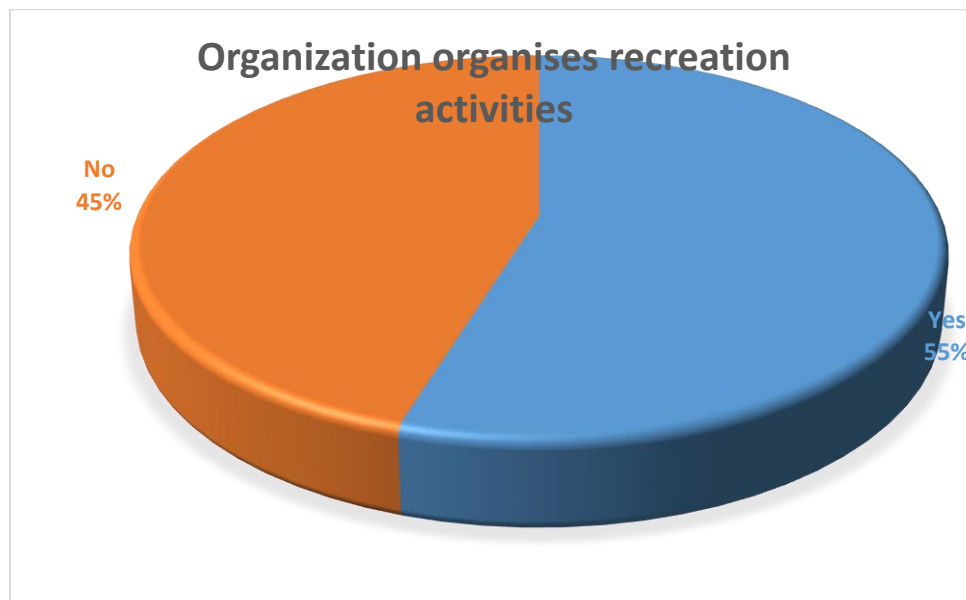


Figure 4.6

These findings show that the majority (40%) of the respondents stated that the organization organizes recreation activities at the Agricultural and Commercial Society of Zambia, Lusaka. This clearly indicates that no organizational wellness initiative in the form of gym support is currently in place. This finding implies that physical health and wellness support is not a current organizational priority, despite increasing recognition of the role that wellness programs play in promoting employee productivity, reducing stress, and supporting work-

life balance. The absence of such an initiative may contribute to elevated stress levels, especially during high-demand work periods identified in earlier findings (e.g., during show preparations and audits).

This result contrasts with recommendations from several studies emphasizing the importance of holistic wellness programs. For example, Makinde and Idowu (2025) found that flexible work schedules and wellness programs were key contributors to improved health outcomes and lower exit intentions



in Nigerian institutions. Similarly, Mpoha (2024), in a Zambian context, stressed that factors such as mental health support and wellness facilities are crucial for improving job satisfaction and employee well-being. Moreover, Sharma and Sharma (2023) recommended the integration of wellness-oriented policies, such as workload adjustment and time-off provisions, to enhance overall well-being. While their study focused on the banking sector in India, the emphasis on wellness as a determinant of productivity is universally relevant, including in the Zambian agricultural and commercial sector.

ivii) How work-life balance practices affect the physical wellbeing of employees at ACSZ.

The respondents were asked on the number of hours of sleep do you get on average during workdays. Figure 4.7 show that none of the respondents stated less than an hour or between 2-3hrs. 8(12%) respondents stated between 4-5hrs. 12(18%) respondents stated between 3-4hrs, 23 (39%) respondents stated that between 5-6hrs, and 1(2%) respondents stated more than 6hours.

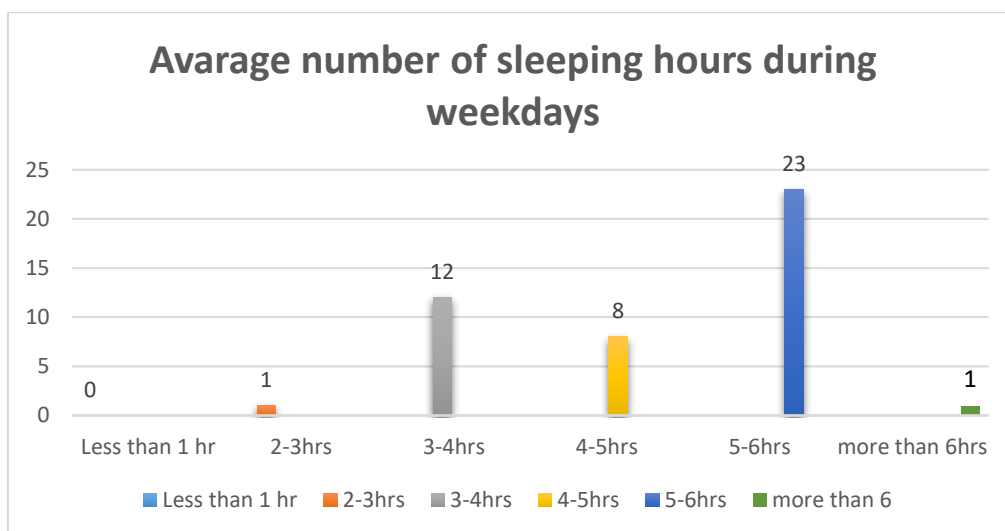


Figure 4.7

Figure 4.7 show that that majority of the respondents stated that on average during workday the slept between 5hrs – 6hrs. This is notably below the commonly recommended 7–9 hours of sleep for adults, as advised by health authorities such as the CDC and WHO. This finding implies that despite the implementation of WLB practices, a significant proportion of employees may still be experiencing time pressure, work-related stress, or difficulty in effectively balancing personal and professional responsibilities.

This result supports the findings of Malik et al. (2010), who reported that increased work demands are linked to higher levels of stress and ultimately lead to work-family conflicts. These conflicts can disrupt sleep patterns and reduce time available for rest and recovery. The Norwegian study emphasized the spill over effects of work stress into home life, such as anxiety and deteriorating family relationships, which can also contribute to poor sleep quality.

Similarly, the study by Hsu et al. (2019) in the Taiwanese banking sector revealed a strong

correlation between long working hours and occupational stress, which in turn negatively affected work-life balance and job satisfaction. Employees who have limited control over their working hours were found to suffer more. In comparison, the participants in the current study may also be experiencing long working hours or inflexible schedules, which prevent them from getting adequate sleep.

The respondents were asked if their physical health improved since the implementation of WLB practices. The respondents were asked if their physical health improved since the implementation of WLB practices. When asked whether their physical health had improved since the implementation of work-life balance practices, exactly half (50%) of respondents said yes, while the other half reported no improvement. This evenly split response suggests a mixed effectiveness of the WLB interventions in enhancing employee physical health. This outcome has important implications. On the positive side, the 50% who reported improvements validate prior research by Merrill et al. (2011) and Belisle et al.



(2018), who emphasized that well-structured wellness and WLB programs can foster better health outcomes, increase job satisfaction, and reduce turnover. For these respondents, WLB practices likely contributed to healthier routines, reduced stress, and perhaps increased physical activity or access to healthcare services.

However, the lack of improvement reported by the remaining 50% indicates possible limitations in the scope or implementation of the WLB strategies. These could include poor communication

of program benefits, lack of participation, or superficial implementation without real cultural or structural support.

The respondents were asked how often they had time to engage in physical activity or exercise. Figure 4.8 shows that 30 (46%) respondents stated that they less often had time to engage in physical activity or exercise. 20 (20%) respondents stated that fairly often they had time to engage in physical activity or exercise. 16 (24%) respondents stated more often they had time to engage in physical activity or exercise

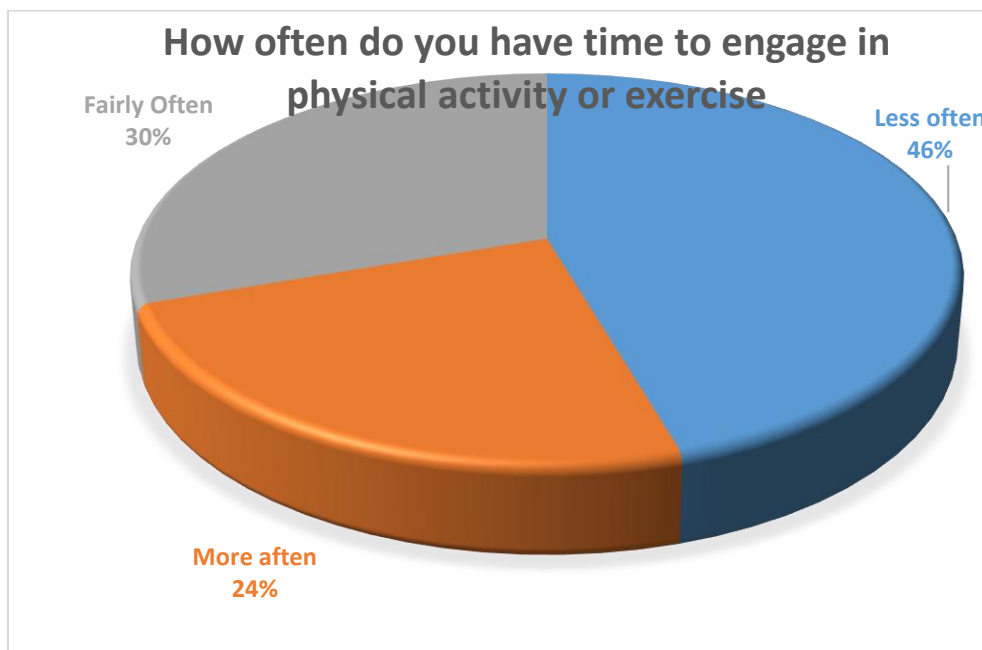


Figure: 4.8

Figure 4.8 shows that the majority of the respondent 30(46%) engage in physical activity or exercise less often. This points to possible occupational or lifestyle constraints that make it difficult for employees to maintain healthy routines. Low physical activity levels are often linked to high job demands, fatigue, or insufficient flexibility in scheduling. This result signals potential long-term health risks and a decline in overall employee well-being, especially if such patterns are persistent and unaddressed.

This finding aligns with similar studies such as that of Clark et al. (2019), who found that employees with poor work-life balance were significantly less likely to engage in physical exercise. However, it contrasts with findings from

Green and Foster (2021), who observed an increase in physical activity among workers with flexible or hybrid work schedules introduced during the pandemic. The contrast suggests that flexibility in work arrangements may be a key enabler of physical activity, a feature likely missing among this study's respondents. It reinforces the idea that improving time autonomy can have positive spillover effects on physical health behaviors.

The respondents were asked on whether there were more reports of staff being sick or unwell. Figure 4.9 shows that 3(4%) respondents strongly agreed, 14(21%) respondents agreed, 32(48%) respondents were neutral, 17(25%) disagreed, and 1(2%) strongly disagreed.

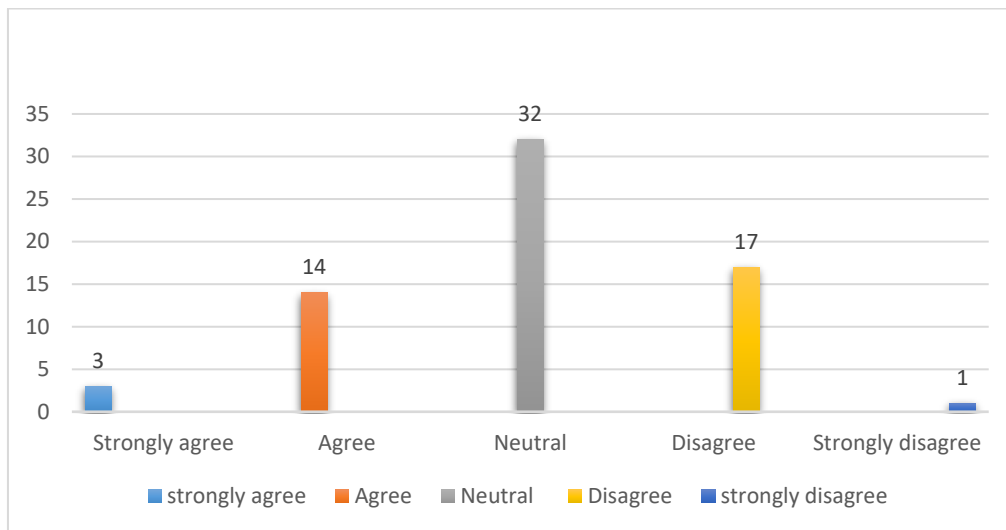


Figure 4.9

The respondents were asked on whether there were more reports of staff being sick or unwell. Figure 4.9 shows that that majority of the respondents agree that employees were neutral when asked if there were more reports of staff being seen due to work overload. Key informant seven stated that *'Yes, staffs get sick, but we cannot attribute those organizational factors, but some of the employees get these diseases from premises outside the workforce'*.

There are many factors that can lead to an employee being sick; some are organizational factors while others are non-organizational factors. Organization factors can include; dirty working environment, micromanagement, work overload, fatigue, lack of rest periods, e.t.c. On the other hand, non-organizational factors can include; coming into contact with water or air outside workplaces which has viruses in it, which can make one contract airborne or water diseases. Hence, we cannot attribute sickness organizational factors alone. It is for this very reason why most of the respondent decided to be neutral when asked if organizational factors attribute to employee sickness in the organization. However, some of the respondents stated that long working hours had really contributed to employee's poor health in the organization.

V. CONCLUSION

This study assessed the effects of work-life balance (WLB) practices on the physical wellbeing of employees at the Agricultural and Commercial Cooperative Society of Zambia (ACSZ). It can be concluded that ACSZ has formal work-life balance policies in place, particularly leave policies, and that a majority of employees are aware of their existence.

This indicates that the organization has made efforts to comply with statutory labour requirements and communicate human resource policies. However, despite this awareness, most employees strongly disagreed that these policies meaningfully contribute to work-life balance. This highlights a significant gap between policy presence and policy effectiveness, concluding that existing leave provisions may be inadequate, inflexible, or difficult to utilize in practice. It can also be concluded that although flexible work arrangements were reported to exist at ACSZ, employee satisfaction with these arrangements was generally low.

It can be deduced from the findings that extended working hours are common, especially during peak operational periods such as preparation for the Agricultural and Commercial Show, Annual General Meetings, and audit seasons. Many employees work beyond normal hours, often throughout most of the year, with limited recovery time. While some employees accept longer hours due to overtime pay and economic pressures, this practice contributes strained physical wellbeing of employees. The findings indicate that most employees obtain between five and six hours of sleep on workdays, which is below the recommended amount for healthy adults. This suggests that work demands interfere with adequate rest and recovery. Furthermore, only half of the respondents reported improvements in physical health since the introduction of WLB practices, reflecting mixed outcomes and limited overall effectiveness.

The study also revealed low levels of engagement in physical activity among employees, with nearly half reporting that they rarely have time to exercise. This is likely linked to long working



hours, fatigue, and insufficient time autonomy. While reports of employee sickness were not conclusively attributed to organizational factors alone, it can be concluded that prolonged working hours and workload pressures negatively affect employee physical health.

Overall, the study concludes that although ACSZ has taken initial steps toward implementing work-life balance practices, these initiatives are largely compliance-driven rather than strategically designed to promote employee wellbeing. The current practices have not sufficiently mitigated long working hours, workload intensity, or physical strain, thereby limiting their positive impact on employees' physical wellbeing.

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