



Meaningful Work Experience among Private Sector Employees in Anambra State: Predictive Roles of Organizational Creativity, Work-Life Balance and Perceived Firm Transparency

Chiamaka O. Joe-Akunne¹, Ifeyinwa A. Okoli¹ and Chinenye S. Anazor¹

¹Department of Psychology, Nnamdi Azikiwe University, Awka, Nigeria

Corresponding Author's Email: co.joe-akunne@unizik.edu.ng

Abstract

This study examined the predictive influence of organizational creativity, work-life balance, and firm transparency on meaningful work experiences among commercial bank employees in Anambra State, Nigeria. A total of 303 commercial bank employees (91 males and 212 females) participated in the study. The participants were selected using a multi-stage sampling technique to ensure representation across different banks and job levels. To collect data, Work and Meaning Inventory, Organizational Creativity Scale, Work-Life Balance Scale and Firm Transparency Scale were individually administered to the participants. Findings revealed that organizational creativity, work-life balance, and firm transparency significantly predicted meaningful work experience. Furthermore, when examined collectively, these factors demonstrated a stronger joint predictive relationship with meaningful work experience. It was recommended that management and stakeholders should implement policies that prioritize employee creativity, promote work-life balance, and maintain open communication practices to promote meaningful work experience and enhance employees' job fulfilment and productivity.

Keywords: organizational creativity, work-life balance, firm transparency, meaningful work experiences, commercial banks

Introduction

Work plays a very important role in the life of every individual. People spend a large part of their waking hours at work as they try to make ends meet and to be able to support themselves and their family. To this end workplace and the work environment makes a significant meaning in their lives. The workplace experience may affect employees even after working hours and that our work shapes our daily life. It is in this light that Bailey et al. (2019) posited that meaningful work experience helps individual fulfils personal values, foster purpose, and align with organizational aspirations.

The concept of meaningful work has been of significance for organizational scientists since the mid-20th century, when numerous studies were aimed at exploring the significance of

work for people. According to Adeniji et al. (2022) meaningful work represents the clear understanding and grasp of the purpose, sense, value, direction, logic and justification of the work performed by an individual. Kim et al. (2020) defines meaningful work as individuals' perception that their job role and responsibilities are noteworthy, valuable and serve some purpose in his life. These explanation buttresses the fact that even though work has a particular meaning, it does not necessarily determine that it is meaningful as its meaningfulness lies on the amount of significance it holds for an individual. Asik-Dizdar and Esen (2016) argued that when individuals make sense of their work and see their work to be meaningful, it enhances their well-being and job performance. Ahmed et al. (2016) suggested that it is important for organizations to foster meaningful work because it is critical to employee outcomes such as work motivation, job satisfaction, and organizational commitment. It is based on this importance that this research explores some factors that can predict feeling of meaningful work and foster quality work life.

Creativity is an important factor in declaring that one's work is meaningful and valuable (Soo et al., 2016). Creativity gives employees some level of job autonomy as they deploy their initiative to enhance their job performance. According to Jaiswal and Dhar (2020) creativity is utilized to seek out new technologies, processes, techniques or product ideas. Furthermore, innovation is considered as a good source of creative ideas and often has a fresh approach to problems. When organizations are bogged down by issues regarding technological changes or management structure, employees' views are sought to for the organizations to arrive at the correct solutions.

Many employees may be hesitant in contributing their ideas, when they worry that their ideas may not be considered seriously or that an ill-conceived idea could be a hindrance for their career progress; worst still if they feel that they are not supported (Tian & Sanchez, 2017). Obviously, in most organizations, a suitable system is required to allow employees to express their initiative by designing work in a manner that allow innovation and creativity. It is important to note that organizational support plays a major role in enhancing the creativity of employees where they will be motivated to enhance their individual and organizations performance and productivity.

Work-life balance means the balance between working life and private life and how they relate to each other. A balance between work and private life reduces the risk of stress, fatigue and sick leave and promotes better well-being for the individual (Poulose & Sudarsan, 2017). An individual who has a balance between work and private life can get a recovery from work during leisure time by spending time with family or friends or from other activities or resting from home. According to Mathews and Khan (2013), employees' health, job satisfaction and productivity are supported by a good work environment. Work can be more meaningful to individuals if it gives them opportunity to spend time with their family, friends or do other necessities that needs their attention. A minimal work-life

conflict can be related to non-work-related outcomes such as family satisfaction and performance, life satisfaction and leisure satisfaction (Poulose & Sudarsan, 2017). A healthy work-life balance is expected to make an employee to develop a deep-seated interest for the activity at the workplace, based on the satisfaction of the person for the work itself and their perception of how well they can do the job. All these lead to devoting oneself to higher levels of motivation and to perceiving work as meaningful. However, an unhealthy work-life balance is most likely to negatively affect individuals' perceived sense of value and purpose for their work which will affect their performance.

Transparency in the workplace is a philosophy that promotes open and honest communication among employees at all levels of an organization (Cording et al., 2022). It's important to be transparent with your team because it allows them to feel comfortable approaching you for feedback or expressing their feelings about an assignment. Transparency in organizational practices, especially regarding communication, performance evaluation, and career development, is another major contributor to meaningful work experiences. Perceived transparency strengthens trust, a critical component in fostering an employee's sense of purpose and commitment to organizational goals (Cording et al., 2022). Transparency ensures that employees understand their growth path and view their work as contributing to long-term personal goals, especially when promotions, salaries, and recognition align with clear standards. Adeola and Evans (2023) posit that sense of clarity and fairness can empower employees to engage more meaningfully in their work, as they perceive the organization's values as aligned with their aspirations. This simply means that when workers trust that their organization operates transparently, they are more likely to perceive their roles as meaningful thereby enhancing their commitment and motivation.

By prioritizing organizational creativity, work-life balance, and transparency, Nigerian organizations can create environments where meaningful work experience will flourish which will ultimately enhance employee satisfaction and performance. As more industries adapt to these employee-centered practices, Nigerian workplaces may be well-positioned to improve job satisfaction, employee retention, and productivity, benefiting both employees and the organizations they serve.

Theoretical Framework

Meaningful work defines the way in which a person balances their activity at the workplace and their personal life. Balance, harmony and synergy of purposes, values, relationships and activities that we perform daily, as well as the things that we perform with responsibility and involvement matter the most. In this light, Job Demand-Control-Support (JDCS) Theory (Karasek, 1979) served as the theoretical framework that guided the study. The theory effortlessly connected and unified the variables of the study. This theory contends

that organizational support, job demands, and job control interact workers perception of how meaningful their work is. Excessive job demands and control hinders autonomy and creativity; it creates an unhealthy balance and lower perception of fairness. This might negatively affect workers perception of meaningfulness thereby lowering motivation and satisfaction.

Hypotheses

The following hypotheses guided the study:

- i. Organizational creativity will predict meaningful work experiences of employees in the private sector in Anambra State.
- ii. Work-life balance will predict meaningful work experiences of employees in the private sector in Anambra State.
- iii. Firm transparency will predict meaningful work experiences of employees in the private sector in Anambra State.
- iv. Organizational creativity, work-life balance, and perceived firm transparency will jointly predict meaningful work experiences of employees in the private sector in Anambra State.

Method

Participants

A total number of 303 bank employees from commercial banks were used for the study. They were drawn from 11 banks with branches in Anambra State. The participants comprised of 91 males and 212 females whose ages ranged from 24 to 49 years with mean age of 33 years and standard deviation of 1.50. The participants were selected through multi-stage sampling technique comprising, purposive sampling, cluster sampling, and simple random sampling. Purposive sampling technique was used to select the type of private sector employees (organized private sector), while cluster sampling technique was used to select the commercial banks in strategic locations in each city in Anambra State.

Instruments

The study made use of four research instruments for data collection. The instruments have been revalidated in Nigeria to ensure their validity and reliability within our local research circumstance. The instrument used are Work and Meaning Inventory (WAMI), Organizational Creativity Scale, Work-life balance Scale (WLPS) and Firm Transparency Scale.

Work and Meaning Inventory (WAMI)

Work and meaning inventory (WAMI) is a 10-items scale developed by Steger, Dik and Duffy (2012) to measure the extent to which an employee perceives his or her job to be meaningful to his/her life, given his or her life goals, needs and desires. The authors reported internal consistence for the scale from .60 to .92. The scale is self-administered and accessed on a 5 point-likert scale of 1 = strongly disagree to 5 = strongly agree. Pilot test using 25 employees (n=25) of Anambra State operation clean and healthy (OCHA) Brigade was carried out to ascertain the suitability of the scale and a Cronbach alpha reliability measure of .79 was obtained.

Organizational Creativity Scale (OCS)

Organizational creativity scale is a 14 items questionnaire developed by European Union Creativity Project (2011). It measures creativity of an employee in an organization, it is measured on a five-point rating scale ranging from 5 = Strongly agree, 4= agree, 3= undecided, 2= disagree, 1= strongly disagree. A pilot study to establish validity and reliability was carried out; and the internal consistence of .62 and Cronbach's alpha coefficient of .70 was obtained for validity and reliability respectively.

Work-life balance scale

Work life balance scale (WLBS) is a 10-items instrument developed by Dex and Bond (2005). It measures adjustment of working patterns to seamlessly combine work with other life's responsibilities, challenges or aspirations. The WLBS is measured on a 5-point Likert scale ranging from fully disagree (1) to fully agree (5). The scale is measured such that the higher the score, the more the imbalance. The authors obtained internal consistence of .82 for work life balance scale. For its use in this study, a pilot test was used to ascertain its suitability and the result of the Cronbach's alpha coefficient confirmed that the instrument is reliable at $\alpha = .76$.

Firm Transparency Scale

Firm transparency scale (FTS) is a 16-items instrument developed by Dapko (2012). It measures perceived transparency of a firm in terms of communication openness skepticism, trust in the firm and attitude. The FTS is measured on a 5-point Likert scale ranging from fully disagree (1) to fully agree (5). The scale is measured such that the higher the score, the more transparent the firm is. The authors obtained internal consistence of .91 for firm transparency scale and .85, .87, .95 and .98 respectively for Communication openness, Skepticism, Trust in firm, Attitude toward the firm subscales. For its use in this study, a pilot test was used to ascertain its suitability and the result of the Cronbach's alpha coefficient confirmed that the instrument is reliable at $\alpha = .86$.

Procedure

The researchers sampled 303 commercial bank employees from Onitsha commercial city and Awka Capital territory in Anambra State. Considering the challenge of sampling such a large population, the researchers employed the additional services of 2 National Youth Service Corps members as research assistants for the field work to cover all the branches chosen for the main study and adopted the Yamen's sample reduction formulae to manage the population of the study. The research assistants were recruited from NYSC members serving in Anambra state. The researchers provided training for the research assistants and ensured that they understood the study and could perform test administration independently. Before sampling commenced, the researchers ascertained the population of the commercial banks in Anambra State (1016 commercial bank employees, NBS, 2023). The population sampling excluded contract staff or other hired personnel in the banks. Afterwards, the population was reduced to a required minimum sample using Yamane's (1970) sample reduction formula. The sampling technique of the participants' branches was cluster in which branches selected in clusters while sampling the individual participants of the study at each branch level were selected through simple random sampling. During the field work for data collection, the researchers introduced themselves and solicited for the help and cooperation of the participants. The researchers also explained what the participants were expected to do with the questionnaire and provided instructions at the top of each questionnaire as well as practical guides.

Design and Statistics

The study adopted Cross-sectional and predictive correlational design. Consequently, multiple regression analysis was used for statistical analysis. SPSS version 25 was used to run the analysis.

Results

The statistical results of the tested hypotheses are presented with the aid of descriptive tables followed by a brief interpretation.

Table 1: Zero Order Correlation showing the Relationship between Organizational Creativity, Work-life Balance, Firm Transparency and Meaningful Work Experience

Variables	M	SD	1	2	3	4
Meaningful Work	38.96	3.91	-			
Orgnal. Creativity	54.95	4.48	.64**	-		
Work-life Balance	35.11	4.23	.73**	.87**	-	
Firm Transparency	55.13	2.32	.52**	.84**	.46**	-

** . Correlation is significant at the 0.01 level (2-tailed).

The mean scores are close across all variables, indicating a moderately high perception of meaningful work experience, organizational creativity, work-life balance, and firm transparency among private-sector employees in Anambra State. The standard deviations are relatively low, showing that the responses are not widely dispersed indicating homogeneity in the attitude measured.

Positive and significant correlation was found between organizational creativity and meaningful work experience at $r = .64$, $p < .01$ ($n=303$) indicating a direct linear relationship. Also, positive and significant correlation was found between work-life balance and meaningful work experience at $r = .73$, $p < .01$ ($n=303$). The correlation matrix concludes with a positive and significant correlation between firm transparency and meaningful work experience at $r = .52$, $p < .01$ ($n=303$).

Table 2: Model coefficients showing independent predictive power of the predictor variables - organizational creativity, work-life balance, and firm transparency on meaningful work-life experience

Predictor	Estimate	SE	t	p	R	R ²	ΔR^2
Interceptor	32.41	1.27	31.25	<.001	.97	.95	.75
Organizational creativity	0.34	0.02	6.92	<.001			
Work-life balance	0.29	0.01	5.89	<.001			
Firm transparency	0.27	0.01	5.65	<.001			
OC*WLB*FT	0.34	0.04	7.05	<.001			

Dependent variable: Meaningful work experience

Table shows the actual predictive power of the independent variables in the model. All three predictors significantly contribute to meaningful work experience at $\beta = 0.34$, $p < 0.001$, $\beta = 0.29$, $p < 0.001$ and $\beta = 0.27$, $p < 0.001$ respectively for organizational creativity, work-life balance and firm transparency. This indicates that the more there is creativity, work-life balance and firm transparency in the organization, the more workers found meaning in their work. The positive predictive estimates are indicative that the predictors have direct linear influence on the criterion variable meaningful work experience. The t-values also indicate strong statistical significance for all predictors. Furthermore, the joint predictive effect recorded a higher beta weight coefficient indicating that the predictors (organizational creativity, work-life balance and firm transparency) jointly and significantly impacted more on the meaningful work experience at $\beta = 0.43$, $p < 0.001$

Summary of the Findings

1. Organizational creativity positively and significantly predicted meaningful work experiences of employees in the private sector in Anambra State.
2. Work-life balance positively and significantly predicted meaningful work experiences of employees in the private sector in Anambra State.
3. Firm transparency positively and significantly predicted meaningful work experiences of employees in the private sector in Anambra State.
4. Organizational creativity, work-life balance, and perceived firm transparency jointly predicted meaningful work experiences of employees in the private sector in Anambra State.

Discussion

This study investigated the role of organizational creativity, work-life balance, and firm transparency in meaningful work-life experience among commercial bank employees in Anambra State. Findings indicated that private-sector employees, such as those in commercial banks, are more likely to perceive their work as meaningful when their organizations foster creativity, promote a positive work-life balance, and maintain transparency. These factors not only contribute to meaningful work experience but also align with employees' job satisfaction model, engagement and well-being. Thus, organizations seeking to improve employees' meaningful work experiences should focus on creating innovative work environments, supporting employees' work-life balance, and maintaining open and transparent communication. The study confirmed that workplace structures that enhance creativity, balance work-life demands, and uphold transparency can significantly improve employees' work experiences. The strong predictive capacity of

these factors highlights their importance in organizational policies and human resource management strategies. In terms of the hypotheses, the study explored 4 hypotheses in pursuit of the objectives of the study. The findings are further discussed below.

The first finding showed a positive and significant predictive effect of organizational creativity on meaningful work experience among commercial bank employees in Anambra State. This highlights the essential role creativity plays in enhancing meaning and employee effectiveness in the Nigerian private sector. Organizational creativity fosters problem-solving, innovation, and intrinsic motivation, which directly impact employees' perception of their work as meaningful. This finding is supported by the study of Amabile and Pratt (2016) who found that engagement in creative processes leads to higher work meaning due to the intrinsic rewards associated with creative problem-solving. This suggests that private-sector organizations in Nigeria that encourage creativity can enhance meaning and value of work associated with employee engagement and motivation, ultimately improving job performance and retention.

Also, organizational creativity enables employees to contribute unique ideas, increasing their sense of purpose and job satisfaction. For instance, Huang et al. (2019) emphasized that diverse teams foster creativity and meaningful work experiences through the exchange of different perspectives. In the Nigerian private sector, where cultural and professional diversity is prevalent, leveraging organizational creativity can create an environment where employees feel valued and recognized for their contributions. This is particularly important in industries like banking, where employees often engage in repetitive tasks. Encouraging creativity in problem-solving and customer service can make routine tasks more engaging and fulfilling.

The link between organizational creativity and meaningful work experience is also evident in knowledge-intensive sectors. For example, Jaiswal and Dhar (2020) found that when employees have opportunities for knowledge-sharing and creative freedom, they experience higher job satisfaction and meaning. In Nigeria's private sector, especially in commercial banking, creativity can drive innovative financial solutions, enhance customer experience, and improve operational efficiency; these lead to high intrinsic values and meaning for employees. For instance, employees who feel empowered to develop new strategies and contribute ideas are more likely to find their work fulfilling, leading to improved commitment and performance. Additionally, organizational creativity can serve as a buffer against workplace monotony and burnout, common challenges in Nigeria's private sector. Employees in banks and other private firms often deal with high workloads, stringent regulations, and performance pressures. By integrating creativity into work processes, firms can reduce stress and enhance employees' sense of purpose. For example, allowing employees to participate in decision-making, contribute to service innovation, or

engage in problem-solving initiatives can lead to higher job engagement and resilience in challenging work environments.

Fostering organizational creativity in Nigeria's private sector can significantly enhance employee effectiveness by improving motivation, job satisfaction, and engagement. As demonstrated in previous studies, creativity transforms work from being routine to meaningful, increasing employees' investment in their roles. Nigerian private firms should therefore develop policies that encourage creativity through flexible work structures, collaborative environments, and opportunities for professional growth. This will not only enhance meaningful work experiences but also contribute to long-term business success.

Second finding showed a positive and significant predictive effect of work-life balance on meaningful work experience among commercial bank employees in Anambra State. This underscores the importance of maintaining equilibrium between professional and personal responsibilities of the employee in the Nigerian private sector. This is supported by Dizaho et al. (2017) who emphasized that flexible work arrangements enhance employees' ability to balance work and personal commitments, leading to greater work meaning. This is particularly relevant in Nigeria, where banking sector employees often work long hours under high-pressure conditions. When employees perceive that their employers support their personal lives through flexible work policies, they develop a deeper sense of purpose and commitment to their roles.

Work-life balance is thus important in creating meaningful work experience because it significantly influences the level of employee engagement and job satisfaction, which are crucial to overall effectiveness. In Nigeria's private sector, particularly in banking, where high job demands often lead to burnout, ensuring that employees have time for personal obligations can enhance job satisfaction and productivity. For instance, allowing for remote work options or flexible scheduling can help employees manage personal responsibilities while remaining committed to organizational goals. The role of work-life balance in improving work engagement is well documented. Thompson and Prottas (2020) noted that flexible policies contribute to higher work engagement and a greater sense of purpose, particularly in high-demand roles. This aligns with findings from Puspitasari and Darwin (2021), who demonstrated that work-life balance enhances employee welfare and performance through work engagement and these in turn create meaning. In Nigeria, where employees frequently face work-life conflicts, organizations that implement supportive work-life policies can foster an engaged workforce that is more effective and committed to long-term career goals.

Furthermore, work-life balance can mitigate turnover intentions which are evidence of loss of meaningful work experience and thus can enhance retention in Nigeria's private sector. For instance, Ferdous et al. (2020) in support of this found that flexible work practices

reduced turnover intention by promoting work-life balance and well-being. Given the high turnover rates in Nigeria's banking sector, organizations that prioritize work-life balance initiatives—such as paid leave, flexible hours, and dependent care support—can reduce employee attrition and maintain a stable, motivated workforce. The impact of work-life balance on meaningful work experience extends beyond individual employees to overall organizational performance. Oludayo et al. (2018) highlighted that work-life balance initiatives positively predict employee behavioral outcomes, including job satisfaction and engagement. When employees feel supported in balancing their personal and professional lives, they are more likely to exhibit positive workplace behaviors, leading to increased productivity and business success. By fostering an environment where employees can achieve personal fulfillment alongside professional growth, Nigerian private sector organizations can create a sustainable and high-performing workforce.

The third finding showed a firm transparency significantly influenced meaningful work experience in the Nigerian private sector by fostering trust, engagement, and a stronger sense of purpose in the workplace. Transparency, which includes clear communication, open decision-making processes, and financial accountability, contributes to employees' perception of meaningful work and enhances their overall performance. This finding aligns with Men and Bowen's (2017) finding that transparent communication policies enhance trust and engagement, which are essential for meaningful work experiences. This suggests that Nigerian private sector firms that prioritize openness in communication can cultivate a work environment where employees feel valued and motivated to contribute effectively. Furthermore, transparency contributes to a positive organizational culture, which directly impacts job satisfaction and performance. San Martín and Herrero (2018) established that employees in transparent organizations report stronger feelings of work purpose, highlighting the role of openness in building a positive work environment. In the Nigerian private sector, where workplace transparency may sometimes be lacking due to hierarchical management structures, fostering a culture of openness can lead to higher meaningful work experience. Employees who perceive fairness and openness in decision-making are more likely to stay committed to their roles, thereby improving overall organizational efficiency.

Moreover, firm transparency supports employee engagement by ensuring that employees understand their roles within the larger organizational framework. Wang and Sun (2019) demonstrated that employees in transparent non-profit organizations felt their roles were more meaningful due to the clarity and honesty in policies. Although non-profits may have a natural inclination towards transparency, similar principles can be applied in Nigerian private sector firms to enhance employee commitment. When employees comprehend how their contributions fit into the organization's broader mission, they are more engaged and motivated to perform at optimal levels. Hence, firm transparency plays a crucial role in shaping meaningful work experiences and enhancing employee effectiveness in the

Nigerian private sector. By fostering trust, promoting engagement, and reducing uncertainty, transparency contributes to a work environment where employees feel valued and motivated to perform at their best.

The fourth finding which showed that organizational creativity, work-life balance, and firm transparency jointly and significantly predicted meaningful work experience among commercial bank employees in Anambra State has profound implications for employee effectiveness in the Nigerian private sector. This is because meaningful work is linked to higher engagement, motivation, and overall job performance, making it crucial for private sector organizations to foster environments that integrate these three elements. Research supports that when employees perceive their work as meaningful, they demonstrate higher levels of commitment and productivity (Rothausen & Henderson, 2019). Thus, the integration of creativity, balance, and transparency fosters a work culture that enhances job satisfaction and reduces turnover rates, ultimately improving organizational outcomes.

Thus, the joint predictive effect of these variables suggests that Nigerian private sector organizations must adopt an integrated approach to workforce management. This is because by fostering creativity, ensuring a balanced work-life environment, and maintaining transparency, organizations can enhance employee effectiveness through increased motivation, commitment, and performance. The Nigerian private sector, particularly commercial banks, stands to benefit from these combined factors as they strive to improve service delivery, customer satisfaction, and financial performance.

This study has several theoretical and practical implications for both the government and the private sector. Theoretical, this study will help to widen the knowledge of researchers, the government and the management of organizations about the concept of organizational creativity, work-life balance, firm transparency and meaningful work experiences and its impact on the employee and the organization and how it enhances productivity, performance and commitment at work. The study will also provide empirical studies for future researchers. Practically, the study will aid to improve efficiency of workers by highlighting aspects of employee variables that affect meaningful work experience at the workplace because when an employee's experience at work is negative, organizational effectiveness will not be achieved. It will also help the management of organisations to understand the need to constantly ensure that individuals at the workplace have a meaningful work experience and eschew counterproductive work attitudes that will mar the effectiveness of the organisation.

The study recommends that management in the Nigerian private sector should institutionalize organizational creativity, work-life balance policies, and transparency as core workplace strategies to enhance meaningful work experiences and employee effectiveness. It also recommended that Organizations should create innovation-driven

cultures by implementing structured creativity programs, such as idea incubation hubs, cross-functional brainstorming sessions, and performance-based incentives for innovative contributions. By actively encouraging creative problem-solving, businesses can boost employee engagement and productivity while staying competitive in the dynamic economic landscape.

Again, stakeholders, including policymakers and regulatory bodies, should enforce workplace transparency regulations to build trust between employers and employees. Transparency should go beyond financial disclosure to include open communication regarding company policies, ethical governance, and fair performance evaluations. Also, establishing a structured feedback mechanism where employees can express concerns and receive clear responses will further enhance their sense of belonging and purpose in the organization. Also, human resource professionals should champion comprehensive work-life balance policies that cater to employees' physical and mental well-being. Implementing flexible work arrangements, mental health support programs, and family-friendly leave policies will significantly enhance job satisfaction and reduce burnout. Corporate leaders should integrate employee wellness programs into strategic human resource planning, ensuring a holistic approach to workforce management.

Finally, collaborative efforts among businesses, industry associations, and academic institutions are essential for sustaining these workplace improvements. Private sector organizations should partner with academic researchers and professional bodies to continuously assess the impact of creativity, work-life balance, and transparency on employee performance. Through industry-wide knowledge sharing, best practices can be adopted, creating a more effective and sustainable business environment.

References

- Adeniji, A. A., Osibanjo, A. O., & Abiodun, A. J. (2022). Work-Life Balance and Employee Performance in Nigerian Banking Sector. *Journal of Human Resource Management*, 24(1), 35-42.
- Adeola, O., & Evans, T. (2023). Employee satisfaction and work-life balance in Nigerian industries: A case study of manufacturing sector. *International Journal of Business Management*, 45(2), 123-135.
- Ahmed, U., Majid, A.B., Zin, M.L.M. (2016). Meaningful Work and Work Engagement: A Relationship Demanding Urgent Attention. *International Journal of Academic Research in Business and Social Sciences*, 6 (8), 116-122.

-
- Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in Organizational Behavior*, 36, 157-183.
- Asik-Dizdar, O., & Esen, A. (2016). Sensemaking at work: meaningful work experience for individuals and organizations. *International Journal of Organizational Analysis*, 24(1), 2- 17.
- Bailey, C., Yeoman, R., Madden, A., & Thompson, M. (2019). A Review of Meaningful Work Literature: Prospects and Future Research. *Human Resource Management Review*, 29(2), 263–278.
- Chinomona E. (2017). Modelling the influence of workplace spirituality, quality of work life expectations towards work on commitment to long term career of employees in Guateng Province, South Africa. *Journal of applied business research*, 33:691-702.
- Cording, J., Thongpoon, J., & Yao, L. (2022). Transparency and employee engagement: bridging the trust gap in public sector organizations. *Journal of Organizational Behavior*, 43(3), 451–466.
- Dapko, J. L. (2012). *Perceived firm transparency: Scale and model development*. University of Florida. ProQuest Dissertation and Theses, 2012.
- Dex, S., & Bond, S. (2005). Measuring work-life balance and its covariates. *Work, employment and society*, 19(3), 627-637.
- Dizaho, E. K., Nor, Z. M., & Jamil, H. (2017). Achieving work-life balance through flexible work schedules and arrangements. *Global Business and Management Research*, 9(1), 455-465.
- European commission. (2011). Creative Europe.
- Hakansson, C. S., Milevi, F., Oudin A. E., & Wagman. (2019). Occupational balance work and life satisfaction in working cohabiting parents in Sweden. *Scandinavian Journal of Public Health*, 47(3): 366-374.
- Huang, M. H., Hsu, J. H., & Lin, S. W. (2019). The effects of organizational creativity on employee performance: Evidence from cross-cultural organizations. *International Journal of Intercultural Relations*, 70, 72-82.
- Jaiswal, N. K., & Dhar, R. L. (2020). Impact of perceived organizational support on employee creativity: Role of regulatory focus and work meaningfulness. *Employee Relations*, 42(4), 883-902.

-
- Karasek, R. A. (1979). Job demands, job decision latitude and mental strain: Implications for job re-design. *Administrative Science Quarterly*, 24(2), 285-308
- Kim, T., Shin, D., & Lee, S. (2020). Organizational Creativity and Employee Innovation in SMEs. *Management Research Review*, 43(2), 225-241.
- Mathews, C. & Khan, I.K. (2013). Impact of Work Environment on Performance of Employees in Manufacturing Sector in India: Literature Review. *International Journal of Science and Research*, 5(4), 852-855.
- Men, L. R., & Bowen, S. A. (2017). Excellence in internal communication management. *Corporate Communications: An International Journal*, 22(3), 410-430.
- Men, L. R., & Bowen, S. A. (2017). The impact of organizational transparency on employee engagement. *Public Relations Review*, 43(4), 791-798.
- Oludayo, O. A., Falola, H. O., Obianuju, A., & Demilade, F. (2018). Work-life balance initiative as a predictor of employees' behavioural outcomes. *Academy of Strategic Management Journal*, 17(1), 1-17.
- Poulose, S. & Sudarsan, N. (2017). Assessing the influence of work-life balance dimensions among nurses in the healthcare sector. *The Journal of Management Development*, 36(3), 427-437.
- Puspitasari, A. S. A., & Darwin, M. (2021). Effect of work-life balance and welfare level on millennial employee performance through work engagement. *International Journal of Science and Society*, 3(1), 334-344.
- Rothausen, T. J., & Henderson, K. E. (2019). Meaning based job-related well-being: Exploring a meaningful work conceptualization of job satisfaction. *Journal of Business and Psychology*, 34(3) 357-376.
- San Martín, H., & Herrero, Á. (2018). Influence of the user's psychological factors on the online purchase intention in rural tourism: Integrating innovativeness to the UTAUT framework. *Tourism Management*, 33(2), 341-350.
- Soo, K.T., Sallleh, S.M., & Hanafi, N. M. (2016). Meaningful work and creativity: A Study among employees in the service sector. *Procedia Economics and Finance*, 35, 667-674.
- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of Career Assessment*, 00 (0) 1-16.

-
- Thompson, C. A., & Prottas, D. J. (2020). Relationships among organizational family support, job autonomy, perceived control, and employee well-being. *Journal of Occupational Health Psychology*, 14(4), 404-417.
- Wang, Y., & Sun, J. (2019). Employee perceptions of organizational transparency and trust in leadership: Effects on employee engagement and meaningful work. *Journal of Business Ethics*, 159(2), 543-556