

EFFECT OF WORK LIFE BALANCE ON EMPLOYEE PRODUCTIVITY (STUDY OF NIGERIAN BOTTLING COMPANY PLC OWERRI)

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Abstract

The study is examined effect of work-life-balance on employee productivity in Nigerian Bottling Company Plc. Owerri. Objectively the study aimed to establish the relationship between part-time work policy and employee productivity in Nigerian Bottling Company Plc. Owerri, examined the effect of shift work policy on employee productivity in Nigerian Bottling Company Plc. Owerri and determined the effects of leave policy on employee productivity in Nigerian Bottling Company Plc. Owerri. The result obtained indicates that, leave policy has a significant positive effect on employee productivity in Nigerian Bottling Company Plc. Owerri Imo State and that Flexible scheduling has a significant positive effect on employee productivity in Nigerian Bottling Company Plc. Owerri Imo State. Based on statistical justifications and empirical alignments, the study recommends that; vibrant and consistent leave policy be enacted as it has been found to enhance employee productivity and that Flexible scheduling system should be encouraged in the Organization over time hence it provides an addictive significant relationship with employee productivity level in the organization under study. The study therefore concluded that; work life balance remains the most appropriate means for employee motivation and increased productivity in any organization.

Keywords: *Work Life Balance, Employee Productivity, Flexible Scheduling, Leave Policy, Shift Work Policy, Par-Time Work.*

INTRODUCTION

Today, in the fast running phase of life, people really find it difficult to manage a balance between the pressures of work place and the duties of a home-maker, be it a male or female. Their life hops at either end of a see-saw and often ends up in a juggling life. This contemporary managerial issue has become a challenging factor of not only the young corporate who had just started their family life but also the young and middle-aged parents who needs to provide constant attention to their children who are fast-growing students/young adults. Adapting to a strategy where an emotional intelligence becomes the lead factor would help achieve equilibrium of Work-Life Management (Thomas and Tymon, 2020).

However, "work-life balance" was first coined over 20 years ago in reaction to the trend of the 1970s and 1980s when men and women began prioritizing work and career goals over family, friends, community affairs, and leisure activities. Today, there is an entire industry dedicated to this field (Medved, 2020). The term work-life balance is commonly used as a more comprehensive expression to describe policies that have been previously termed 'family-friendly', but are now extended beyond the scope of the family (Porter and Ayman, 2019).

Also, personal fulfillment was important inside work and that satisfaction outside work may enhance employees' contribution to work. Thus, work-life balance is now the term of choice (Tausig and Fenwick, 2011). Work-life balance is an issue not just for individuals, but for employers, the market, the state and society as a whole. The future workforce and consumer market is dependent on women bearing, and parents raising children. The move from a single male breadwinner family model to one where both parents participate in paid employment has made it increasingly difficult to raise children while the workplace continues to be modeled on male breadwinner workers. Work-family balance evolved into work-life balance partly in response to workers without family responsibilities who felt that employees with children were getting benefits that they were not (Thomas and Tymon, 2020).

Although, in the past, organizations looked at work and life as independent domains, employees were expected to place the organizations' interests ahead of their own. In the past, organizations reacted that, what happens to employees outside the office is their own business; what they do in the office is their business. With changing time, attitudes have changed. Organizations and managers today have come to accept the impact that work-life has on personal life and vice-versa (Wessels, 2017). It is based on the forgoing the study examined the effect of effect of work life balance on employee productivity.

Statement of the Problem

The high incidence of job stress among knowledge workers raises concerns about the sustainability and cost of the job and career pressures the employees' face. Employees need to assess the business and personal risks of job stress, focusing specifically on knowledge workers who put in excessive hours. Work-life balance and stress go hand in hand. What seems to matter in this regard is the importance workers place on balance between their lives and the productivity.

However, work is taking over the lives of many individuals in today's fast-paced, global environment, and if they do not guard themselves against work-life imbalance, there could be increasing work-family conflicts and stress resulting from long hours and workload escalation. Vacations are getting shorter and are often clubbed with work, or even worse, many do not have the time for a vacation. Quality family time is getting invaded by the omnipresence of media and the internet. Many employees have ongoing, predictable demands on their time outside of work. The problem seems simple but difficult to solve and handle. Employees who have to play another role of daughter/son/spouse/parents are not able to manage their roles. Observing the day-to-day lives of many employees, two main issues to be addressed to achieve work-life balance are time and stress. Managing these two variables is the secret of a perfect work-life balance.

- Examine the effect of shift work policy on employee productivity in Nigerian Bottling Company Owerri.
- Determine the effects of leave policy on employee productivity in Nigerian Bottling Company Owerri.

REVIEW OF RELATED LITERATURE

Work-Life Balance

Work/life balance is defined in this study as the harmonious and holistic integration of work and non-work, so that men and women can achieve their potential across the domains work, family, personal life and community in which they play out their life roles

(Bailyn, Drago and Koshan, 2014). This definition is echoed in Robbins and Judge (2014) which states that strategic organizations are committed to promoting effective human resource management practices that assist employees to balance their work, family, health, study and other life commitments (Wessels, 2017).

Debates do exist about the term work/life balance in relation to the appropriateness of the underpinning metaphor indicating an attainable goal of equalizing or balancing commitments. There is support for favouring terms such as work/life integration and or 'work/life facilitation' (Grzywacz, 2012). For this study, however, the balance concept is used and understood in the terms of the definition in the paragraph above, as part of the principal supply and performance debate and the broader discussion on contemporary human resource management, in particular talent management in organisations.

In addition, the work/life balance theoretical discourse focuses on the interface between work and personal life, and includes changes in workplace practices, structures and culture supports, providing links between work/life issues and organisational capability, capacity building, sustainability and leadership (Kossek and Lambert, 2016). In this respect, work/life balance is part of the move to effect sustainable work systems at a time when the contemporary effort in organisations to improve competitive and sustainable growth has been seen, in many quarters, to have resulted in greater work intensity (but may still not have achieved the desired levels of productivity or competitive and sustainable growth) (Grzywacz, 2012).

Work Engagement and Work-Life Balance

Research on the relation between work engagement and work-life balance is rather rare. Only a few authors specifically studied a potential relationship among the variables. Within this field of research, results point into a bi-directional relationship. Amarakoon and Wickramasinghe (2011) found in their study about the impact of work-life balance on employee engagement on Sri Lankan employees that work-life balance has a positive influence on employee engagement. They argue that a proper balance between work and life demands is prerequisite in order for employee engagement to be present because work-life factors such as caring about employees, placing employees' interests first and flexibility are predictors of engagement.

Next to having identified a relationship in the direction of work-life balance – work engagement, Bakker, Albrecht and Leiter (2013) in their recent article summarize research in the area of work engagement and post 10 key questions which should build the basis for future research. Amongst others, they asked if engagement also has a negative side pointing into the direction of over engagement. In this context, they made the assumption that work engagement negatively influences work-life balance as people can become too engaged. This implies that employees, who are so engaged, take work home, which distorts their work-life balance (Martins, Eddleston and Veiga, 2012).

By far less research has been done on the positive effect of work engagement on work-life balance (Lewis, 2013). Drawing on findings from work-family enrichment (WFE), a possible influence of work engagement on work-life balance can be explained. As previously mentioned, enrichment from work to family takes place when experiences at the work role advance the quality of family life, demonstrated by high performance and positive affect. Within WFE, the instrumental path proposes that resources built up in one role foster high performance in the other role.

Nexus between Leave Policy and Work –Life- Balance

Leave is the amount of hours/days employees of an organization are allowed to be away from their employment position within a period of time without consequences (Fapohunda, 2014). This time off is paid by the company and employees are allowed to request the time for any reason they wish to be off work. It also gives the ability for employee to release themselves from work stress and create a balance between work and their family activities. Leave can also be referred to as a period of time that one must be away from one's primary job, while maintaining the status of employee (Cook, 2004).

In this illustration, it contrasts with normal periods away from the office and —working from home programs, in that they are considered exceptional circumstances, rather than benefits. This type of work life balance helps employees to perform other duties outside work, which creates a balancing effect between work activities and life activities. Generally, such an arrangement has a predefined termination at a particular date or after a certain event has occurred.

Frequently work life balance practices do not work if employees wait unaware of work life entitlements such as leave arrangements. Lending credence to the foregoing is a survey which revealed that 50% of workers in developing countries do not know about family-friendly entitlements offered by their organization (Beauregard, 2009). In fact, many Employees are reluctant to use the practices in spite of knowing them (Clark, 2009). In comparison to female employees, few men use these family leave programs (Fapohunda, 2014).

They opt for vacation or some days off because of child birth or other family event. There is a great deal of evidence on how male and female employees are perceived differently on taking family leaves. Women are perceived similar regardless of their choice of these programs while men on the other hand are not viewed as good citizens if they take family leave (Fapohunda, 2014). She further asserts that male employees usually give priority to work before family, do not help coworkers and prove to be less punctual in presence of these programs.

Part-Time Work Policy and Work Life Balance

Part-Time Working Hours: Any arrangement where the employees contracted to work anything less than typical full-time hours for the type of work in question. Part-time arrangements can also allow people with health problems, disabilities or limited disposable time (e.g. students) to participate in the labour force, develop their skills and obtain work experience. Finally, they can facilitate re-entry into the workforce for those who have had career breaks — particularly mothers (or fathers) who have stayed at home to raise their children or provide a gradual exit for employees nearing retirement. From the employer's point of view, the use of part-time workers, where feasible, can help maximize the use of human resources and increase operational flexibility, by providing additional coverage during peak periods.

Part-time employment can also be considered unsatisfactory for those employees who would prefer working longer hours to increase their income, thereby ensuring a higher standard of living for their families. The European Working Conditions Survey found that 85% of those working less than 30 hours per week were satisfied with their work–life balance. Furthermore, part-time workers and those working less than 35 hours a week reported the lowest levels of both physical and psychological health problems. Part-time work is one strategy frequently used by workers who wish to better balance their work and

family life. Part-time work should be promoted in more, higher-level occupations, for instance, Daimler Chrysler in Germany promotes part-time work in leading positions in the company. (Clarke, et al, 2004)

Theoretical Framework

Work-life balanced theory can be traced to the works of Kivimäki in 1990. The theory asserts that people effectiveness is enhanced when a balanced is achieved between work and family. Zedeck and Mosier (2006), advocate that there are five main models on the individual level, which aid in understanding the issue of the work-life relationship. As a hypothetical model, the segmentation approach theorizes that work and non-work are fairly distinct domains, which do not have anything in common. However, no empirical support was found for this model, as it solely represents a theoretical possibility. By far the most influential and researched theory represents the spillover approach.

As the name already suggests, it proposes that work and non-work/home domains are interconnected in a sense that both domains can have a positive or negative (emotional or behavioral) influence on the other, despite the physically and temporal present boundaries. For instance, with regard to emotional spillover, happiness or sadness at work lead to happiness or sadness at home. Complementary to the spillover approach is the compensation approach of work-life balance, which postulates that one environment has to rectify for what happens in the opponent domain.

For example, people who have an unsatisfying work life will try to engage in activities in their private life that enrich their satisfaction. Instrumental theory posits that the two environments overlap in such a way that actions in one environment help to render success in the other. For instance, an instrumental worker might work hard for ten years to get a loan for a new house. The final theory, the conflict model is based on the assumption that when in both environments demands are high, decisions have to be made that can lead to conflicts and overloads.

In response to the conflict perspective, Greenhaus and Powell (2006) developed yet another theory, which emphasizes and recognizes the positive effects of work to family role spillover. Particularly, in their 'Work-Family Enrichment' (WFE) theory, Greenhaus and Powell (2006) define work-family enrichment as "the extent to which experiences in one role improves the quality of life in the other role" whereby quality of life can be captured by high performance and positive affect.

Empirical Review

Kapo, Alan and Pei-Lee (2020), studied the impacts of the work-life balance arrangement on organizational performance. This study synthesized 202 records from 58 published papers to evaluate the relationship between the work-life balance arrangement and organizational performance by means of a meta-analysis. The organizational performance was measured based on six perspectives, including career motivation, employee attendance, employee recruitment, employee retention, organizational commitment, and productivity. The results showed a positive relationship between the work-life balance arrangement and organizational performance. Of the six perspectives, only career motivation, employee attendance, employee recruitment, and employee retention were significantly associated with the work-life balance arrangement. The moderators affecting the relationship between the work-life balance arrangement and organizational performance were gender, sector, and employee hierarchy.

Reidel (2020) studied the work-life balance programs that nonprofit school leaders utilize to improve employee performance at a charter school organization. Data were collected through semi-structured interviews from a purposeful sample of 10 managers and 10 non-managerial employees working at a charter school organization in Harlem, New York. Data collection also included organizational performance track indicator documents on employee absenteeism, turnover, motivation, productivity, job satisfaction, and retention, archived organizational records on WLB programs, and current WLB programs and policies guidelines. Through methodological triangulation, a number of themes emerged. These themes included work-life balance programs' effectiveness, the importance of a supportive work environment, employee commitment and motivation, employee wellbeing and productivity, employee job satisfaction and quality work life, organizational culture change, and low utilization of the job-sharing program. According to the study results, work-life balance programs could help improve organizational culture and employee overall performance. The study recommended social change by preparing employers for success while simultaneously positioning individuals to attain optimum balance between work and life responsibilities.

Fayyazi and Aslani (2019) studied the impact of work-life balance (WLB) on employees' job satisfaction and turnover intention. Specifically, the study ascertains the role of continuance commitment on job satisfaction – turnover intention relationship. Regression analysis was used to analyze the data collected from 265 questionnaires completed by employees in an Iranian industrial company. The findings supported that WLB has a significant positive relationship with job satisfaction, and a significant negative relationship with turnover intention. Besides, job satisfaction fully mediates the WLB – turnover intention relationship. The main contribution of the paper is that it found that continuance commitment moderates the relationship between job satisfaction and turnover intention. The study concluded that employees with low levels of WLB and job satisfaction do not necessary have high turnover intention, unless they have low continuance commitment.

Clouston (2019) explored the influence of organizational workplace cultures on the lived experience of work-life balance for individual employees. It purposively samples a specific professional group called occupational therapists (OTs) because of their knowledge in this field and accesses these in two workplace organizations in the public sector: one healthcare and one social services setting. 29 OTs participated in the study, 18 working in healthcare and 11 in social services. The study was qualitative in design and utilized interpretive phenomenological analysis (IPA) as a tool to both explore and interpret participants' experiences and the meaning of the influence of workplace cultures on work-life balance. In-depth, semi-structured interviews were used to gather participants' accounts. Findings identified that the social services setting provided greater temporal flexibility and a more supportive culture for work-life balance than healthcare, but that both organizations utilized cultures of power and performance to achieve organizational outcomes, irrespective of the impacts on personal or family wellbeing. OTs expressed little autonomy over their workloads or work-life balance and evidenced high levels of stress and pressure with low self-esteem and notably described a disenfranchised professional identity. It was clearly evident that OTs did not live a balanced lifestyle and that both organizations created and maintained a state of work-life imbalance by using OTs as resources in the workplace and eroding the time and energy for participation in the wider social and natural environments. This suggested that having time for such activities would

enhance human well-being. The study identifies work-life balance as a co-produced or interconnected phenomenon and posits viewing work-life balance as a complex whole is necessary if organizations are to achieve an egalitarian model of work-life balance which values human well-being and the resilience and sustainability of the individual's resources of time and energy over organizational success.

METHODOLOGY

Research Design

The study used a survey research design where data were collected at one point in time in the study area since variables were not expected to change over time. Through this approach, it was possible to ascertain whether work life balance has any effect on employee productivity in Nigerian Bottling Company Owerri Imo State Nigeria. According to Gujarati (2009), research design is the specification of procedures for collecting and analyzing the data necessary to help solve the problem at hand, such that the difference between the cost of obtaining the various levels of accuracy and the expected value of information associated with each level of accuracy is maximized.

Population of the Study

A population is generally a large collection of individuals or objects that is the main focus of a scientific query. It is for the benefit of the population that researches are done. However, due to the large sizes of populations, researchers often cannot test every individual in the population because it is too expensive and time-consuming. Eight hundred and thirty one (831) staff of Nigerian Bottling Company are randomly selected for this study.

Sample Size Determination

Sequel to the nature of the study, the sample size was calculated using Taro Yamene formula which is given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size

N = Population size

e = Margin of error. (5%)

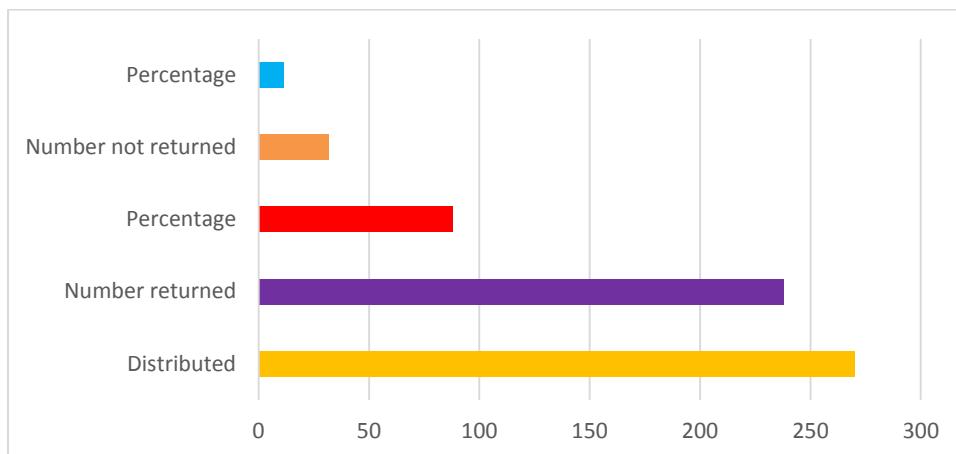
$$\begin{aligned} n &= \frac{831}{1 + 831(0.05)^2} \\ &= \frac{831}{1 + 831(0.0025)} \\ &= \frac{831}{1 + 2.0775} \\ &= \frac{831}{3.0775} \\ &= 270 \end{aligned}$$

Sampling Technique

This research work adopted random sampling technique, which makes it possible for all the workers to have equal opportunity of being selected as the representative sample. Based on the sample size of two hundred and seventy (270) workers of the organization, a normal confidence level of 95% and error tolerance of 5% was used.

PRESENTATION, ANALYSIS AND DISCUSSION

The empirical assessment on the effect on work life balance on employee productivity in Nigerian Bottling Company Owerri, the capital city of Imo State is presented, with the aims of identifying the effect of; flexible scheduling, part time work practise, organizational leave policy and work shift policy on the productivity level of employees in the organization over the period of this study.



Source: Field Survey, 2023

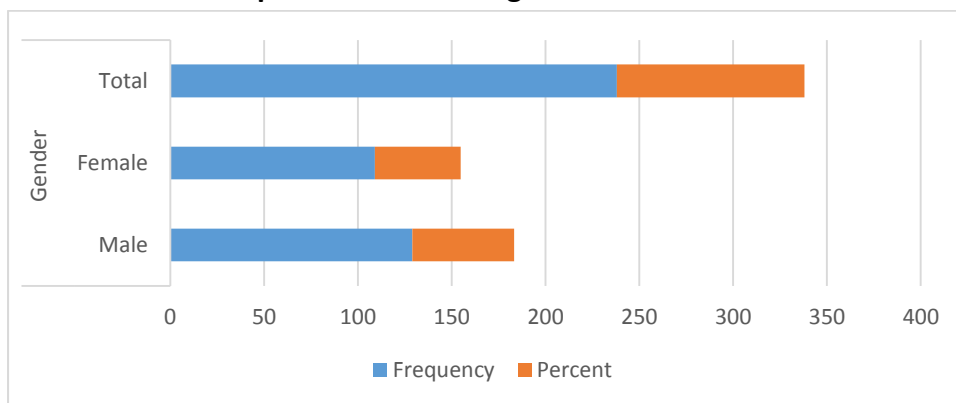
in other to elucidate the effect of work-life-balance on employee productivity in Nigerian Bottling Company Owerri, an open-ended questionnaire was distributed to staff of the company, with the first section meant to capture their demographic characteristics, while the second section was designed to assess the views of the staff on the question items drafted to understand the effect work-life balance has on employee productivity. A total of two hundred and seventy (270) questionnaires were distributed, with two hundred and thirty-eight (238) returned. This represents 88.1% of the total distributed questionnaires, while thirty-two (32) of the questionnaires were not filled and returned at a percentage rate of 11.7%. The high rate of return obtained is due to the researcher’s keen interest and personal motivation to collect the questionnaire herself. Thus the remaining part of this empirical study is based on a sample size of two hundred and thirty-eight (238)

Distribution of Respondents According to Age

		Frequency	Percent
Valid	20-25	49	20.6
	25-30	88	37.0
	31-35	48	20.2
	36-40	13	5.5
	40 and Above	40	16.8
Total		238	100.0

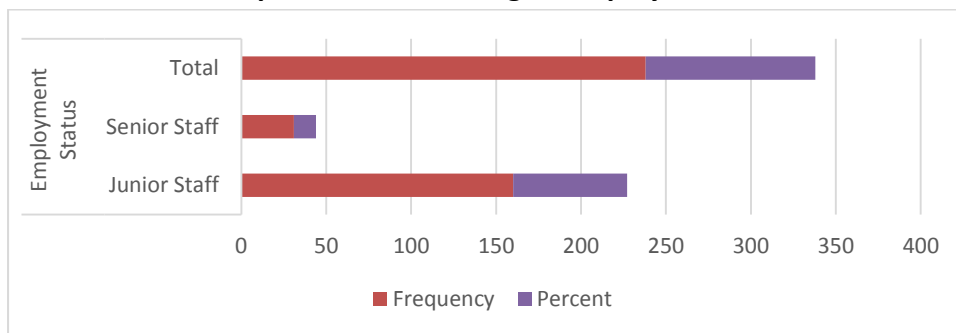
The questionnaire was also distributed to capture the age bracket of the respondents, with age bracket 25-30 years representing the dominant working population in Nigerian Bottling Company Owerri, the capital city of Imo State. Age bracket 20-25 had the frequency of 49, which represents 20.6 percent of the study total population. 31-35year of age bracket witnessed a turn over values of 20.2 percent, while 36-40 was the lowest with 5.5 percent and 40 years and above witnessed 16.8 percent of the study population.

Distribution of Respondents According to Gender



The distribution shows us that 54.2% representing 129 respondents are male while 45.8% representing 109 respondents are female. From this distribution, the males are the dominant gender among the respondents.

Distribution of Respondents According to Employment Status



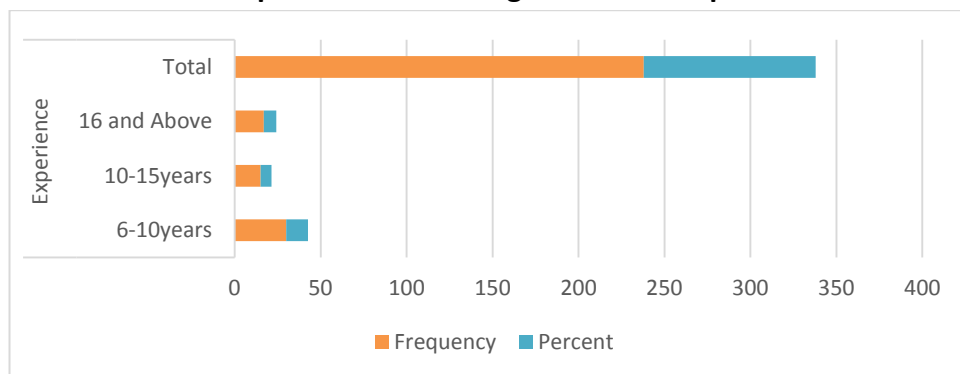
160 respondents are junior staff and they constitute 67.2% of the respondents. 31 respondents are senior staff and they constitute 13% of the respondents. 46 respondents representing 19.3% are contract staff. The distribution of job status of the respondents indicates that they were in a position to understand and give credible responses.

Distribution of Respondents According to Academic Qualifications

		Frequency	Percent
Valid	O' Level	78	32.8
	HND	73	30.7
	Bachelor's Degree	60	25.2
	Master's Degree	20	8.4
	PhD	7	2.9
Total		238	100.0

As can be clearly seen from the table above, all the respondents in this study have one academic qualification or the other. 78 respondents have a WAEC qualification. 73 respondents have a HND qualification. 60 respondents have a B.Sc. qualification. 20 of the respondents have a Master’s Degree qualification. Finally, 7 respondents have Ph.D. qualification.

Distribution of Respondents According to Years of Experience



The distribution of the respondents according to their years of experience was examined. 47 respondents (19.7%) have less than one-year experience. 129 respondents (54.2%) of the respondents had between 1-5 years of experience. 30 respondents representing 12.6% of the respondents had between 6 years and 10 years working experience, 15 respondents (6.3%) have between 11 years and 15 years working experience while 17 respondents (7.1%) had 16 years and above working experience.

Effects of Leave Policy on Employee Productivity in Nigerian Bottling Company Owerri

Item Statement	X	SD	Remark
What is the effect of leave policy on employee productivity in Nigerian Bottling Company Owerri?			
<i>Leave period brought forward from previous year has negatively affected employee job involvement</i>	3.50	1.16	Accept
<i>Lack of time for employee study and professional development has a negative effect on employee retention</i>	3.80	1.26	Accept
<i>Scheduling of preferred day-offs lacks support of co-workers or supervisor</i>	3.67	1.37	Accept
<i>Lesser time off for family emergency has negatively affected employee loyalty to the organization</i>	3.79	1.36	Accept
<i>Leave period enhances worker productivity.</i>	4.10	1.10	Accept
Average Mean	3.0		

Source: Field Survey, 2023

To determine the effect of leave policy on employee productivity in Nigerian Bottling Company Owerri Imo State capital, five question items were drafted to express the degree of dependence between employee productivity and the organizational leave policy. The question items were collectively evaluated based on a mean criterion of three (3) and above for acceptance, as given by five Likert scale applications. The results followed that, the staff of Nigerian Bottling Company in Owerri Imo State strongly accepted that; Leave period brought forward from previous year has negatively affected employee job involvement, Lack of time for employee study and professional development has a negative effect on employee retention, Scheduling of preferred day-offs lacks support of co-workers or supervisor, Lesser time off for family emergency has negatively affected employee loyalty to the organization and that leave period enhances worker productivity. The study deduced from the above significant and positive linkage of employee productivity to organizational leave policy in Nigerian Bottling Company that improving on employees’ welfare enables them to recuperate and improve their work input in Nigerian Bottling Company Owerri Imo State Nigeria. Thus organizational increased productivity, profitability and growth is a

functional responsibilities of organizational leave policy. The findings are in agreement with the results obtained by Kapo, Alan and Pei-Lee (2020). Who studied the impacts of the work–life balance arrangement on organizational performance and found out that work-life-balance has a significant effect on employee productivity

Effect of Shift Work Policy on Employee Productivity in Nigerian Bottling Company Owerri

Item Statement	Mean	SD	Remark
What is the effect of shift work policy on employee productivity in Nigerian Bottling Company Owerri			
<i>Effect of shift work policy on employee performance is positive</i>	3.69	1.31	Accept
<i>Use of shift work policy has a positive effect on job responsibility</i>	3.58	1.43	Accept
<i>Shift policy affect employee motivation positively</i>	3.63	1.23	Accept
<i>Shift work policy is effective in reducing labor turnover</i>	4.16	1.27	Accept
<i>Shifting reduces job stress and improves productivity</i>	4.08	1.17	Accept
Average Mean	3.0		

Source: Field Survey, 2023

It was observed from the average mean (3.69) that majority of the respondents agreed that shift work policy affects employee productivity. Respondent with mean score of 3.58 believed that effect of shift work policy on employee productivity is positive. Respondents with mean score of 3.63 agreed that use of shift work policy has a positive effect on job responsibility. Respondents with mean score of 4.16 accepted that shift policy affect employee motivation positively. Respondents with mean score of 4.08 agreed that shift work policy is effective in reducing labor turnover. The outcome therefore juxtaposes that, shift work policy is significantly linked to increased employee productivity in Nigerian Bottling Company Owerri Imo State, while the obtained result is supported by the findings of Fayyazi and Aslani (2015) who studied the impact of work-life balance (WLB) on employees' job satisfaction and turnover intention. Specifically, the study ascertains the role of continuance commitment on job satisfaction – turnover intention relationship and obtained that; the findings supported that WLB has a significant positive relationship with job satisfaction, and a significant negative relationship with turnover intention.

TEST OF HYPOTHESES

Test of Hypothesis 1

H0₂: Shift work policy has no significant effect on employee productivity in Nigerian Bottling Company Owerri.

	Cases				Total	
	Valid		Missing		N	Percent
<i>Use of shift work policy has a positive effect on job responsibility * Shift policy affect employee motivation positively</i>	N	Percent	N	Percent		
	238	100.0%	0	0.0%	238	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	219.360 ^a	16	.000
Likelihood Ratio	166.054	16	.000
Linear-by-Linear Association	53.338	1	.000
N of Valid Cases	238		

a. 8 cells (32.0%) have expected count less than 5. The minimum expected count is .91.

To establish the relationship between shift-work policy and employee productivity over time in Nigerian Bottling Company Owerri, the study regressed for chi-square analysis, which validates the acceptance of alternate hypothesis, judging from the obtained probability values of 0.000% being less than the required values for significance acceptance. It is based on this verified empirical position that study concludes that; shift work policy has a significant effect on employee productivity in Nigerian Bottling Company Owerri.

Test of Hypothesis 2

H0₂: Leave policy has no significant effect on employee productivity in Nigerian Bottling Company Owerri

Descriptive Statistics			
	Mean	Std. Deviation	N
Leave policy	2.5378	1.05374	238
Employee productivity	3.7941	1.35776	238

Correlations			
		Leave policy	Employee productivity
Leave policy	Pearson Correlation	1	-.435**
	Sig. (2-tailed)		.000
	N	238	238
Employee productivity	Pearson Correlation	-.435**	1
	Sig. (2-tailed)	.000	
	N	238	238

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

Decision Criteria

If probability (Sig.) of Pearson correlation coefficient < 0.05, reject H0

If probability (Sig.) of Pearson correlation coefficient < 0.05, reject H0

In view of understanding the effect Leave policy has on employee productivity in Nigerian Bottling Company Owerri. Correlation analysis was carried out to estimate the nature and dimension of relationship inherent in the parameters. Following the outcome of correlation analysis and Pearson (2-tailed) correlation significance values of 0.000% above, we are therefore justified to accept the alternate hypotheses and reject the null hypotheses. Based on this figures and fact above, we accept the alternate hypotheses and conclude that; Leave policy has a significant effect on employee productivity in Nigerian Bottling Company Owerri.

CONCLUSION

The study examined the effect of work-life balance on employee productivity in Nigerian Bottling Company Owerri Imo State capital city, with the spelt objectives of determining the nature of inherent relationship between; part time work policy, leave policy, shift working policy and flexible scheduling of duties on employee's productivity in the company. An open ended question was structured in two sections to incorporate both

the demographic distributions of the respondents and their individual opinions over the specific objectives of the study to extract data from the sampled population of two hundred and thirty-eight employees. The findings therefore show that; there is a relationship between part-time work policy and employee productivity in Nigerian Bottling Company Owerri and that shift work policy has a significant effect on employee productivity in Nigerian Bottling Company Owerri. The study therefore recommended accordingly that, the company should endeavor to draft out and implement appropriate part time policies especially in the face of COVID 19 pandemic in other to maximize the potential of the available work force to prevent employee break down and health hazard that would hamper the growth and competitive advantage of the company, while also recommending the need to foster work shifting policies to enable employees recuperate well after a long shift, other for them to continuously deliver their optimum best to the company over time. The study further concluded that, work life balance remains the most appropriate means for employee motivation and increased productivity in any organization.

RECOMMENDATIONS

Based on the findings and contributions of this study, the following recommendations were made:

- Managers and directors of the company should foster work shifting policies to enable employees recuperate well after a long shift, other for them to continuously deliver their optimum best to the company over time. The study further concluded that, work life balance remains the most appropriate means for employee motivation and increased productivity in any organization.
- A vibrant and consistent leave policy should be encouraged as it has been found to enhance employee productivity.

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