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Work Life Balance And Employee Productivity In Plastic Firms In South-East, Nigeria

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ABSTRACT
This work examined the work life balance and employees productivity plastic firms in south-east, Nigeria. The study aimed to investigates the leave policy, compressed workweek, flextime on employee productivity. Relevant theoretical and empirical literature were examined. This study is anchored on Effort-Recovery Model. Survey research design was adopted. The study was carried out in South-East, Nigeria. The population of the study comprises 2123 employees of plastic manufacturing firms South-East. The statistical formula devised by Borg and Gall was employed to determine the sample size of 414.The instrument uses for the study was questionnaire. Face and content validity was adopted while, test re-test and Cronbach Alpha method was carried out to achieve reliability of instruments. Simple percentage analysis was employed to answer the research questions. Multiple regression analysis was in testing hypothesis at 0.05 level of significance. The result shows that leave policy has a significant positive effect on employee productivity in plastic manufacturing firms. Compressed workweek has a significant positive effect on employee productivity in plastic manufacturing firms. Flextime has a significant positive effect on employee productivity in plastic manufacturing firms. The study concludes that work life balance had a positive significant effect on employee productivity in plastic manufacturing firms in South-East, Nigeria. The study recommends among other that management of plastic firms in south east Nigeria should introduce leave policy in the organization that will give its employees the opportunity to enjoy study leave, sick leave, annual leave, career leave and make sure it's adhered to tenaciously. Managers of plastic firms should adapt a flexible work life policy that will allow it employee to enjoy compressed work week in the organization. Management of plastic firms should adapt a flexible work life balance practices that will encourage the implementation of flextime working arrangement in the organization.
Keywords: Leave Policy, Compressed Workweek, Flextime and Employee Productivity

INTRODUCTION

Work environment has become more stressful because of diverse role expectations, cut throat competition, globalization and technological innovations. Such changes have created several complications on both the domestic and professional fronts of the employees (Castro & Martins, 2010). The pressure of work has been intensifying and there is growing feeling among employees that the demands of work begin to dominate life and sense of work-life balance is felt. The challenge of integrating work and family life is a part of everyday reality for the majority of employees' nowadays (Chimote & Srivastava, 2013). In today's working world, most of employees' time is spent at the workplace, making their work take over their lives as a whole. These has caused disequilibrium between work life and personal life of employees, a situation where the modern day employees is placed at the risk of spending less time with his/her family, reduced life satisfaction and poor marital adjustment. Taylor

(2003) posits that, globalization; new technologies and business restructuring are challenging long-established patterns of paid work and at the same time, imposing new burdens on families, individuals and households. Most times the inability to deal with the demands of work and family life manifest itself in the form of increased employee turnover intention reduced organizational commitment and lower productivity. Being aware that, increasing demand from their job will no doubt require employees to he more committed to their work, even outside office hours stipulated in their appointment letter which may result in a lot of work related problems such as stress and an imbalance in their roles as a worker, parent or family member (Stander & Rothmann, 2010).

According to Littig (2008), the notion 'work-life balance' (WLB) has been promoted since the beginning of the nineties, when human resource managers, especially those from large organizations, became aware of an increase in the rate of burn-out syndrome in their personnel and the need and desires of female employees to reconcile family and work. The purpose of promoting WLB was to provide a win-win situation for both sides (employees and employer). The argument was: A balanced relationship between work life and private life reduces stress while increasing personnel's overall satisfaction and quality of life, thereby increasing the efficiency of work. Work-life balance refers to the flexible working arrangements that allow both the parents and non-parents to avail of working arrangements that provide a balance between work responsibilities and personal responsibilities (Redmond, Valiulis & Drew, 2006). Work life balance is a very important phenomenon that is of great concern to various employees in both private and public sector. It goes beyond prioritizing the work role and one's personal life. It also affects the social, psychological, economical and mental well being of the idividua1. These reflect in the output of the individual, which may affect his or her productivity in the work place on the long run. Work life balance has implication on employee attitudes, behaviours, wellbeing as well as organizational effectiveness (Eby, Casper, Lockwood, Bordeanx & Brindley, 2005).

In an attempt to achieve a Work life balance, most organizations have tended to adopt a limited set of policies such as on-site child-care facilities, on-site gymnasiums, telecommuting opportunities, and on-site sleeping quarters for the employee and their family (Hyman, 2010). Each has attempted to increase the flexibility by which employees can enact their work- roles while simultaneously enabling them to enact their family-based roles to the minimum extent necessary. To compete favourably in the business environment requires a good level of commitment from employees. This has created a situation where work life needs a greater proportion in terms of• attention and involvement. Yet, it is a struggle for employees, especially those who have other commitments which they are responsible for their families. This is specially, so for working mothers, who are more answerable and hold greater responsibilities at home, caring for their children. Juggling between work and family, organizations are smart to know and• acknowledge that in order to retain and to get the 'best out of their workers; they must first accommodate' a family-friendly policy in the organization. Employee performance, commitment, morale, organizational loyalty, product quality, and job satisfaction are examples of measures of employee well being cited in previous research (IR Research Publications, 2000 as cited in Hacker & Doolen, 2002). In particular, there is evidence that employers can benefit from work! family and work/life policies (Rose, 1996). It is against the background that the study on work life balance and employee productivity in selected plastic firms is imperative.

Statement of the Problem

Disequilibrium between the two domain of adult which are work and family can have a negative impact on employee and this can hinder the productivity of employee at work. An employee, who finds it difficult to properly balance his or her family life, tends to also have difficulties managing tasks at his or her workplace, therefore resulting in poor employee productivity (Sparks. 2002). The manager who fails to make and tenaciously implement work life balance policies may be exposing the organization to poor organizational and employee productivity as employees of such organization may not put in their best in the organization to improve and sustain the organizational performance. It is believed that balancing a successful career with a personal or family life can be challenging and impact on a person's satisfaction in their work and personal life's roles (Broers, 2005). Work life balance arises from stressors at the

workplace. These are the demanding and unreasonable situations associated with the organization itself. They include high levels of organizational politics, demanding organizational cultures and poor leadership styles which can create friction; heighten dysfunctional competition between individuals and increase dissatisfaction. (Ivancevich, Konapske & Matteson 2006). Lack of productivity feedback, inadequate career development, work place violence, sexual harassment and inequality in remuneration and incentives have also been cited as some of the causes in the increase of work-life balance among employees (McShane,Von-Glinow & Sharma 2008).

Anderson (2003) viewed that work-life balance exists in every organization either big or small the work places and organizations have become so much complex due to which it exists, work-life balance has significant effects over the employees job satisfaction. Eleven forces are used as an antecedent of work-life balance by researches (overload, role vagueness, role conflict, responsibility for family, participation, Lack of feedback, keeping up with quick technological change, being in an innovative role, career growth, organizational structure and environment, and recent episodic events) overload: excessive work or work that is outside one's capability (Franch & Caplan, 2012), role ambiguity: role insufficient information concerning powers, authority and duties to perform one's role (Franch & Caplan, 2012), role conflict: supervisors or subordinates place contradictory demands on the individual (Beehr, Jex, Stacy & Murray, 2010; Arbabisarjou, Ajdari, Omeidi, & Jalalinejad, 2013), responsibility for people: responsibility for people, well-being works, job security, and professional development participation: Extent to which one has influence over decisions relevant to one's job (Kasl, 2013). Adikaram (2016) identify the problem of work life balance on job productivity across the banking sector as factors of Working hours, Working conditions, workload pressure and job insecurity. When people are dissatisfied with their workplace and job, it leads to a negative impact on their work outcomes and personal life. This global competition and multi-cultural environment is characterized by a changing world of work, technological advancement, international competition, an increasingly diverse workforce and the emergence of a global knowledge economy. These factors affect all and organizations, regardless of their industry, structure or size (Castro & Martins, 2010). And organizations are constantly seeking to improve productivity and competitiveness (Castro & Martins, 2010; Stander & Rothmann, 2010). When people are dissatisfied with their workplace and job, it leads to a negative impact on their work outcomes and personal life.

Another major problem that may hinder employee productivity is inflexible .work life balance. When organizational policies of plastic manufacturing firms do not encourage flexible work life balance like compressed workweek, flextime, job sharing and flex place this could lead to employee working round the clock for the organization giving little attention to their social life and family. These may result to in such organizations may also experience poor job satisfaction and lack morale to work in such organizations. If work demands become too great, then employees are more likely to display absenteeism and tardiness, low commitment and productivity and eventually change jobs (Mathis & Jackson, 2004). All these may have a negative impact on the organizational performance. Factors such as work pressure, fatigue and high stress levels are likely to limit productivity in organizations (McNall, Masuda, & Nicklin, 2010). It is against this backdrop that a study of this kind need to be done in manufacturing industry particularly in plastic firms in south east Nigeria to explore the relationship that exist between work life balance and employee productivity in selected plastic firms in south east Nigeria.

Objectives of the Study

The broad objective of the study is to explore the effect of work life balance on employee productivity in plastic manufacturing firms South-East Nigeria. Specifically, the study seeks to:

1. Ascertain the influence of leave policy on employee productivity in plastic manufacturing firms South-East Nigeria.
2. Determine the effect of compressed workweek on employee productivity in plastic manufacturing firms South-East Nigeria.
3. Examine the effect of flextime and employee productivity in plastic manufacturing firms South-East Nigeria.

Research Questions

To achieve the objective of the study, the following research questions are raised:

1. To what extent does leave policy affect employee productivity in plastic manufacturing firms South-East Nigeria.?
2. To what degree does compressed workweek influence employee productivity in plastic manufacturing firms South-East Nigeria?
3. To what extent does flextime affect employee productivity in plastic manufacturing firms South-East Nigeria?

Hypotheses

To accomplish the research objectives the following hypotheses are formulated for testing:

H_{01}: Leave policy has no significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.

H_{02}: Compressed workweek has no significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.

H_{03}: Flextime has no significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Work Life Balance

Work-life balance employment practices are concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employers. Noor (2011) opines that defining the concept of "work-life balance is a complex task, as it can be viewed from the meaning of work life and balance". Work and life have unclear definitions in the literature where work involves paid employment and life involves everything outside of the environment of formal employment, but usually connotes the realm of family or home life (Shankar & Bhatnagar, 2010). Work-life balance is not merely related to work and life. Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Hudson, 2005). Work-life balance is about the interaction between paid work and other activities, including unpaid work in families and community, leisure and personal development.

The term 'work-life balance' has largely replaced 'family-friendly policy'. As Kodz, Harper, and Dench (2012) explain, the principle of work-life balance is that: 'There should be a balance between an individual's work and their life outside work, and that this balance should be healthy. Greenhaus, Collins and Shaw (2003) define work-family balance as the extent to which an individual is equally self-engaged and equally satisfied with his or her work role and family role". Work-life balance does not mean an equal balance in units of time between work and life. It is not a tight rope walk between two poles acting as an organizational commitment and home demands at the same time, but it is about proper understanding of the priorities of the professional and personal levels. Sturges and Guest (2004) describe work-life balance as "satisfaction and good functioning at work and at home with a minimum of inter-role conflict, and posit that, at times, it is characterized by the absence of unacceptable levels of conflict between work and non-work demands. It follows that when the demands of the work and non-work domains are mutually incompatible, conflict may occur, and it is for this reason that lack of balance between work and non-work is commonly conceptualized as work/family conflict or work/non-work conflict". The study of work-life balance stems from perspectives emphasizing conflict between work and family roles (Potgieter & Barnard, 2010). These perspectives include work-family conflict, work-family integration, work-life interaction and work-life balance (Oosthuizen & Mostert, 2010). Overwork was initially identified as the primary reason for work-life balance problems (Roberts, 2017), which probably contributed to Greenhaus and Beutell's (2005) earlier opinion that work-life conflict results when mutually incompatible pressures are experienced in work and family roles.

The origin of work-life balance practices spans from work-life conflict experienced by employee. Work Life Conflict is the inter-role conflict that results when one's roles as an employee is incompatible with one other area such as being a spouse, parent or with other religious and leisure activities. The concept of work life conflict recognizes that most individuals have multiple roles. Work-life balance practices help minimize the amount of work life conflict and also target the antecedents (Lero & Bardoel, 2017). Some of the antecedents' of work-life conflicts include heavy job demands and job overloads.

Productivity

Productivity is a measurement or calculation between input and outputs. Inputs are the amount of resources such as human resource, money, time, physical, technological and effort spent working in the organization, while output are the result. If the inputs are equivalent to the outputs, the worker is considered productive. When the oganization are productive, they accomplish more in a given amount of time. In turn, efficiency saves their company money in time and labour. When employees are unproductive, they take longer time to complete projects, which cost employee's more money due to the time lost (Ikeanyibe, 2009). Productivity is a ratio to measure how well an organization converts input resources (labor, materials, machines, money) into goods and services (Tokarčíková, 2013). Dorgan (2014) defines productivity as "the increased functional and organizational performance, including quality. Rolloos (2007) claims that productivity is that what people can produce with the least effort. Nda & Fard (2013) describe employee productivity as the measure of output per unit of input economically. Rohan and Madhumita (2012) adopt a different view and see employee productivity as the log of net sales over total employees. Pritchard (2015) illustrates three definitions which relate to productivity is output/input, in other words, is a measure of efficiency; is a composition of effectiveness and efficiency; and whatever makes the organization function better.

Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. For example, productivity data are used to investigate the impact of product and labour market regulations on economic performance. Productivity growth constitutes an important element for modelling the productive capacity of economies. It also allows analysts to determine capacity utilisation, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth. In addition, production capacity is used to assess demand and inflationary pressures

The importance of higher productivity of the employees in manufacturing firms cannot be overemphasized, which include the following; Higher incomes and profit; Higher earnings; Increased supplies of both consumer and capital goods at lower costs and lower prices; Ultimate shorter hours of work and improvements in working and living conditions; Strengthening the general economic foundation of workers (Parker, Waller & Hu, 2013). The existence of any organization is anchored on productivity and its importance cannot be overemphasized. It is the wish of every organization to be productive because productivity forms the cardinal essence for which every organization exist. To attain or increase productivity has led many organizations into constant reshuffling practice. This is in line with Simon (2007) when he rightly noted that "the issue of productivity has been instrumental to most repositioning exercises that go on from time to time in many organizations". In fact productivity has often become the most central, contentious and analytical issues in all organizations.

Productivity refers to the real output per unit of labor. It is a powerful driver of international capital flows. Productivity levels seem to be the highest in United States as compared to the euro area, because of higher employment rates in U.S. (Skoczylas & Tissot, 2005). Meneze (2006) defined productivity as the employee's ability to produce work or goods and services according to the expected standards set by the employers, or beyond the expected standards. Productivity is calculated by comparing total amount of output to the total amount of input used to produce this output (Bojke, 2012).

Productivity is defined by Amah (2006) as the measure of how efficiently and effectively resources (inputs) are brought together and utilized for the production of goods and services (out puts) of the quality needed by society in the long term. This implies that productivity is a combination of performance and economic use of resources. High productivity indicates that resources are efficiently and effectively utilized and waste is minimized in the organization. Productivity balances the efforts between different economic, social, technical and environmental objectives (Amah, 2006). High productivity provides more profit for investors and promotes the development of the enterprise. Productivity measurement indicates areas for possible improvements and shows how well improvement efforts are faring. It helps in the analysis of efficiency and effectiveness.

Theoretical Framework

Effort-Recovery Model by Meijman and Mulder, (1998)

This study is anchored on The Effort-Recovery Model. The effort-recovery (E-R) model is frequently used to investigate and illustrate the fundamental operation of work-home interaction (Meijman & Mulder, 1998). This model describes how work and private life may possibly interact with each other, and which aspects of these domains may affect the well-being of an individual during the interaction process (Geurts & Demerouti 2003; Mostert & Rathbone, 2001). The E-R model suggests that effort expenditure (task productivity at work) is associated with specific load reactions that develop in the individual, which are further associated with short-term psycho-physiological reactions that may include psychological, behavioural and subjective responses, such as changes in hormone secretion, energy levels and mood (Mostert & Oldfield, 2009; Van Tonder, 2005). These load reactions are usually reversible if recovery occurs after the effort was invested and sufficient time was available for the psychobiological systems to become stable again (Mostert and Oldfield, 2009; Van Tonder, 2005). Geurts and Demerouti (2003) describe the E-R model as the quantity and quality of how recovery plays a crucial role in an individual's life. As such, the model provides perspective (theoretical framework) on the underlying mechanisms in the relationship of workload and non-workload with well-being, by assuming that recovery from effort expended on work and non-work tasks during the day plays a crucial role (Geurts et al., 2003).

Geurts, Taris, Kompier, Dikkers, Van Hooff, and Kinnunen (2005) perceive work-home interaction as a process in which an individual's functioning and behaviour in one domain, such as "home", is influenced positively or negatively by load reactions that have built up in the other domain, such as work". The central concept of the E-R model is that work demands that require too much effort are associated with the building up of negative load effects that spill over to the non-work domain (home and family environment). It is thus more difficult to recover sufficiently at home from the effort one has expended in the work role. This lack of sufficient recovery increases the possibility that demands from work could potentially harm psychological health and create negative work-home interaction (NWHI) (Geurts et al., 2003). Research has associated NWHI with depression (Frone, Russell, and Barnes, 1996), reduced well-being (Grant-Vallone and Donaldson, 2001), and alcohol use or abuse (Frone et al., 1996). It is for this reason that both employers and employees demonstrate a desire to achieve a balance between workplace obligations and personal responsibilities to reduce work-home conflict through work-life balance (Greenhaus and Beutell, 1985).

Positive work-home interference (PWHI) describes the positive influences developed at work that facilitate good functioning at home, while positive home-work interference (PHWI) describes those positive influences developed at home that facilitate effective functioning at work (Geurts, Taris, Kompier, Dikkers, Van Hooff, and Kinnunen; Oosthuizen and Mostert, 2010). The E-R model suggests that work environments that offer employees enough resources, such as feedback, autonomy and personal development, may foster the willingness to dedicate an individual's abilities to the task and yield positive outcomes (Geurts, Taris, Kompier, Dikkers, Van Hooff, and Kinnunen 2005). Under these conditions, resources in one domain may be energizing, increasing the likelihood of positive spillover to the other domain and decreasing the need for recovery (Bakker and Geurts, 2004). Increased motivation and commitment may be the result of this positive mobilization of energy (Bakker and Geurts, 2004).

According to Poelmans (2005), individuals experience two types of recovery, namely internal recovery (during workday) and external recovery (after work). Internal recovery may be negatively affected by the spillover of "home" demands to an individual's "work" environment, while external recovery may be negatively affected by the spillover of "work" demands to one's "home" environment. Individuals who have not fully recovered from previous effort investments must still in a sub-optimal state invest additional effort to perform adequately when confronted with new demands, resulting in an increased intensity of negative load reactions that appeal even more strongly to the recovery process (Geurts, Taris, Kompier, Dikkers, Van Hooff, and Kinnunen 2005). In the long run, continuously high demands (in one or both domains) and insufficient recovery may lead to an accumulation of persistent negative load reactions (Geurts et al., 2003). Geurts et al. (2003) assert that the role of recovery may enhance our understanding of positive WHI. Energy resources may be replenished rather than depleted, when individuals are able to keep their effort investments within acceptable limits by utilizing opportunities for control and support (Geurts et al., 2003). The consumption of energy is a necessary condition for stabilizing the production of energy, and people tend to find energy for things they like doing (Geurts et al., 2003). Settings that enable individuals to self-regulate their effort investments offer the opportunity to gain positive experiences that yield positive load reactions and, in turn, spill over to the other (non-work or work) domain (Geurts et al., 2003).

Leave Policies and Employee Productivity

Leave, according to Mathieu and Zajac (2012) is the amount of hours/days employees of an organization are permitted to be away from their employment position within a period of time without consequences. 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. This type of work life balances helps employees to perform other duties outside work, which creates a balancing effect between work activities and life activities. Besides that, Rosen et al. (2010) defined a leave as a number of days or hours employees of an organization are allowed to be out of their duties without consequences. The employees who are on leave are paid full salary but are required to give reasons for the leave (Obiageli, Uzochukwu, & Ngozi, 2015).

The time off duties during the leave helps them to release themselves from work stress creating a balance between their family and work activities. There are various types of leaves that can be included in leave policies. They include; annual leave, which is a formal paid leave an employee, is entitled to for the purpose of recreation after a period of qualifying services (Obiageli, Uzochukwu, and Ngozi, 2015). Parental leave, which is an official permission an employee with child care giving responsibilities is entitled to in the course of employment; Care's leave, an official permission for someone who have a sick or injured immediate members of the family; and paid family and medical leave, which is given to an employee to attend to personal health or dependent care challenges (Oludayo, 2015). Other leaves are study leaves and sick leave.

Flexible Working Arrangement and Employee Productivity

Flexible working describes any type of working arrangement that gives some degree of flexibility on how long, where and when employees work. According to Advisory, Conciliation and Arbitration Service (2015) organizations are under constant pressure to produce goods and services of the right quantity and at the right price, as when customers want them. To meet these demands sometimes new ways of working have to be found to make the best use of staff and resources. Flexible patterns of work can help to address these pressures by maximizing the available labour and improving customer service. Organizations should have a 'duty of care 'to protect their employees from risks to their health and safety. These risks might include stress caused by working long hours or struggling to balance work and home life. However, the provision of flexible working arrangements is left at the discretion of the employer Muasya 2016; Advisory, Conciliation and Arbitration Service (2015) and again not all flexible working arrangements will be suitable in all workplaces. Ortega (2015) points out that employers give employees flexible work arrangements in order to improve performance rather than attend to their family concerns hence a

dilemma to employees because flexible work arrangements are given at the discretion of the employer. The employer controls the employees working arrangements hence they cannot exercise choice over working arrangements.

Kossek and Ozeki (2018) stated that the amount of flexibility was optimal in predicting improved performance, with employees specifying in advance what hours they would work, rather than varying their schedule on an unplanned basis. Porter (2016) argued that flexible work arrangement and demand for services have substantially increased. As work become more flexible, they demand new management skills, hence better and reliable service delivery, as well as more responsive services. As a positive, the employee makes use of flexible working arrangements e.g. day off, annual leave and night outs, satisfaction of workers needs and expectations will make them to provide excellent services to the employer. These results also agree with Tumi (2014) who argued that understanding the nature of the flexible work provided by the employer allows for an appreciation of how the employee see the services provided. According to De-Tumi (2014), in any work flexibility, the employee's performance is crucial to one's ability to ensure that they are satisfied beyond expectation. The employee is given the opportunity to adapt flexibility in location, sharing of job and flexible career so as to bring along positive attitudes not only in the personal life but also in the work-life. Organizations are focusing to become flexible in the work timing to enable the employees to meet up their daily family challenges. This supported by the employer is helping to create a trustworthy and better retained employee.

Welfare Policies and Employee Productivity

The welfare policies considered include employee counseling, free health programmes, paid holidays, and employee training. Finally, under family responsibilities, the study focused on the parental role and caring for the elderly. The workforce demographic has changed and now comprise of women and men, those with families and other family members to take care. This causes conflict between work and family life, with some having multiple roles which make it hard to manage family and work responsibilities (Bruck, Allen and Spector, 2011). The context in which work takes place is changing rapidly, creating new challenges and opportunities. Traditional ways of working are no longer valid, as the landscape of work is redefined by advanced technologies, changing demographics and rapid globalization, (Cooke, 2012). With advanced technologies, the nature of work is becoming more complex and technology –dependent creating a need for employees to manage their own working styles and time. It has also seen an increase in collaboration where new technology platforms are facilitating greater collaboration and enabling new forms of virtual working, which has led to more work life and in other part, led to lesser work life.

Employers are responsible for several decisions that impact their employees' salary, career development, and better performance. In order to create a supportive working environment, Employers may provide welfare policies, which benefits, promote teamwork, and provide constructive feedback (Popli & Rizvi, 2016). In improving the relationship between the employer and employee, Welfare policies encourages pay satisfaction which give positive impact on turnover intentions, absenteeism, and voluntary turnover (Williams, McDaniel & Nguyen, 2015). It is not only related to overall job satisfaction, but it also affects employees' motivation and performance, as employees expect to see pay increases that are conditional to performance. Welfare policies offer the alignment of values. An example, employee that values honesty and integrity which proclaims the value congruence is positively related to employee attitudes and serves as a motivational mechanism that requires less organizational external intervention with employees' effort. So as to share the same values, have a higher level of job satisfaction and organizational commitment (Kalliath, Bluedorn & Strube, 2018).

Welfare policies tend to increase employee's personal motivation, higher work moral, higher performance and higher productivity (Solomon &Sandhys 2010; Datta, 2012; Maamari&Alameh, 2016) for the success and benefits of organization. It is regarded to have a positive impact on job-related behaviors, such as productivity, absenteeism and employee turnover intention (Oshagbemi, 2018) in given job satisfaction to employee. Welfare policies help to increase employee's desire to accept the values and goals to remain in organization and to make an effort to improve employee performance, for the organization's success.

Empirical Review

Chiekezie, Nzewi, Emejulu and Chukwujama (2016), conducted a study to assess the extent to which Work-Life Balance (WLB) influences job productivity of selected commercial banks in Anambra State, Nigeria. The study employed descriptive research design. Both primary and secondary sources of data collection were used. Pearson's product moment correlation was used to test the- formulated hypothesis. Findings revealed that WLB does not contribute to organizational performance. The study concludes that inability to accomplish preferred balance in work and personal life has dire consequences hinging on the general welfare and development of individual workers and organizations

Orogbu, Onyeizugbe and Chukwuemeke (2015), examined work life balance and employee productivity in selected commercial banks in Lagos State Nigeria. In order to determine the extent to which leave policy affects service delivery in selected commercial banks in Lagos State Nigeria. The study adopted a descriptive survey research design, the population of the study was 759 and the sample size is 262 using Taro Yamane's formula. 262 copies of structured questionnaire were distributed and completely filled and returned. Pearson product moment correlation and regression analysis was used to test the hypothesis. Cronbach alpha was used to reveal that there is diversity in terms of how respondents perceive the concept of Work-Life Balance. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including Anova. There is a wide gap between corporate Work Life Balance practices and employees' understanding of the concept; the paper suggests some policy implications which would aid the implementation of Work Life Balance policies In the studied sectors.

Muchiti, and Gachunga (2015) studied the influence of work life balance on employee productivity in Kenya; a case of Milimanilaw courts Nairobi, Kenya. The purpose of the study was to establish the influence of work life balance on employee productivity in Kenya. The study adopted descriptive survey and ease study design. The study targeted 200 employees at MilimaniLaw Courts, Nairobi. A sample of 67 employees of the target population was considered by use of stratified sampling method. The information was analyzed to yield qualitative and quantitative data. Quantitative data was analyzed with help of SPSS version 21 and MS excel. The study findings showed that independent variables contributed 77.10%, significantly and positively to employee productivity at judiciary. Flexible working schedule was the most significant factor and had a positive significant relationship at 5% level of significance.

Muhammad (2015), investigated the Influence of Work Life Balance on Employees Performance. The study investigated the influence of work life balance on employee productivity in education sector of Pakistan and also the moderating effect of transactional leadership on relationship between work life balance and employee performance. The study used sample of 150 respondents from eight universities of Islamabad and Rawalpindi. The regression and moderation analysis are performed by using the SPSS 22. The findings of study revealed that work life balance has significant positive effect on employee performance. The results also present that transactional leadership has significant moderating effect. The study, recommends that management of universities should consider the effect of work life balance while making polices about leave and work load.

Mweresa and Mwandihi (2015) determined the effects of flextime work arrangement on employee productivity in Nairobi central business district commercial banks. The study sought to establish the effects of flextime work arrangement on employee productivity in Nairobi central business district commercial banks where this arrangement is popular given the demanding nature of the banks in this area. This research adapted a descriptive design, specifically the survey kind. The target population was all the 1074 Nairobi Central Business District commercial banks employees where proportionate stratified sampling method was used to get a sample of 291 respondents from different strata (management, supervisory, clerical and secretarial as well as the support staff). These were issued with questionnaires which served as the research tool. Descriptive statistics was used to summarize the data via SPSS and further analysis was done by inferential statistics where correlation analysis was employed in finding the relationship between the variables. The findings revealed that Flextime work arrangement is positively related to employee performance.

Osman, Ibuathu and Simon (2016) studied the influence of work life balance on employee job satisfaction in Kenya. The study objective was to determine the influence of work life conflict on job satisfaction among employees of the Northern Rangelands Trust Kenya. The study employed descriptive research design and the population of interest for this study consisted of employees of Northern Rangelands Trust and who are specifically classified to be in top management, middle management, lower management staff and non-management. The organization has a workforce of 1.32 employees. The study used stratified random sampling method to ensure balanced representation in the sample and to reduce biasness in sample selection as each element was to be subjected to equal chance in selection. Questionnaire was used for data collection. The results were analyzed using descriptive statistics and correlation while data presentation was done using tables. The study found that there is relationship between work life balance and employee satisfaction.

Osman, Ibuathu and Rukangu (2016) examined the influence of work life balance on employee job satisfaction using Northern Rangelands trust in Isiolo County, Kenya. The study employed descriptive research design. The population are specifically classified to be in top management, middle management, lower management and non-management. The organization had a workforce of 132 employees. The study used stratified random sampling method to ensure balanced representation in the sample and to reduce biasness in sample selection as each element was to be subjected to equal chance in selection. Questionnaire was used for data collection. The study sought to find out whether home and family responsibilities affect the work life of the respondents and how this affects job satisfaction. The results were analyzed using descriptive statistics and correlation while data presentation was done using tables. Finding show a relationship between work life balance and employee satisfaction. It was recommended that management should try as much as possible to build a work environment that attracts, retains and motivates its employees so as to help them work comfortably and increase organization productivity, hence the feeling of job security.

Adikaram (2016) examined the impact of work life balance on employee job satisfaction in private sector commercial banks of Sri Lanka. The data were collected putting into consideration the demographic factors and factors affecting job satisfaction. Factors involved are job satisfaction and work life balance with respect to working hours, working conditions, work life balance programs, employee intention to change of job and work pressure. Data were collected using both primary and secondary sources. Primary data was collected through questionnaires where secondary data was collected through past research, journals and online web-sites. In primary data collection a total of 150 copies of the questionnaires are distributed among the employees of different commercial banks. The data is analyzed using SPSS, tests applied is correlation and regression. The findings suggest that work life balance has a significant impact on employee job satisfaction in private sector commercial banks of Sri Lanka.

METHODOLOGY

Research Design

This study adopted descriptive survey research design. The study was conducted in the South-East geopolitical zone of Nigeria. South-East is made up of five states which include Anambra, Enugu, Imo, Abia and Ebony. The population comprises 2123 employees of seven selected plastic firms in the three selected State in South East. The selected states are Anambra State, Abia State and Enugu State. The consists of 408 using statistical formula devised by Borg and Gall (1973).Instruments for data collection was structured questionnaire. The research instrument was questionnaire, which was subjected to face and content validity procedures. The reliability of the questionnaire was established through the test- retest method and Cronbach's alpha with Reliability Coefficient and 0.773 was obtained. The data collected were analyzed using both descriptive and inferential statistics. Descriptive statistics which included simple percentages and mean was used to answer the research questions while inferential statistics involving multiple regression was used to test all the hypotheses. The test was performed at 0.05 level of significance

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

A total of four hundred and eight copies of questionnaire were distributed to the respondents, out of which four hundred copies of questionnaire were returned properly filled and found relevant to the study. Five copies of questionnaire were not properly filled and three copies of questionnaire got missing. Therefore, the analysis in this section was based on the four hundred relevant copies which represent 93% of the entire copies (400). The section covers A the demographic features of the respondents. The section B analyzed the data relevant to research questions

Test of Hypotheses

Hypothesis One

Ho: Leave policy has no significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.

Ho_1: Leave policy has no significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.

Table 1: Regression analysis showing the effect of leave policy on employee productivity in plastic manufacturing firms

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
(Constant)	34.044	2.662		12.786	.000
Leave Policy	2.752	.168	.636	16.431	.000
Multiple R=0.636, Multiple R^2=0.404, Adjusted R^2=0.403, $F_{1.398}$=269.971					

***p<0.05**

Table 1 revealed that leave policy has a significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria. (t =16.431, p<0.05).The null hypothesis is rejected. The table indicates a significant multiple correlation between the predictor variable (leave policy) and employee productivity in plastic manufacturing firms in South-East, Nigeria (r = 0.636, p<0.05). The value of the coefficient of determination (R^2= 0.404) indicates that leave policy accounted for about 40.4% (R^2 x 100) of the observed variance in employee productivity in plastic manufacturing firms in South-East, Nigeria while the remaining 59.6% unexplained variance is largely due to other variables that can account for employee productivity in plastic manufacturing firms in South-East, Nigeria. The calculated F-ratio (269.971) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in employee productivity in plastic manufacturing firms in South-East, Nigeria. The regression equation for the relationship between leave policy and employee productivity in plastic manufacturing firms in South-East, Nigeria is shown below:

Hypothesis Two

Ho: Compressed workweek has no significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.

Ho_1: Compressed workweek has a significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.

Table 2: Regression analysis showing the effect of compressed workweek on employee productivity in plastic manufacturing firms

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
(Constant)	36.496	1.834		19.901	.000
Compressed Workweek	2.696	.119	.750	22.613	.000

Multiple R=0.750, Multiple R^2=0.562, Adjusted R^2=0.561, $F_{1.398}$=511.350

***p<0.05**

Table 2: revealed that compressed workweek has a significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria. (t =22.613, p<0.05).The null hypothesis is rejected. The table indicates a significant multiple correlation between the predictor variable (compressed workweek) and employee productivity in plastic manufacturing firms South-East, Nigeria (r = 0.750, p<0.05). The value of the coefficient of determination (R^2= 0.562) indicates that compressed workweek accounted for about 56.2% (R^2 x 100) of the observed variance in employee productivity in plastic manufacturing firms in South-East, Nigeria while the remaining 43.8% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (511.350) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in on employee productivity in plastic manufacturing firms in South-East, Nigeria.

Hypothesis Three

Ho: Flextime has no significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.

Hi: Flextime has a significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.

Table 3: Regression analysis showing the effect of flextime has a significant positive effect on employee productivity in plastic manufacturing firms

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta (β)		
(Constant)	31.386	2.585		12.143	.000
Fextime	2.908	.162	.669	17.959	.000

Multiple R=0.669, Multiple R^2=0.448, Adjusted R^2=0.446, $F_{1.398}$=322.540

***p<0.05**

Table 3 showed that flextime has a significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria. (t =17.959, p<0.05).The null hypothesis is rejected. The table reveals that there is significant multiple correlation between the predictor variable (flextime) and employee productivity in plastic manufacturing firms in South-East, Nigeria (r = 0.669, p<0.05). The

value of the coefficient of determination (R^2= 0.448) indicates that flextime accounted for about 44.8% (R^2 x 100) of the observed variance in employee productivity in plastic manufacturing firms in South-East, Nigeria while the remaining 55.2% unexplained variance is largely due to other variables outside the regression model which are otherwise included in the stochastic error term. The calculated F-ratio (322.540) is statistically significant at 0.05 level of significance. This implies that the predictor variable provides a significant explanation for the variation in employee productivity in plastic manufacturing firms in South-East, Nigeria.

Summary of Findings

The findings of the study are summarized as follows:

1. Leave policy has a significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.
2. Compressed workweek has a significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.
3. Flextime has a significant positive effect on employee productivity in plastic manufacturing firms South-East Nigeria.

CONCLUSION

Therefore the study concludes that work life balance had a positive significant effect on employee productivity in plastic manufacturing firms in South-East, Nigeria.

RECOMMENDATIONS

The researcher makes the following recommendation based on the findings of the study

1. Management of plastic firms in south east Nigeria should introduce leave policy in the organization that will give its employees the opportunity to enjoy study leave, sick leave, annual leave, career leave and make sure it's adhered to tenaciously.
2. Managers of plastic firms should adapt a flexible work life policy that will allow it employee to enjoy compressed work week in the organization
3. Management of plastic firms should adapt a flexible work life balance practices that will encourage the implementation of flextime working arrangement in the organization.

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