

Work Life Balance and Employees' Productivity in Nigeria: Evidence from Selected Publicly Quoted Oil and Gas Firms

Othetheaso, Emmanuel Oghenero, Arubayi, Damaro Olusoji

*Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka.
PhD, Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka.*

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ABSTRACT

This study examined the effects of work-life balance on employee productivity in Delta State of Nigeria using four (4) oil and gas companies, namely NNPC, WRPC, PPMC and NGC. Questionnaire was the major instrument of data collection which was administered to two hundred and twenty-two(222) respondents, out of which one hundred and ninety-one (191) were fully recovered and completed. Data obtained were analyzed using both descriptive (simple percentages, frequency counts, mean, standard deviation and correlation) and inferential (simple regression) statistical tools. Findings of the study showed that there is significant relationship between provision of job security, reward and recognition, career growth plans, open communication and participation in decision making and employee productivity. Given the findings, it was recommended among others that management of oil and gas companies should constantly engage employees by means of partaking in the decision making process since it has been found that employee participation in decision making contributes to work productivity. In addition, management should ensure that the communication channels within the organization should be open to all employees irrespective of their cadre so as to further stimulate employee productivity

Keywords: Work-life balance; Employees' productivity; Job security; Reward and recognition; Career growth; Open communication and participation

I. INTRODUCTION

The work environment has transformed over the years and this has tremendously affected the life and style of employees generally. Today,

we now have knowledgeable workers believed to be interacting in an environment regarded as a knowledge society; such that intellectual pursuits according to Smriti, and Chand, (2015) have taken precedence over physical efforts. Given the nature of our ever changing business environment, knowledge workers are confronted with several tasks making them to work on weekly basis for over 60 to 80 hours. This has often resulted in a clash between their personal hobbies, interest and work. In the words of Balaji (2014) work is an integral part of everyday life, as it is our livelihood or career or business. Life is a bundle that contains all the strands together and hence the need to balance work life with their related issues (Chand,, 2015). On an average, we spent twelve hours of our daily life and it is the one third of our entire life.

Work-life balance is a concept which talks about the overall focus on employee as a person rather than just the work done by him/her. Work-life balance (WLB) is becoming an increasingly popular concept in recent times. It basically talks about the methods in which an organization can ensure the holistic well-being of an employee instead of just focusing on work-related aspects (Jonathan, 2009). WLB is considered for both the employee and organization and it involves job satisfaction, productivity, job involvement, job enrichment, work effort, personal discretion over work tasks and participation in work place, good and regular pay, workers health insurance scheme, job security assurance, work satisfaction and wellbeing etc (Chand, 2014, and Green, 2006). Kalleberg and Vaisey, (2005), opined that Work life balance is associated with (a) Economic benefits: (satisfaction with earnings, fringe benefits (health insurance and pension) (b) Non-economic benefits: (the degree of autonomy and control one

has over one's job and the extent to which one receives intrinsic rewards from his or her work), and a measure of perceived job security with a blend on the extent to which the worker is satisfied with the opportunities for advancement.

Pallavi, (2013) posits that WLB is not only concerned with the monetary aspect of the job but conditions of employment, interpersonal conflicts, job pressure, lack of freedom and absence of challenging work etc. Work-life balance is a comprehensive program designed to improve employees' satisfaction. It is a way of thinking about people, work and organization and creates a sense of fulfillment in the mind of the employees and contributes meaningfully towards greater job satisfaction; improve productivity, adaptability and overall effectiveness of an organization. Work-life balance is describe as favorable conditions and environment of a work place that support and promote employees' satisfaction by providing them with rewards, job security, and growth opportunities.(Pallavi, 2013, & Bubba,2009).

According to Balaji, (2014) Work-life balance refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their career are said to have a high WLB, while those who are unhappy or whose needs are otherwise unfilled, are said to have a low Work-life balance. WLB is viewed as an alternative to the control approach of managing people. Work life balance approach considers people as an asset to the organization rather than as a cost. In the words of Balaji, (2014), it is believes that people perform better when they are allow to participate in managing their work and make decisions relating to their work. This approach motivates people by satisfying not only their economic needs but also their social and psychological needs as well. (Balaji,2014).

Nadler, and Lawler, (2004), asserted that WLB involves ways of thinking about people, work and organization. Its distinctive elements are: (a) concerned about the impacts of work on people as well as on organizational effectiveness, and (b) the idea of participation in organizational problem-solving and decision making process. Smriti, et al. (2015), emphasized that one must have both life and work in one's life to make it healthy. Gone are the days where the priority of employees used to be for physical and material needs. With the increasing shift of the economy towards knowledge economy, the concepts of employee needs and aspirations bases and what constitute Work life balance has undergone a drastic change.

WLB encompasses those factors as favourable or unfavourableness of a job

environment for the people working in an organization. The period of scientific management which focus solely on specialization and efficiency, has undergone a revolutionary change. The traditional management (like scientific management) gave inadequate attention to human values. In the present scenario, employee's needs and aspiration are changing with time, in view of this, employers are now redesigning jobs for better Work life balance (Smriti,et.al, 2015). Employees are the core resource and assets and constitute prime strength of the organization. Organizations often give credence and importance to technology, materials and systems than employees. The fact that, it is the employees who drive the technology and systems, process materials and executes decisions on them in an organization is not well remembered.

Employees' workings in the organization are not just individuals; they are social beings, belonging to a particular social system, family life style and culture. Due to lack of awareness of WLB among employers and employees, the importance of WLB in an organization is not taken care of well as it ought to be. The absence of WLB leads to dissatisfaction in job, increases absenteeism, lack of motivation and morale, lack of productivity etc. These are the major reasons for organizations non-performance, than any other reasons in modern days' work and business environment. Also, employee commitment is important because high levels of commitment lead to several favorable organizational outcomes. It reflects the extent to which employee's identify with the organization and is committed to its established goals.

In the today's competitive business environment, every organization is facing a problem of attracting and retaining competent human resource. To overcome this every organizations need to maintain high level of Work life balance. Literature says WLB is a movement, it is a continuous process and it thus affects employee's performance also. If the level of Work life balance decreases, employee's morale, commitment, efficiency and effectiveness will drastically reduce. So while designing WLB for employees, organizations need to consider the factors which affects the morale, employee commitment etc. Present review papers address what factors associated with components of WLB and components of employee commitment.

Apparently, to satisfy the new generational workforce, organization needs to urgently concentrate on job designs and organization of work. The success of any organization is dependent on how it attracts

recruits, motivates, and retains its workforce. In other words, and in many times, the most concerned of employers is to exploit their workers, that is, make them regardless of the condition of work and working environment to contribute to organizational effectiveness and productivity, but it is worthwhile for them to note that, if employees hold their job in low esteem in the organization, low productivity rate will be recorded. That is why, according to Hekina, et.al, (2007), visualized that employees should be seen and treated as valuable assets, and Werner, (2002), opines that an employee exerts high degree of efforts if there is reasonable probability that their efforts which will lead to the attainment of an organizational goal will become an instrument through which they can attain and achieve their personal goals. This study is therefore, aimed at investigating the relationship between Work life balance and employee's productivity using NNPC, WRPC, PPMC and NGC.

II. REVIEW OF RELATED LITERATURE

2.1 Conceptualization of Work-Life Balance

The performance of an employee is critical to the success of an organization. Employee productive performance in an organization is affected by multifarious variables. Ejiofor (1987) posited that, the performance of an organization is a function of three essential variables, these include, the person working in the organization, the organization itself, and the environment in which the organization is operating. Lending credence to the concept of work life balance and suggesting improvement in work life balance in the work and working environment, Herzberg (1959) used "Hygiene factor" and "Motivation factor" to distinguish between the separate causes of job satisfaction and job dissatisfaction. It has been suggested that motivation factors are intrinsic to the job, that is, job content, the work itself, responsibility and advancement.

The hygiene factors or dissatisfaction-avoidance factors include aspects of the job environment such as inter personal relationships salary, working condition and security, of these latter the most common cause of job dissatisfaction can be company policy and administration, whilst achievement can be the greatest sources of extreme satisfaction (Bansal et al 2012). In other words Oldham et al (1976) draw attention to what they described as psychological growth needs as relevant to the consideration of Work life balance. Several needs were identified to bring the job close

to the person as, skill variety, task identity, task significance, Autonomy and feedback. They suggested that such needs have to be addressed if employees are to experience high work life balance. However, Taylor (1979) suggested that relevant work life balance concepts may vary according to organization and employee group. Taylor, more pragmatically identified the essential components of work life balance as basic extrinsic job factors of wages, hours and working condition, and the intrinsic job factor like, individual power, employee participation in the management, fairness and equity, social support, use of one's present skills, self-development, a meaningful future at work, social relevance of the work or product, effect on extra work activities.

Lawler et al (1984) suggested that work life balance was associated with satisfaction with wages, hours of work and working conditions, describing the "basic elements of a good work life balance" as safe work environment, equitable wages, equal employment opportunities and opportunities for advancement in the same field, Jamal et al (1991) listed what they described as typical indicators of work life balance, these include: job satisfactions, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment as turn – over intentions. Baba and Jamal, also explored reutilization of job content, suggesting that this facet should be investigated as part of the concept of work life balance. And Sirgy et.al (2001), suggested that the key factors in work life balance are: Need satisfaction based on job requirements, Need satisfaction based on work environment, Need satisfaction based on supervisory behavior, Need satisfaction based on ancillary programmes, Organizational commitment.

Ellis and Pompli (2002), identified a number of factors contribution to job dissatisfaction and work life balance, including: Poor working environment resident aggression, workload, inability to deliver quality of care preferred, balance of work and family, shift work, lack of involvement in decision making, professional isolation, lack of recognition, poor relationship with supervisor/peers, role conflict, lack of opportunity to learn new skills etc. Walton (1975), posited that, work life balance covers the Adequate and fair compensation, safe and healthy working condition immediate opportunity to use and develop human capacities, opportunities for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space and

social relevance of work life. In the view of Stein, (1983), work life balance deal with the components like Autonomy or being independent, being recognized and prized, belongings, progress and development, External reward for employees.

According to Bansal, et al, (2012), work life balance refers to the extent to which member of a work organization are able to satisfy their personal needs through their work experience in the organization, it covers the person's feelings about every aspect of work including economic reward, benefits, security internal and external equity, working conditions, career opportunity, decision authority and organization and interpersonal relationships, which are very meaningful in a person life. In the words of Akshay et al (2012), the term WLB has different connotations to different persons. For example, to a worker in an assembly life, it just means a fair day's pay, safe working conditions, and a supervisor who treats him/her with dignity. To a young new entrant, it may mean opportunities for advancement, creative task and a successful career. To academics it means the degree to which member of work organization are able to satisfy important personal needs through their experiences in the organization.

Levine et al, (1984) in their emphasis, they focused on the factors such as respect from supervisor/boss and trust on employee's capability, change of work, challenge of the work, future development opportunity arising from the current work, self esteem, scope of impacted work and life beyond CAL-Heiru, (1994) focus his view of work life balance (WLB) on the timing quality of work force which involves the compensation, welfare, work safety, work protection for the employee. It include the social quality which explains the relationship with the boss, colleagues, and customers, the next important component is growth quality of employees that consists participation management, promotion, self growth, self esteem and work characteristics. As per the view of Lau RSM, Bruce, (1998), Work life balance deals with the job security, reward system, training, career advancement opportunities, participation in decision making, work itself, contribution towards work.

CAL-Heiru, (1994) focus his view of WLB on the timing quality of work force which involves the compensation, welfare, work safety, work protection for the employee. It include the social quality which explains the relationship with the boss, colleagues, and customers, the next important component is growth quality of employees that consists participation management, promotion, self growth, self esteem and work

characteristics. As per the view of Lau RSM, & Bruce, (1998), WLB deals with the job security, reward system, training, career advancement opportunities and participation in decision making.

In the view of Garg, Neetu, Preeti, & Akshay, (2012), WLB refer to the extent to which members of a work organization are able to satisfy their personal needs through their work experience in the organization. It covers the person's feelings about every aspect of work including economic rewards, benefits, security, internal and external equity, working conditions, carrier opportunity, decision autonomy and organizational and interpersonal relationships, which are very meaningful in a person's life. Work life balance is viewed largely as the umbrella under which employees feels fully satisfied with the working condition and environment and extend their wholehearted corporation and support to the management to improve organizational productivity and work environment. It involve the processes of work organization which enables its members at all level to actively participate in shaping the organization environment, methods and outcomes. This value based process is poised or aimed towards meeting the firm goals of enhanced effectiveness of the organization and WLB for employees, (Smriti, 2015).

Walton, (1975), emphasized that Work life balance covers adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work, work and total life space and social relevance of work life. In the view of Stein, (1983), Saklani, (2004) and Sara, (2008) Work life balance deals with the components like Autonomy or being independents, being recognized and prized, belongings, progress and development, External reward for employee. Levine, Taylor and Davis (1984), opines that, WLB focuses on factors such as respect from superior and trust on employees' capability, change of work, change of the work, future development opportunities arising from the current work, self esteem, scope of impacted work and life beyond work itself, contribution towards work.

Work life balance, in the words of Gholamreza et al (2012), explain the following parameters for Work life balance, this includes fair and adequate pay and benefits rights, observance of safety and health factors, opportunities to continue growth and security of staff, acceptance work organization, work life and social dependence on society and individual life, governing the overall living space in the environment interaction of

social improved human abilities. Also according to Chandranshi, (2012) emphasized that; there are twelve important factors of work life balance. These working factors are important for the development of organizations' most valuable assets (employees). These factors are also useful for gaining competitive advantage in the competitive market environment and they are communication career development and growth, organizational commitment, emotional supervisory support, flexible work arrangement, family response culture, employee motivation, organizational climate, organizational support, job satisfaction, rewards and benefits and compensation. In this study, the dimensions of WLB employed are provision of job security, reward and recognition, career growth plans, open communication and participation

III. RESEARCH METHODS

In this study, the survey research design was used. The total population of this study was 500 staff of oil and gas companies in Delta State. These figures comprised of 203 staff of PPMC, 142 staff of WRPC, 98 staff of NGC and 57 staff NNPC Nigeria. The Taro-Yamani's formula was adopted in obtaining a sample of 222 respondents and structured questionnaires on four point adjusted scale (strongly agree, agreed, disagree and strongly disagree) was used. Out of the 222 questionnaires administered, only 191 were fully completed and retrieved.

The statistical tools used to analyse the data were descriptive statistics, analysis of variance (ANOVA) and regression. This analysis helped to determine whether or not there is statistically positive significant relationship between work life balance and organizational productivity. Algebraically, the model is expressed thus:

$$PD = \partial_0 + \partial_1JS + \partial_2RR + \partial_3CGP + \partial_4EPDM + \partial_5OC + \mu_t \quad \text{eq. 1}$$

$$PD = \partial_0 + \partial_1JS + \mu_t \quad \text{eq. 2}$$

$$PD = \partial_0 + \partial_2RR + \mu_t \quad \text{eq. 3}$$

$$PD = \partial_0 + \partial_3CGP + \mu_t \quad \text{eq. 4}$$

$$PD = \partial_0 + \partial_4EPDM + \mu_t \quad \text{eq. 5}$$

$$PD = \partial_0 + \partial_5OC + \mu_t \quad \text{eq. 6}$$

Where; PD = Productivity; JS = Job Security; RR = Reward and Recognition; CGP = Career Growth Plan; EPDM = Employee Participation in decision making; OC = Open Communication; ϵ = Error

IV. RESULTS

Table 1: Demographic Characteristics of Respondents

S/N	Variables	Categories	Frequency(N=191)	Percentage(%)
1.	Marital Status	Married	104	54.5%
		Single	85	44.5%
		Divorced	2	1.1%
		Cohabiting	-	-
		TOTAL	191	100%
2.	Age	16-25years	23	12.0%
		26-35years	80	41.9%
		36-45years	49	25.7%
		46-55years	34	12.6%
		56years & above	5	7.8%
		TOTAL	191	100%
3.	Educational qualification	FLSC	-	-
		SSCE	-	-
		NCE	12	6.3%
		OND	27	14.1%
		B.Sc./HND	129	67.5%
		M.Sc.	17	8.9%
		PhD	6	3.2%
TOTAL	191	100%		

4	Work Status	Full Time	122	63.9%
		Part-Time	36	18.8%
		Contract	33	17.3%
		TOTAL	191	100%
5	Length of Service	1-12months	7	3.7%
		1-5years	109	57.1%
		5-10years	53	27.7%
		10years & above	22	11.5%
		TOTAL	191	100%

Source: Field Survey, 2022

Table 1 reports the demographic data of the respondents and it was shown that 104(54.5%) of the respondents were married, 85(44.5%) were single, 2(1.1%) were divorced while none of the respondents were cohabiting. The age distribution of respondents showed that 23(12%) fall within the age brackets of 16-25years, 80(41.9%) fall within age brackets 26-35years, while 49(25.7%) and 34(12.6%) are within age brackets 36-45years and 46years-55years while the remaining 5(7.8%) were respondents within 56years and above. Furthermore, the educational qualification revealed that none of the respondents had obtained FLSC and SSCE, 12(6.3%) and 27(14.1%) had obtained NCE and OND while the remaining respondents representing 129(67.5%), 17(8.9%) and 6(3.2%)

had obtained B.Sc./HND, M.Sc. and PhD respectively. The work status of the respondents revealed that majority of the respondents representing 122(63.9%) are full-time staff, 36(18.8%) part-time staff while the remaining 33(17.3%) are contract staff.

The length of service of respondents supports the fact that majority of the respondents had worked for 1-5years representing 109(57.1%) and 53(27.7%) 5-10years while the remaining representing 7(3.7%) and 22(11.5%) had worked for 1-12months and 10years and above respectively. The next section showed the mean and standard deviation responses of the questionnaire items of the study

Table 2: Correlation of Work-life Balance and Employee Productivity

	pd	js	rr	cgp	epdm	oc
pd	1.0000					
js	0.8254	1.0000				
rr	0.8169	0.9231	1.0000			
cgp	0.8411	0.9377	0.9319	1.0000		
epdm	0.6151	0.7098	0.6960	0.7205	1.0000	
oc	0.6976	0.8116	0.8121	0.8541	0.6198	1.0000

Source: Field Survey, 2022;

Table 2 showed the correlation result of work-life balance and employee productivity. The result showed that all the work-life balance dimensions job security (JS), open communication

(oc), reward and recognition (RR), career growth plan (cgp), and employee participation in decision making (epdm) positively correlate with employee productivity.

Table 3: Regression Result of Job Security (JS) and Employee Productivity (PD)

Source	SS	df	MS	Number of obs = 191		
Model	90.4692707	1	90.4692707	F(1, 189) =	404.04	
Residual	42.3196405	189	.223913442	Prob > F =	0.0000	
Total	132.788911	190	.698889006	R-squared =	0.6813	
				Adj R-squared =	0.6796	
				Root MSE =	.47319	

pd	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
js	.625457	.0311162	20.10	0.000	.5640773	.6868367
_cons	1.618327	.1228097	13.18	0.000	1.376073	1.860581

Source: Field Survey, 2022

Table 3 showed the regression result of job security (JS) and employee productivity (PD) among the selected employees of NNPC, WRPC, PPMC, and NGC in Delta State, Nigeria. The R-squared value is 0.6813, indicating that job security explained about 68.1% of the systematic variations in job productivity. The result revealed that there is positive relationship between job security in the

organization and employee productivity to his/her job (t= 20.10), however, the relationship was significant (p-value 0.000 > 0.05). This outcome was further supported by the f-ratio of 404.04, suggesting that there is significant relationship between job security in the organization and employee productivity to his/her job.

Table 4: Regression Result of Reward and Recognition(RR) & Employee Productivity(PD)

Source	SS	df	MS	Number of obs = 191		
Model	88.6204715	1	88.6204715	F(1, 189) =	379.21	
Residual	44.1684397	189	.233695448	Prob > F =	0.0000	
Total	132.788911	190	.698889006	R-squared =	0.6674	
				Adj R-squared =	0.6656	
				Root MSE =	.48342	

pd	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
rr	.8848119	.0454369	19.47	0.000	.7951832	.9744406
_cons	.5078958	.1821523	2.79	0.006	.148583	.8672086

Source: Field Survey, 2022

Table 4 showed the regression result of reward and recognition (RR) and employee productivity (PD) among the selected employees of NNPC, WRPC, PPMC, and NGC in Delta State, Nigeria. The R-squared value is 0.6674, indicating that job security explained about 68.7% of the systematic variations in job productivity. The result revealed that there is positive relationship between reward and recognition in the organization and

employee productivity to his/her job (t= 19.47), however, the relationship was significant (p-value 0.000 > 0.05). This outcome was further supported by the f-ratio of 379.21, suggesting that there is significant relationship between reward and recognition in the organization and employee productivity to his/her job. The implication is that reward and recognition significantly and positively affects job productivity of the employee.

Table 5: Regression Result of Career Growth Plans (CGP) & Employee Productivity(PD)

Source	SS	df	MS			
Model	93.9477872	1	93.9477872	Number of obs =	191	
Residual	38.841124	189	.205508593	F(1, 189) =	457.15	
Total	132.788911	190	.698889006	Prob > F =	0.0000	
				R-squared =	0.7075	
				Adj R-squared =	0.7059	
				Root MSE =	.45333	

pd	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
cgp	.6863976	.0321031	21.38	0.000	.6230712	.7497241
_cons	1.531019	.1195493	12.81	0.000	1.295197	1.766841

Source: Field Survey, 2022

Table 5 showed the regression result of career growth plan (CGP) and employee productivity (PD) among the selected employees of NNPC, WRPC, PPMC, and NGC in Delta State, Nigeria. The R-squared value is 0.7075, indicating that career growth plans explained about 70.8% of the systematic variations in job productivity. The result revealed that there is positive relationship between career growth plan in the organization and

employee productivity to his/her job ($t= 21.38$), however, the relationship was significant ($p\text{-value } 0.000 > 0.05$). This outcome was further supported by the f-ratio of 457.15, suggesting that there is significant relationship between career growth plan in the organization and employee productivity to his/her job. The implication is that career growth plan significantly and positively affects job productivity of the employee.

Table 6: Regression Result of Open Communication & Employee Productivity (PD)

Source	SS	df	MS			
Model	64.6212735	1	64.6212735	Number of obs =	191	
Residual	68.1676377	189	.360675332	F(1, 189) =	179.17	
Total	132.788911	190	.698889006	Prob > F =	0.0000	
				R-squared =	0.4866	
				Adj R-squared =	0.4839	
				Root MSE =	.60056	

pd	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
oc	.6725903	.0502483	13.39	0.000	.5734708	.7717097
_cons	1.331147	.2032642	6.55	0.000	.9301889	1.732105

Source: Field Survey, 2022

Table 6 showed the regression result of open communication (OC) and employee productivity (PD) among the selected employees of NNPC, WRPC, PPMC, and NGC in Delta State, Nigeria. The R-squared value is 0.4866, indicating that open communication explained about 48.7% of

the systematic variations in job productivity. The result revealed that there is positive relationship open communication in the organization and employee productivity to his/her job ($t= 13.39$), however, the relationship was significant ($p\text{-value } 0.000 > 0.05$). This outcome was further supported

by the f-ratio of 179.17, suggesting that there is significant relationship between open communication in the organization and employee

productivity to his/her job. The implication is that open communication significantly and positively affects job productivity of the employee.

Table 7: Regression Result of Participation in Decision-Making & Employee Productivity

Source	SS	df	MS	Number of obs = 191		
Model	50.2406537	1	50.2406537	F(1, 189) = 115.03		
Residual	82.5482575	189	.436763267	Prob > F = 0.0000		
				R-squared = 0.3783		
				Adj R-squared = 0.3751		
Total	132.788911	190	.698889006	Root MSE = .66088		

pd	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
epdm	.7953165	.0741541	10.73	0.000	.6490404	.9415926
_cons	.7590207	.3049319	2.49	0.014	.1575136	1.360528

Source: Field Survey, 2022

Table 7 showed the regression result of participation in decision making (EPDM) and employee productivity (PD) among the selected employees of NNPC, WRPC, PPMC, and NGC in Delta State, Nigeria. The R-squared value is 0.3783, indicating that participation in decision making explained about 37.8% of the systematic variations in job productivity. The result revealed that there is positive relationship participation in decision making by employees and job productivity (job ($t= 10.73$), however, the relationship was significant ($p\text{-value} > 0.05$). This outcome was further supported by the f-ratio of 115.03, suggesting that there is significant relationship between participation in decision making and employee productivity to his/her job. The implication is that participation in decision making significantly and positively affects job productivity of the employee.

The findings are in agreement with prior studies conducted by Neubert & Wu (2009); Klein, et al (2012); and Schweizer, et al (2012) that work-life balance contributes to employee job productivity and commitment, especially in area of open communication and employee participation in decision making.

V. CONCLUSION AND RECOMMENDATIONS

Quite a number of studies (Neubert & Wu, 2009; Klein, et al, 2012; Schweizer, et al, 2012) have shown that work-life balance contributes to

employee job commitment. Prominent among the studies that contribute to employee job productivity as indicated in these studies comprised of open communication and employee participation in decision making. In our study, among the studied work-life balance dimensions, open communication and employee participation in decision making were found to significantly influence employee job productivity. In addition, it was found that work-life balance dimensions of provisions of job security, reward and recognition as well as career growth plans were found to contribute to employee commitment. On basis of the findings, the following recommendations are proffered:

- i. That management of oil and gas companies should constantly engage employees by means of partaking in the decision making process since it has been found that employee participation in decision making contributes to work productivity.
- ii. That management should ensure that the communication channels within the organization should be open to all employees irrespective of their cadre so as to further stimulate employee productivity
- iii. That job security, reward and recognition and career growth plans of oil and gas companies should be improved upon so that via these dimensions of quality of work life inter-alia, employees' job productivity to work can be further enhanced.

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