

IMPACT OF WORK-LIFE BALANCE ON EMPLOYEES' SATISFACTION

**(A CASE STUDY OF SEVEN-UP BOTTLING COMPANY PLC,
ILORIN PLANT)**

BY

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CERTIFICATION

This project has been read and approved as meeting part of the requirements of the Department of Business Administration and Management, Institute of Finance and management Studies, Kwara State Polytechnic, Ilorin for the award of Higher National Diploma (HND) in Business Administration and Management.

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ABSTRACT

The objective of the study was to investigate the impact of WLB on the performance of the employee in an organization. The research is very useful to the policy makers as it contains very crucial findings that can help the manufacturing organizations in decision making when it comes to making and implementation of policies on work life balance programs. The research was guided by spill over theory and compensation theory. The research study then employed descriptive research design which enabled the researcher to fully describe the characteristics of the variable under study. Simple random sampling method was used to come up with 50 respondents who took part in the research in 7Up Bottling Company. The primary data was collected by use of semi-structured questionnaire while the Inferential and descriptive statistics was applied to analyze and process the obtained data. Descriptive statistics comprised of frequencies, means, standard deviations, and percentage. The study revealed that work-family priorities affected employees' satisfaction at 7Up Bottling Company. It also found out that the demand at the workplace interfered with employee's family life. This particular research work recommends that 7Up Bottling Company to give proper attention to processes and procedures in the organizaion. These types of procedures include coming up with professional programs that focus on giving employee adequate skills on how to handle job related challenges resulting to improvement in performance. The subsequent research should consider using non-probabilistic type of sampling as it is less costly and time saving.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Redmond et al. (2006) define work-life balance (WLB) as the flexible working schedules that allow both non-parents and parents to make it possible for them to create a balance amid the personal and employment responsibilities. WLB is a crucial concept that concerns different workers in both the public and private industry. It does not just limit one to personal life and the work role. It goes ahead into influencing a person's mental, social, economic, as well as psychological well-being. As per Orugbu et al. (2015), all these issues are shown through an individual's output that consequentially impact employees' satisfaction.

Several theories have been introduced by different scholars to elaborate on Work-Life balance. Spill over theory explains that energy behavior and time is very unfavorable if the work-to -family relations are designed for both time and space. It explains that Work-Life Balance occurs when there is high level of flexibility that enables individuals to integrate and overlap family as well as other work responsibilities (Redmond et.al, 2006). The compensation theory on the other hand is aimed at preventing the unfavorable experiences in one area through increased attempts for the pleasant experiences in the other fields (Guest, 2002). The increased participation rate at the place of work while having some time to rest can compensate the worst experiences in the social life, hence enabling one to be able to gain positive energy and do something worthwhile (Bakker & Schaufeli, 2008).

Work-life balance is a mixture of connections among various fields of a person's life, the pros, and cons that accompany it, or one-sidedness may

influence different societal stages. The problems that come with work-life balance do not only affect the employee, but also the company. With regard to employers, the disadvantages of poor WLB manifest itself through absenteeism, recruitment and training costs, poor performance, higher employee turnover, and sick leave (Department of Trade and Industry, 2001). To employees, the effect can be unfavorable on mental health, individual performance in an organization, as well as life and work satisfaction (Guest, 2001).

1.2 Statement of Research Problem

The multi-faced demand between work and home responsibilities have assumed increased relevance for employees in manufacturing industry in recent years. This is due to demographic and workplace changes, such as; transformation in family structures, growing reluctance for 'long number of hours' acceptance culture, greater number of women in the workforce and technological advancement. All these may result in the employees having difficulty in prioritizing between their work roles and their personal lives. When manufacturing industry like Seven Up Bottling Company has a poor working organizational culture; such as buying of work-leave of employees, inconvenient period of leave for employees and the inability of employers to keep to leave policy in their employment agreement. All these may lead to stretched workloads which bring about different issues in the employee. These issue involves both the psychologically and the emotional well being of employee and these action may result in reduction in employees' satisfaction such as, poor service delivery and health related issues.

Another major issue that may hinder employees' satisfaction are when work life balance incentives like, leave entitlement, flexi time, and family and welfare policies, are not adhered to by the management of these company. These

may lead some workers to work round the clock with little attention to themselves and their families, which may result to broken home and poor parental upbringing.

1.3 Research questions

- i. What is the effect of job stress on employees' satisfaction?
- ii. How does long working hours influence employee morale?
- iii. How does work family conflict affect job commitment?

1.4 Objectives of the study

The general aim of this research is to investigate the impact of WLB on the performance of the employee in an organization. Other specific objectives are:

- i. To examine the effect of job stress on employees health.
- ii. To evaluate the influence of long working hours on employee morale
- iii. To evaluate the effect of work family conflict on Job commitment

1.5 Research Hypotheses

H01: Job stress has no effect on employees' satisfaction.

H02: Long working hours does not influence employee morale.

H03: Work family conflict does not affect job commitment.

1.6 Significance of the Study

The outcomes from this research project will be useful to the Seven Up Bottling Company in understanding the work-life balance and may come up with policies that would aid in accelerated performance. Similar Departments in the Seven Up Bottling Company would also find the findings from this study useful as it can be used as a benchmark for the WLB in other economic sectors.

Policy Makers will also find the findings useful in formulating policies that would aid in enhanced performance in the public sector. The policies can be formulated in line with the recommendations from this study.

The findings would be useful to future Researchers since it forms a basis on which other studies can be undertaken on the effect of WLB on the performance of employees at the Seven Up Bottling Company.

1.7 Scope of the study

The scope of this study is to examine the impact of work-life balance on employees' satisfaction using Seven Up Bottling Company, Ilorin as the case study.

1.8 Definition Of Terms

Employee: An individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Also called worker.

Work life: Work-life is the business practice of creating a flexible, supportive environment to engage employees and maximize organizational performance.

Productivity: A measure of the efficiency of a person, machine, factory, system, and so., in converting inputs into useful outputs. Productivity is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period. Productivity is a critical determinant of cost efficiency.

Work pressure: This is seen as the demands and intricacies that are evident or existing in the job that an individual is engaged in in the organization.

Role Overload: Lack of balance or reasonableness in the number of extent of expectation from a job or position in hold

Work family conflict: This occurs when there are incompatible demand between work and family roles of an individual that makes participation in both roles difficult.

Employee Morale: Description of the emotions, attitude, satisfaction and overall

outlook of employee during time in a work place environment.

Job Commitment: This is an individual psychology attachment to an organization to carry out task as at when due.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This part offers a summary of past research works examined on the effect of WLB on employees' satisfaction. The key areas addressed in this part include a conceptual framework and theoretical framework

2.2 CONCEPTUAL FRAMEWORK

2.2.1 Concept of Work- life Balance

It wasn't until the mid-60s that the subject of work-life balance became the subject of interest among scholars. For instance, Kahn et al. (1964) concluded that for employees, work-family conflicts are a substantial stress source. Relevantly, the notion of equilibrium between family and professional life (work-family balance) is recently employed when referring to the successful development of both domains. At present time, in order to fine-tune the organizational structures to the needs of the employees or to respond to government regulations with respect to gender equality, integration, and protection of families, a lot of organizations dedicate their resources to the initiatives of work-life (Susana and Ramón 2013). As has been emphasized by a number of scholars, at present time, it is likely to have employees that demand the initiatives of work-life balance from the organization. Such demand has been closely linked to the increasing commonness of dual-career couples, family or dependent accountabilities, or the wish to devote more time to friends or enjoy leisure undertakings (Lavoie, 2004).

In studies on work-life, the focal point has been the effect of organizational services and policies that are established for providing assistance to employees regarding the conflicts that occur between their work and their life.

Accordingly, the extant literature attempted to comprehend the role played by organizations to help reduce the conflict experienced by the employees that occurs from the demands of work and the role they are obliged to play at home (Emslie, and Hunt, 2009; Hon and Chan, 2013). As evidenced from the findings, employees with access to services including flexible schedules, childcare, parental leave, and support from supervisor appear to be more likely have less conflicting work-life, greater job satisfaction, less stress, and are less inclined to want to quit (Helmle et al., 2014). In research on the issue regarding work-life, gender has also been explored, particularly with respect to how the roles and expectations of gender impact the perceptions regarding work and family roles. Here, as evidenced by the findings, in certain situation, gender expectations in a situation impact how far individuals feel incompatibility between work and life roles, and this can cause the perceived level of stress and the perceptions of conflict between the roles of work and life to increase (Helmle et al., 2014; Lawson et al., 2013).

The management of work-life balance and/or work-family conflict interest of employees have been found to be among the primary aspects to be addressed by the organization as a way to preserve human resources (Au and Ahmed, 2014).

Work-life balance encompasses a balance between two entirely separate roles performed by a person namely the roles of work and the roles of family, and to holder of the roles, both bring satisfaction (Shaffer et al., 2016).

The benefits of work-life can improve both the life quality of employees and the effectiveness of the organization. Hence, there appears to be countless delineations regarding work-life balance, but all appear to be in agreement that work encompasses a group of formal tasks completed by an individual while occupying a given job. Life comprises a group of activities not associated with

work such as household chores, care of elderlies and care of children (Anwar et al., 2013), Emslie and Hunt (2009) stated that balance is attained when the domain of work and that of life are in harmony. Work-life balance is about a person's capacity irrespective of age or gender in successfully combining work and household accountabilities. Within this context, work becomes a term that can be regarded as paid employment and also free work done for an employer.

Conversely, the notion of "life" is not related to work and it can be broken down into free time used in doing leisure activities, and family time (Lawson et al., 2013). Accordingly, the concept of work-life balance defines the amount of time available to an employee in balancing between family and the demands of work. Work-life balance encompasses an employee's time-sharing ratio between work and family. When there is imbalance between work and family, whether too much on work or too much on family matters, stress and negative work attitudes can occur and these can lead to burnout (Lawson et al., 2013). In the work of Grzywacz and Carlson (2007), work-life balance is described as the achievement of role-related expectations exchanged and shared between people and their role-related partners in the arena of work and family. Meanwhile, work-life balance was addressed by Greenhaus and Allen (2010) as the degree to which the effectiveness and satisfaction experienced by a person in terms of his work and family roles are attuned to his role priorities of life at certain point in time.

Effective Work-Life Balance is underpinned by two applicable primary concepts namely the day-to-day accomplishment and enjoyment. Achievement is the successful completion of something particularly after a series of diligent attempts or being given what is desired. With respect to the notion of enjoyment, it does not denote happiness. Rather, it denotes pride, satisfaction, celebration, joys of living as well as a sense of wellbeing. In life, achievement and enjoyment

have close linkage in terms of value. In other words, a person has to have both. This is the reason why those who are deemed successful do not feel happy or are not as happy as they are supposed to be (Hon and Chan, 2013).

2.2.2 Personal Characteristics that Contribute to Issues with Work-life Balance

Work and family are closely interconnected domains of human life Edwards & Rothbard, (2000). Often, meeting both the demands from work and family can be very challenging and can lead to issues with work-life balance Md-Sidin, Sambasivan and Ismail, (2008). Although stress has been studied at length, the definition of stress has varied widely. Definitions of stress include an event or stimulus itself, the psychological and physiological process of stress, and/or the stress responses Kang, Rice, Turner-Henson and Downs, (2010). Most stress research has examined the relationship between stressors (e.g. role conflict, role ambiguity, lack of perceived control) and outcomes (e.g. job dissatisfaction, anxiety, psychosomatic symptoms, absenteeism, and job performance) Jex & Gudanowski, (1992). There are many personal factors that contribute to stress that can lead to an imbalance between work and life. They include: gender, marital status, parental status, family responsibility, age, personality differences and education level.

Gender - Gender is a topic that has been extensively reviewed within the work life balance literature. Warren ,(2004) explained that women with domestic responsibilities have taken on part-time jobs as a beneficial way to maintain their labour market skills, as a secondary source of income and sustain interest outside of the home. However, there is also resulting conflict between their work and family commitments and responsibilities Drew (2005). The reason for this has been explained as women typically assume the majority of childbearing duties

Porter & Ayman, (2010).

This responsibility can influence both role stress and negative attitudes at work (e.g. role conflict, job burnout and dissatisfaction) and are positively associated with disruptions at home (Bacharach, Bamberger & Conley, 1991). Men and women tend to prioritize work and family roles differently; men typically sacrifice more at home and women tend to sacrifice more at work for home commitments Haworth & Lewis,(2005) ; Jennings & McDougald, (2007). It has been found that women's level of involvement at work did not differ from men's, however they did admit to a certain level of concern with home issues at work (Hall & Richter, 1988). Martins, Eddleston and Veiga (2002) found that women's career satisfaction was negatively affected by work-family conflict throughout their lives whereas men showed adverse effects only later in their career.

Marital status - It has been suggested that individuals who are married give more priority to their personal lives Martins, Eddleston & Veiga, (2002). It has been explained that employees with families often experience a lack of separation or difficulty keeping separation between work and home boundaries Hall & Richter, (1988), which can negatively influence both work and family life. Md-Sidin, Sambasivan, & Ismail, I. (2008) reported that individuals who are married experience more work-life conflict than those who are unmarried.

Parental Status - The presence or absence of children in the family continues to make a significant difference in the degree of balance that individuals experience Tausig & Fenwick, (2001). Parental status has been found to be a determinant of parents placing increased importance on the role of family Blau, Ferber and Winkler, (1998). Family responsibilities such as household time demands, family responsibility level, household income, spousal support and life course stage

have been found to be sources of work-life stress Jennings & McDougald, (2007). Dual earner couples with no children report greater work-life balance, while both single and married parents report significantly lower levels of perceived balance compared to single, non-parents Tausig & Fenwick, (2001).

Age and Lifecycle - Age and lifecycle have been found to be determinants of the extent of work-life stress that individuals experience Wang, Lawler & Shi, (2010). It has been observed that there has been a change in lifestyle preferences between recent generations. Those born after 1969, or “Generation X”, are said to prefer a lifestyle that includes non-work time, irrespective of other responsibilities, hence may actively seek employers who offer work-life balance arrangements Maxwell,(2005).

Tausig and Fenwick, (2001) reported that older adults report greater success with work-life balance. Bardwick, (1986) suggests that in later life when individuals have reached a plateau in their careers, they will not be as tolerant of work-family conflict because putting in the extra work does not seem worthwhile.

Personality - Jennings and McDougald (2007) found that certain personality differences predispose individuals to work-life balance issues. The tendency to feel guilty, to be loyal towards others, a lack of sensitivity towards others and the need and desire for “being there” for family members and being unable to manage a new situation has been suggested to influence the level to which an individual experiences work life balance issues Bekker, Willemse and De Goeij, (2010). A person’s emotional response to a role is a critical factor influencing their interpersonal availability and psychological presence in a different role Rothbard, (2001). Individuals with high negative affectivity seem to experience more negative interaction between work and family Bekker, Willemse, & De

Goeij, (2010).

Intrinsically oriented individuals are thought to focus on developing and actualizing their inherent potential. Further they are likely to satisfy their basic psychological needs for autonomy, competence and relatedness and therefore function optimally Van den Broeck, Vansteenkiste & Has De Witte, (2010). Intrinsic work values express openness to change – the pursuit of autonomy, interest, growth and creativity in work Ros, Schwartz & Surkiss, (1999). Pursuing intrinsic life value orientations positively predicts well-being and optimal functioning Van den Broeck, Vansteenkiste, & Has De Witte, (2010). Extrinsically oriented individuals, in contrast, adopt an outward oriented focus and try to impress others by acquiring external signs of worth.

Educational Level - It has been found that higher education and more working experience could instil more confidence in that individual and increased self-efficacy Chong & Ma, (2010). Work-life balance is greater among those with a high school degree or less, while it is lower among those with an undergraduate degree or advanced university degree Tausig & Fenwick, (2001). Those currently attending school also tend to report less balance Tausig & Fenwick, (2001).

Life Demands - Many individuals find they are increasingly isolated from family and leisure activities in an ever-increasing climate of long work hours and intensity (Haworth & Lewis, 2005). As stated previously, there are over 170 life demands that have been identified as work, financial resources, leisure, dwelling and neighbourhood, family, friendship, social participation and health Warren, (2004). Many individuals who experience issues balancing life demands also experience emotional exhaustion which has been defined as “a state caused by psychological and emotional demands made on people” which is when an

individual is facing seemingly overwhelming demands on their time and energy Boles, Johnston & Hair, (1997). When individuals have a negative emotional response to work related stress, they often self-regulate their response Rothbard, (2001). In doing so, individuals are more likely to experience depleted energy levels and fatigue which can negatively influence work and family roles Rothbard, (2001). A person experiencing stress may display a tendency to withdraw from potentially supportive people and/or influence the willingness of others to provide support Adams, King & King, (1996).

A Task Variables: Work Related Variables that can add to Work-life Stress

Many employees are experiencing long working hours, intensified workloads, constantly changing work practices and job insecurities Haworth & Lewis, (2005). Working long hours has been associated with high levels of anxiety and low levels of job satisfaction (when employees do not trust their co-workers to do their jobs well) Jex & Gudanowski, (1992). Employees' satisfaction is affected not only by a job's physical environment, but also by its psychological environment Gilbreath, (2004).

It has been found that stress, an aversive or unpleasant emotional and physiological state Judge & Colquitt, (2004), has a direct influence upon job satisfaction. Bacharach, Bamberger & Conley, (1991). Individuals who experience chronic work stress have been found to be positively associated with an increased risk of atherosclerotic disease Kang, Rice, Park, Turner- Henson, & Downs, (2010). Job satisfaction can be explained as the match between expectations and perceived reality for broad aspects of the job taken as a whole. Task variables are components of an individual's work life that can increase the amount of stress that they encounter. Some of the contributing factors of work stress include: factors at work, performance standards, motivation and perceived

constraints.

Work Characteristics – The organizational environment includes the interaction between workers, risk-taking orientation, and a trusting and caring atmosphere Chong & Ma, (2010). Organizational structure determines levels of responsibility, decision-making authority and formal reporting relations Chong & Ma, (2010). Work domain determinants such as job autonomy, schedule flexibility, hours worked, the amount of social support provided by supervisors and co-workers, and the existence of family-friendly work policies directly influences work-life balance Jennings & McDougald, (2007).

Innstrand, Langballe and Falkum (2010) report that individuals working in occupations that necessitate (1) substantial interaction with others, (2) additional work roles, or (3) professional responsibility for others are more apt to experience greater numbers of work life balance issues. Moreover, individuals working in a managerial or higher status occupation report higher levels of conflict between work and their personal life Innstrand, Langballe, Falkum, (2010). Concerns about fairness can also affect the attitudes and behaviours of employees and lead to employees to doubt their ability to cope with work demands Judge & Colquitt, (2004). When employees feel that they have experienced injustice, they report higher levels of distress, including resentment, ill will, hostility, and outrage Judge & Colquitt

- **Work Demands:** Many organizations are introducing new technologies and working practices and are consequently demanding greater flexibility in response to the pressures of competition Haworth & Lewis, (2005). Additional work hours subtract from home time, while high work intensity or work pressure may result in fatigue, anxiety or other adverse psycho-physiological consequences that can influence the quality of home

and family life White, Hill, McGovern, Mills and Smeaton,(2003).

- **Autonomy:** Individuals with lower levels of perceived control over their work are more likely to report high role overload and high interference between work and family roles Baral & Bhargava, (2010) Hall & Richter, (1988) Jennings & McDougald. Low job control has been associated with increased absence rates due to illness, mental health issues and coronary heart disease Bond & Bunce, (2000). It has also been explained that providing employees with control over their work serves to improve stress-related outcomes, such as lowered anxiety levels, psychological distress, burnout, irritability, psychosomatic health complaints, and alcohol consumption Bond & Bunce, (2000). Increased amount of control and discretion over working conditions and scope for social interactions also provide employees the opportunity to engage in extra-role behaviors or organizational citizenship behaviors Baral & Bhargava, (2010).
- **Technology:** Technology can both help and hinder work-life balance. Improvements to technology has helped employers make progress to how business is done, help is more accessible to clients, processes are often more efficient and employees are often more reachable. Improvements to technology have made working twenty-four hours a day, seven days a week more accessible to employees Maxwell & McDougall (2004). This change has led to employees working more outside regular office hours. Working more outside of regular office hours has led to increased interference with employee's home life. Individuals are expected to take whatever time is required to get the job done; they are always on the job Seron & Ferris, (1995). Changes in technology have led to employers expecting more from employees and not always respecting employees"

personal time

Motivation – Work motivation is a “set of energetic forces that originates both within as well as beyond an individual’s being, to initiate work-related behaviour, and to determine its form, direction, intensity and duration” Meyer, Becker & Vandenberghe, (2004). Individuals can be motivated both intrinsically as well as extrinsically Meyer, Becker & Vandenberghe,(2004). Intrinsic motivation is undertaken purely for its own sake (i.e. the activity itself is enjoyable) and reflects “the inherent tendency to seek out novelty and challenges, to extend and exercise one’s capacities, to explore, and to learn” Meyer, Becker & Vandenberghe,(2004). Extrinsic motivation refers to “the performance of an activity in order to attain some separable outcome” Meyer, Becker & Vandenberghe, (2004). It has been widely suggested that motivation is an important factor in individuals’ decision-making process; the interaction between motivation and perception of constraints determines, in a large degree, participation in an activity Alexandris, Tsorbatzoudis & Grouios,(2002).

Performance Standards – Performance standards and targets have been studied and used as a method to improve employees’ performance. Appropriate behaviours and performance standards are defined within the work environment Chong & Ma, (2010). The ability and support received in meeting performance expectations enhance the individual’s self-efficacy Gist & Mitchell,(1992). The effectiveness of performance standards depends on the relationship between the performance measure used and the organization’s objective Sherstyuk, (2000). Task performance consists of behaviours required for a job that either directly produce goods and services or maintain the technical core Major & Lauzun, (2010). Contextual performance is defined by those behaviours that support the broader work environment and facilitate task performance, including putting forth

effort, assisting and cooperating with others, complying with organizational rules, and supporting organizational goals Major & Lauzun, (2010). Researchers have established a connection between supervisor's behaviour and employee's performance Chong & Ma,(2010). Performance can be drastically improved by the supervisor providing the employee's with useful resources and positive feedback Mumford Scott, Gaddis and Strange, (2002). Performance can also be enhanced when employees value their work environment and have supportive supervisors with whom they can work and trust Chong & Ma,(2010).

2.2.3 Happiness at Work

Human Resource Management (HRM) and performance is related in a manner that is one sided, and the relationship of these two does not take into account the human side of HR. For HRM, its primary resource encompasses the human factor. Somehow, in many studies in this domain, the effect of HR systems on the quality of working lives as well as the well-being of employees has not been explored. Here. Having the awareness of how different conditions of working impact human resources has become the actual challenge. However, the impact of various variables on employee attitudes is now a subject of interest amongst scholars. (Gupta, 2012).

In general, happiness relates to how people experience and appraise their lives in total. Considering that a significant amount of time of most people is spent on working, having the understanding of the role played by employment and the workplace play is highly critical. This is because such understanding can assist in the creation of happiness for individuals and communities globally. As evidenced by recent studies, work and employment drive happiness which in turn can assist in shaping the outcomes of job market, productivity, and performance of firm as well (Field and Buitendach, 2011). In academic studies, the importance

of life quality within the workplace has been dubbed as a major element. In this study, happiness becomes a basic state to be achieved by nearly everyone. Among the notable past studies are the ones that examine how happiness in day-to-day work becomes attainable through better management of work atmosphere (Salas-Vallina, 2017).

Happiness at Work is more than the possession of sense of pleasure, positive affective experience, good feelings and enjoyment because it also means having meaningful work life. Furthermore, a person is deemed as a happy person when he or she feels positive emotions repetitively. A person possessing positive emotions means that he or she has good life with no readily visible threats (Saenghiran, 2014). In a study performed by Edmunds and Pryce-Jones (2008), Happiness at Work is viewed as sensibly using the accessible resources to handle challenges faced in a judicious manner. Through the active appreciation of the highs and management of the lows, the performance of individual could be maximized easier, and the potential of the individual could also be achieved. In turn, the happiness of a person and also of others can be established. In another study, the concept of Happiness at Work was described as the enjoyment of pleasant working relationship and career development, and also the enjoyment of the feeling of being valued and treated well (Edmunds and Pryce-Jones, 2008).

A number of concepts including the concepts of engagement (Schaufeli and Bakker 2004) and well-being (Hills & Argyle, 2001) are now deemed as forms of happiness. As shown in the extant literature, interest in the subject of happiness at work has been increasing amongst scholars (Salas-Vallina et al., 2017). For instance, Fisher (2010) reported Happiness at Work (HAW) as happy feelings towards the job itself, the characteristics embraced by the job, as well as that of the organization all together. Furthermore, HAW is described as an

all-embracing construct that carries the traits “job satisfaction” and “organizational commitment.” Meanwhile, the concept of Job satisfaction has been elaborated as a pleasant or positive emotional state caused by an appraisal of job or job experiences of a given individual (Huang et al.,2016).

Organizational commitment comprises a number of elements. These elements include the sense of affective devotion towards the organization, loyalty towards to the organization, and identification of the goals and values established by the organization (Field and Buitendach, 2011). In the works of Joo and Lee (2017), employee engagement and career satisfaction were found to be the two primary elements of happiness at work. In the work by Salas-Vallina et al. (2017), engagement, job satisfaction and affective organizational commitment were reported as the major constituents of HAW. In the extant past works, three main components have been the focal points, and they are employee engagement, job satisfaction, and affective organizational commitment.

2.2.4 Employee Engagement

Engagement is the attachment of members of organization to the roles of work assigned to them, and in engagement, people physically, cognitively and emotionally make use of and articulate themselves during role performances (Abdallah et al., 2017). Engagement can likewise be described as an unrelenting and positive affective-motivational state of accomplishment (Field and Buitendach, 2011). For Schaufeli and Bakker (2004), work engagement is highlighted as a positive, gratifying and job linked mind state characterized by three dimensions namely dedication, absorption and vigor. Past studies on work engagement of employee found that employees who are engaged are likely to demonstrate positive organizational outcomes such as lower turnover intention, greater customer satisfaction, and greater level of productivity and profit (Joo and

Lee, 2017). Engagement is also seen as a positive effect that has relation with the job and the environment of work, and as noted by Fisher (2010), engagement connotes or overtly denotes sense of persistence, alertness, energy, vigor, dedication, absorption, enthusiasm, as well as pride.

2.2.5 Job Satisfaction

Job satisfaction is the main priority for all organizations in establishing their policy (Yücel , 2012,), and as a concept that has linkage to the humanitarian and utilitarian viewpoints, it is worth the scrutiny. The humanitarian viewpoint is postulates that employee satisfaction level is linked to the degree to which employees are receiving fair and apposite treatment in the organization (Abdallah et al ,2017), whereas the utilitarian viewpoint indicated that employee satisfaction contributes to behaviors impacting the operation of the organization (Yücel, 2012). Job satisfaction is also viewed as a quantifiable depiction of an emotion related response towards certain job; in other words, the person performing the job feels satisfied with it (Al-dalahmeh et al., 2018; Anitha, 2014). Likewise, job satisfaction relates to how people feel about their jobs and about the differing aspects of their jobs. Meanwhile, in a study, job satisfaction was described as the extent to which employees are fond of their work (Parvin and Kabir, 2011).

2.2.6 Affective Organizational Commitment

Affective organizational commitment encompasses emotional attachment felt by employee in addition to their identification with and participation in their organization and its goals (López -Cabarcos et al, 2015). It encompasses a bond established by employees within the organization and there has been strong linkage between affective organizational commitment and positive work-related behaviors (e.g., dedication and loyalty) (Obeidat et al 2014; Schoemmel and Jönsson 2014), Affective organizational commitment is also describable as the

association of a person with an organization, his/her belief in the goals established by the organization, and working to achieve those goals by being part of that organization (Ammari et al 2017, Abdallah et al 2017). Relevantly, affective organizational commitment has been viewed as a force uniting a person to action that relates to one or more targets(Enache et al.,2013), This term has been used in defining organizational commitment whereby three characteristics are involved as follows: a solid conviction and acceptance towards goals and values of the organization; readiness to make significant effort on behalf of the organization; and a strong wish remain as part of the organization (Gyensare et al., 2017).

2.2.7 Employees' satisfaction

Employees' satisfaction can be described as responses in the form of behaviors reflecting what has been learned by the employee or the kind of training that the employee has received; it encompasses the outcome of the mental and psychological capabilities (Faiza and Nazir, 2015). Employees' satisfaction is a concept that is increasingly popular amongst scholars of management sciences, as employees' satisfaction is vital to both individual and the organization. Employees' satisfaction contributes to the overall betterment of the processes of the organization particularly in terms of efficiency and productivity (Abualoush et al., 2018a). Employees' satisfaction has linkage to the activities and tasks employees carry out in effective and efficient manner, and it also dictates how much employees contribute to the organization and among the contributions of employees are output quantity, work attendance, and accommodating attitude (Abualoush et al., 2018b). Furthermore, the financial or non-financial outcomes of the employee which are closely related to the performance and success of the organization is also reflected by employees' satisfaction (Anitha, 2014).

In regards to the notion of performance, it is measurable using different mechanisms (Faiza and Nazir, 2015), and in general, performance encompasses what is done or not done by employee. It entails the full outcome or success of a person during specific periods of duty as opposed to the predetermined and established standard of work and targets or criteria (Abualoush et al., 2018; Pawirosumarto et al., 2017). Performance is the product of the capacity of employee, multiplied with support and effort. Hence, reduction or nonexistence of one factor will cause decrease in performance (Pawirosumaro et al., 2017).

2.2.7 Work-Life Balance, Happiness at Work and Employees' satisfaction

In the era of knowledge, different skill sets and requirements are needed from employees, as opposed to those required during the era of industry. Correspondingly, within organizations, work health is deemed to be a resource, and as emphasized by researchers, for management, the promotion of employee's health should be made as the organization's vital part (Guthrie, 2012). However, considering the limitation of resources, the issue is on how an individual could manage to have satisfactory personal life while also delivering excellent results at work, The emerging question is on whether both goals are contradictory or complementary to one another (Koubova and Buchko, 2013). Inability to attain the correct balance with respect to effort and reward has significant linkage to the dearth of control over workload as well as lack of energy in fulfilling personal needs and obligation. When there is imbalance between effort and reward, fatigue, poor performance and declined life quality can result (Johari et al., 2018). Among scholars, there are generally three primary concerns pertaining work-life imbalance considering that it is impacted by technological influence. The first concern is on the developments at work which can be a hazard the work life balance, while the second concern is on the shifting nature of work activities

particularly tasks that are associated with technology which requires updated knowledge of the field, and the third concern is regarding the shifting work demands. (Helmle et al., 2014)

There have been a lot of explanations regarding work life balance and the notion would have different meaning to different individuals with generational differences which greatly contribute to these differing perspectives. As evidenced by a number of works, younger employees are likely stress on work life balance because they do not desire having the demands of work impacting their lifestyles. Nonetheless, younger and older workers both want flexibility in terms of schedules and arrangements. It is just unfortunate that some supervisors are unwilling to employ flexible arrangements, due to unpredictability and potential abuse of these methods (Hon and Chan, 2013; Susana and Ramón , 2013)

Work-life balance implicates the attitudes, behaviors and wellbeing of employees as well as the effectiveness of the organization)Au and Ahmed, 2014). Hence, companies are obliged to integrate new management practices that provide social and supervisory support. The perceptions of superiors towards their employee work-life conflict also greatly dictate the career progress of employees (Au and Ahmed, 2014). In the last few years, the issue of work-life balance has been heavily scrutinized particularly in terms of increasing the flexibility of paid work and improvements in working conditions. Within the industry of hospitality, physical and emotional stresses have been reported to cause the lack of work life balance. The testing of the impacts of these variables (physical and emotional stresses) on what is embedded on the job and job performance includes the examination of work overload and work life balance. In this regard, employees with heavy workloads were reported to have low work life balance, were less likely to be embedded within their jobs while also

demonstrating poor job performance. Relevantly, stress is also a dimension of personal employee similar to emotional exhaustion, and among hotel employees, stress has been reported to affect their quality of life (Lawson et al., 2013). Additionally for hotel employees, the spillover of stress has been viewed to exacerbate the stress on work life balance. (Hon and Chan 2013).

It is possible for employees to leave their work if their failure in integrating work and network roles becomes intolerable. The withdrawal may be in a form of absenteeism, below optimum level performance, or they can leave the organization for good. Such phenomenon accentuates the prominence of sustainable HRM practices because such practices will maximize profits while also minimizing the detriment to employees and their families, as well as communities. (Lawson et al., 2013; Gupta, 2012).

In the context of organizations and people, work life balance has demonstrated its significance since the past decades. Work life balance has indeed been found to be the major factor in the productivity improvement of employees and this has a positive impact on the general performance of organizations (Semlali and Hassi, 2016). An organization needs to implement effective work-life balance policy, that is, a policy that allows employees to remain socially connected with society while cost and turnover are controlled, and productivity improved (Helmle et al., 2014).

2.2.8 Happiness at Work and Employees' satisfaction

The latest studies reported that employees who are happy appear to be more involved in work roles while enjoying greater level of job satisfaction. As reported by American Psychological Association (2014), employers advocate the significance of making employees happy, and in fact, these employers are intensifying their efforts for the sake of their employees' happiness.

Correspondingly, in the context of Taiwan, the current annual survey Taiwan by Common Wealth and Cheers magazines also mentioned making employees happy as the primary factor that has led to the recognition of the best employer (Gupta, 2012). Amongst practitioners and scholars, their main concern is employee's engagement owing to the fact that engaged workers appear to have greater level of motivation while demonstrating more involvement in their jobs and organizations, and showing greater level of productivity and readiness to go beyond expectation in assisting the survival and growth of their organizations (Joo and Lee, 2017, Vincent- Höper et al., 2012).

As reported by a lot of studies, happy employees are inclined to show greater level of productivity, produce fresh ideas and attempt to accomplish similar job use different groundbreaking methods to improve effectiveness and reduce the time spent (Saenghiran, 2014)

Furthermore, among the desirable effects to be anticipated from having affectively committed employees are: better professional endeavor and performance, positive employee outcomes and behaviors, and innovative behavior demonstrated by employees (López -Cabarcos et al., 2015). Furthermore, review of the extant literature is demonstrating that having strong affective commitment towards the organization makes employees work harder at their jobs and show better performance as opposed to those that have less affective commitment (Ammari et al 2017; Abdallah et al 2017).

2.2.9 Job Stress

According to Joseph (2019), job stress is the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Job stress matters to our health and our work. When we feel stressed, our bodies respond by raising the concentration

of stress hormones in our blood. When our bodies continually respond to constant demands or threats, coping mechanisms stay in overdrive, which can be damaging to health over time. Research shows that excessive job stress can lead to many long-term health problems, including cardiovascular disease, diabetes, weakened immune function, high blood pressure, musculoskeletal disorders, substance abuse, depression and anxiety. Some short term signs of job stress are listed in the table to the right. Stressful working conditions can also impact health indirectly by limiting our ability or motivation to participate in other health promoting behaviors such as eating well and exercising.

Adeniyi (2019) asserted that studies of workers show that certain stressful job characteristics, when combined, can be particularly damaging to long term health. For instance, workers who say their jobs are very demanding (physically or mentally) and who also say they have little control over job tasks are more likely to experience health problems such as heart disease and other chronic conditions as compared with workers in jobs with lower demands and more decision-making opportunities. “Job strain” is a term that describes the combination of high demands and low control. It is “job strain” (not just feeling stressed) that is most often linked with serious health problems.

2.2.10 Role Overload

Stephanie (2016) opined that role overload exists when an individual fulfills multiple roles simultaneously and lacks the resources to perform them. It can evolve from both excessive time demands and excessive psychological demands. Role strain is an outcome of role conflict and overload.

Stephen (2018) asserted that in any organizational setting, a role represents a set of behavioral expectations that are assigned to one organizational member. In typical organizations, it is rarely the case that each employee has one clearly

defined role that is recognizable and distinct from the roles of other organizational members. Rather, in most organizations, employees may hold multiple roles, the roles of different employees may overlap and occasionally conflict, and roles may change from time to time. Because of the complexity of organizational roles, they can be a source of stress for employees. In fact, much has been written in the stress literature about role conflict and role ambiguity. Hunt (2015) opined that much less has been written, however, about the sheer amount of role demands that an employee may have. This entry will focus on two role stressors that have to do with the amount of role demands an employee possesses. Role overload occurs when employees simply have too much to do—in other words, their roles become too big.

2.2.11 Long Working Hours

Okoli (2016), opined that there are many ways of defining long hours. For example, daily, weekly or annual hours, hours in main job and other jobs, commuting time, business travel time could all be considered when calculating time worked. Many researchers seem to focus on weekly hours of at least 48 hours or more, in line with the Working Time Directive. Defining long hours in terms of the working time regulations is useful as it should hopefully be European wide and allow some consistency amongst studies, certainly from the EU.

Dex, Clark and Taylor (2015) noted that certain issues could complicate the definition of long hours. They discussed that long hours may be considered differently for men (over 60 hours per week) and women (over 40 hours a week). Also, they refer to “working time” to denote commuting time and work that may be done within that time and also to denote whether hours worked in a second job are considered alongside hours in the “main job” (i.e. “total hours”). In the present review however, long hours and their effects are discussed in terms of whatever

individual studies reported them to be and this does present difficulties when attempting to generalise research findings (this is highlighted further within the report). Where possible, a definition of 48 hours per week as ‘long hours’ is referred to.

2.2.12 Family Conflict

Greenhouse et al (2018) asserted that family conflict occurs when an individual experiences incompatible demands between work and family roles, causing participation in both roles to become more difficult. This imbalance creates conflict at the work-life interface. It is important for organizations and individuals to understand the implications linked to work-family conflict. In certain cases, work–family conflict has been associated with increased occupational burnout, job stress, decreased health, and issues pertaining to organizational commitment and job performance.

Work-family conflict was first studied in the late 19th century. During this time period, work and income moved from inside the home (agricultural work) to outside the home (factories). Industrialization challenged the current relationship between working and family. Oulu (2018)

Boundary theory and border theory are the foundations used to study work-family conflict. Boundary theory divides social life into two interdependent sections, work and family. Individuals have different roles and responsibilities in each section. Since the sections are interdependent, two roles cannot take place at the same time. Individuals have to participate in role transformation between expectations of the workplace and expected roles within the family structure. Bonjour (2018)

Border theory expands this by considering the influences each section has on the other. Border theory attempts to pin down ways to manage conflict and

achieve balance between conflicting identities. Individuals may choose to treat these segments separately, moving back and forth between work and family roles (displaying boundary theory) or can decide to integrate the segments with hopes of finding balance. Greatry (2013)

2.3 THEORETICAL FRAMEWORK

Presented in this part are different theories that was employed to shed light on the effect of WLB on the general staff performance. The two main theories that guided the study include Compensation Theory and Spill over Theory.

2.3.1 Spill over theory

Guest (2002) claims that spillover model details situations under which spillover amid the micro family network and micro work network takes place: either negative or positive. Spillover concerning energy, behavior, and time is unfavorable if the work-to-family relations are firmly designed for both space and time. Conversely, positive spill over- instrumental in attaining healthy WLB takes place when there is flexibility that allows people to integrate and overlap family as well as work responsibilities.

Factors affecting work-life balance are present in both home and work environments (Guest, 2002). Background factors include but not limited to work culture and demands of both home and work. Personal factors are personality, age, life, career stage, gender, individual coping and control, energy, and work orientation. The study parameters are within background factors and include service delivery and leave policy. Service delivery is work's demand whereas leave policy is the work culture (Dixon, & Sagas, 2007).

Work life balance can be in subjective and objective nature. Subjective indicators are basically the state of imbalance and balance while objective indicators may include hours of free time or uncommitted outside work and hours

of commitment or work. According to Guest (2002), a state of balance is attained when work or home dominates by choice or when equal weight is given to both home and work. When one area of life interferes with other areas, a spillover is reported. It is also common when there are many consequences of WLB including the performance at home and work, influence on family, friends and at work, the general life at home and workplace, as well as personal welfare and satisfaction (Hyman, & Summers, 2004).

This theory is relevant to this study project since companies are required to embrace positive policies of work-life balance that enables the staff to gain a positive WLB that will make them be fully committed to attaining institutional goals (Dixon & Sagas, 2007).

2.3.2 Compensation Theory (CT)

Compensation theory is the efforts aimed at preventing unfavorable experiences in one area via increased attempts for pleasant experiences in another field. Edwards and Rothbard (2005) give an example of compensation theory concerning a dissatisfied employee who concentrates more on family than work-life hence diverting human resources. According to Guest (2002), these inadequacies could be the satisfactions or demands that can be met in another duty. For instance, a person is highly involved in the work life due to a number of unfavorable experiences in social life. Increased participation at the workplace and having time to rest compensates for worst experiences in social life and enables one to gain positive energy and do something worthwhile (Dixon, & Sagas, 2007).

Guest (2002) proposes that compensation is two-folded: reactive and supplemental. While reactive compensation takes place when unfavorable work experiences are compensated for in positive home experiences, supplemental

compensation takes place when favorable events are inadequate at work and are thus practiced at home. Compensation theory posits that an indirect association amid life and work exists. An implication for this is that workers try to fill out the voids from one area with gratification from another domain. A study by Clark (2000) also discovered a compensatory association amid life and work responsibilities for those in the employment sector. Clark (2004) found that women who encountered unfavorable family effect were more committed to their work is in line with the compensation theory.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter discusses the method and procedures that will be used in carrying out the research and it will also discuss the research design, population of study, sampling procedures, research instruments, validity and reliability of the instrument and method that will be employed for data analysis.

3.2 Research Design

According to Idowu (2002), a scientific design has been described as a systematic investigation procedure, which has to be logical. It is a procedural plan for collection and analysis of data necessary to assist in the current problems in a way that the cost of obtaining various levels of accuracy and expected value of the information association with such level is maximum. This study adopted descriptive method.

It also, an outline that serves as a useful guide to research in effort to gather for the study. This research design is mainly for distribution of questionnaires. The research design adopted is descriptive research method.

3.3 Population Of Study

According to Fagbohunge (1993), population referred to all objects of particular types, shops, colour or characters. Population is very difficult to observe all the entire staff of 7up Bottling Company as regard to work-life balance, therefore, the entire staff of 7up Bottling Company forms the population for this study. The population for this study is therefore 100 staffs.

3.4 Sampling Size And Sampling Techniques

This study adopts a simple random sampling technique in selecting its sample. Respondents were selected accidentally because of the tight schedule of

all employees; the available respondent is approached at sight. The researcher decided to use only 50 staff as the sampling size.

3.5 Methods Of Data Collection

The method adopted in conducting this research on the “impact of work-life balance on employee satisfaction” was through personal interview and company record. The researcher made use of primary data which include, questionnaire Interview, and Personal Observation

3.6 Instruments Of Data Collection

Primary data will be obtained from the 7up Bottling Company staffs, customers and general public. Using questionnaire constituting of closed ended questionnaire targeted to 7up Bottling Company, staffs customers and general public.

This will consists of structural items to elicit information from the respondents; this is adopted because it allows a systematic collection of information about the object of the study.

3.7 Methods Of Data Analysis

This study shall employ descriptive method on the first part of data analysis. The descriptive analysis involves the use of frequency tables and percentage in presenting the data collected from the questionnaire administered to the respondents. The second part of the data analysis shall involve the use of correlation and regression analysis using SPSS version 23. The rational for using Regression Analysis was because it is a statistical tool that does not only explore the relationship between two or more variables but also assessing the contribution of individual predictors in a given model.

3.8 The Historical Background Of The Case Company

Nigeria Bottling Company Plc. is the case company for this research work. Nigeria Bottling Company is a subsidiary of A.G. Leventis and was incorporated in Nigeria in November 1951. It possesses the franchise to bottle and sell CocaCola and other beverage products in Nigeria. The business initially started as a family business and has grown to become a dominant force and major bottler in Nigerian non-alcoholic beverage market. It commenced its production process in its head office in 1953 with the establishment of its bottling facility. It has grown its production capacity in the past year and presently has over 13 bottling facilities spread across various and major cities in Nigeria and also over 80 distribution warehouses located across the country meant to serve more than 160 million teeming consumers. With about 2.1million unit cases sales registered in 2009, the Nigerian Bottling Company has come to maintain its market leadership status in Nigerian beverage market.

The company embarked on a restructuring exercise in 2010 with the hope of further expanding its market possibilities and potentials so to grow market share and improved profitability. It invested in a new state of can filling and parking line at the Apapa Plant. The new plant has been producing the first soft drink that is wholly packaged in Nigeria. Some of the brands of the Nigerian Bottling Company which includes but not limited to Coca-Cola, Fanta, Sprite, Schweppes, Eva water, and the newly introduced Burn energy drink. The financial structure of the company reveals that there is an authorized share capital of =N=750million spread into 1.5Billion ordinary shares at 50k each, where 1,308million ordinary share at =N=654.37million is issued and fully paid. The share capital of the company grew from =N=487million in 2003 to =N=654,367million in 2006 through series of scrip issues which amounted to about 34.37% increase.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The major aim of this chapter is to present and analyze all the data gathered in the course of the study and to highlight statistical statement of comparative status for statistical analysis. Out of Fifty (50) questionnaires distributed, all the Fifty (50) questionnaires were duly filled and returned.

4.2 Data Presentation, Analysis And Interpretation

SECTION A

Table 1: Distribution of respondents by Sex

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	25	50.0	50.0	50.0
Valid Female	25	50.0	50.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 1 above shows that 25(50%) of the respondents are male, while 25 (50%) of the respondents are female

Table 2: Distribution of respondents by Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18-30 years	15	30.0	30.0	30.0
Valid 31-40 years	32	64.0	64.0	94.0
41-50 years	3	6.0	6.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 2 above shows that 15(30%) of the respondents are within the age of

18-30 years, 32(64%) are within the age of 31-40 years, while 3(6%) are 41-50 years

Table 3: Distribution of respondents by Marital Status

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	14	28.0	28.0	28.0
Single	25	50.0	50.0	78.0
Valid Widow	9	18.0	18.0	96.0
Divorced	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 3 above shows that 14(28%) of the respondents are married, 25(50%) are single, 9(18%) are widow, while 2(4%) of the respondents are divorced.

Table 4: Distribution of respondents by Educational Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
WAEC/GCE	14	28.0	28.0	28.0
NCE/ND	23	46.0	46.0	74.0
Valid Bsc	11	22.0	22.0	96.0
HND	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 4 above shows that 14(28%) of the respondents are WAEC/GCE Certificate holders, 23(46%) are NCE/ND Certificate holder, 11(22%) are Bsc holder, while 2(4%) of the respondents are HND certificate holder.

Table 5: Distribution of respondents by Working Experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 5 years	1	2.0	2.0	2.0
Valid 6-10 years	14	28.0	28.0	30.0
11-15 years	35	70.0	70.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 5 above shows that 1(2%) of the respondents have worked in the company for less than 5 years, 14(28%) have worked from 6-10 years, while 35(70%) of the respondents have worked from 11-15 years.

SECTION B

Table 1: Demand at your workplace interferes with your family life

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	12	24.0	24.0	24.0
Agree	22	44.0	44.0	68.0
Valid Strongly Disagree	14	28.0	28.0	96.0
Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 1 above shows that 12(24%) of the respondents strongly agreed with the statement, 22(44%) agreed, 14(28%) strongly disagreed, while 2(4%) of the respondents disagreed.

Table 2: You have time to do things that you want to do at home because of demand of work in your workplace

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	13	26.0	26.0	26.0
Agree	22	44.0	44.0	70.0
Valid Strongly Disagree	14	28.0	28.0	98.0
Disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 2 above shows that 13(26%) of the respondents strongly agreed with the statement, 22(44%) agreed, 14(28%) strongly disagreed, while 1(2%) of the respondents disagreed.

Table 3: Due to high demand of the work, you have to make changes in order to accomplish your family duties

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	13	26.0	26.0	26.0
Agree	23	46.0	46.0	72.0
Valid Strongly Disagree	12	24.0	24.0	96.0
Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 3 above shows that 13(26%) of the respondents strongly agreed with the statement, 23(46%) agreed, 12(24%) strongly disagreed, while 2(4%) of the respondents disagreed.

Table 4: your supervisor's style causes stress to you at your workplace

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	15	30.0	30.0	30.0
Agree	20	40.0	40.0	70.0
Valid Strongly Disagree	14	28.0	28.0	98.0
Disagree	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 4 above shows that 15(30%) of the respondents strongly agreed with the statement, 20(40%) agreed, 14(28%) strongly disagreed, while 1(2%) of the respondents disagreed.

Table 5: Long working hours make me experience too much stress

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	7	14.0	14.0	14.0
Agree	29	58.0	58.0	72.0
Valid Strongly Disagree	11	22.0	22.0	94.0
Disagree	2	4.0	4.0	98.0
Undecided	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 5 above shows that 7(14%) of the respondents strongly agreed with the statement, 29(58%) agreed, 11(22%) strongly disagreed, 2(4%) of the respondents disagreed, while 1(2%) of the respondents are undecided.

Table 6: You experience job stress because of lack of organizational support

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	15	30.0	30.0	30.0
Agree	21	42.0	42.0	72.0
Valid Strongly Disagree	12	24.0	24.0	96.0
Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 6 above shows that 15(30%) of the respondents strongly agreed with the statement, 21(42%) agreed, 12(24%) strongly disagreed, while 2(4%) of the respondents disagreed.

Table 7: Your organization's employee assistance program reduces your stress

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	12	24.0	24.0	24.0
Agree	22	44.0	44.0	68.0
Valid Strongly Disagree	14	28.0	28.0	96.0
Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 7 above shows that 12(24%) of the respondents strongly agreed with the statement, 22(44%) agreed, 14(28%) strongly disagreed, while 2(4%) of the respondents disagreed.

Table 8: You always surpass your work target

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	12	24.0	24.0	24.0
Agree	23	46.0	46.0	70.0
Valid Strongly Disagree	13	26.0	26.0	96.0
Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 8 above shows that 12(24%) of the respondents strongly agreed with the statement, 23(46%) agreed, 13(26%) strongly disagreed, while 2(4%) of the respondents disagreed.

Table 9: long working hours can reduce employees' performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	13	26.0	26.0	26.0
Agree	25	50.0	50.0	76.0
Valid Strongly Disagree	10	20.0	20.0	96.0
Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 9 above shows that 13(26%) of the respondents strongly agreed with the statement, 25(50%) agreed, 10(20%) strongly disagreed, while 2(4%) of the respondents disagreed.

Table 10: Poor working condition reduces organization growth

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly agree	12	24.0	24.0	24.0
Agree	23	46.0	46.0	70.0
Strongly Disagree	13	26.0	26.0	96.0
Disagree	2	4.0	4.0	100.0
Total	50	100.0	100.0	

Source: Field Survey, 2025

Table 10 above shows that 12(24%) of the respondents strongly agreed with the statement, 23(46%) agreed, 13(26%) strongly disagreed, while 2(4%) of the respondents disagreed.

4.3 TESTING OF HYPOTHESIS

Hypothesis One

H01: Job stress has no effect on employees' satisfaction.

Model	N	R	R2	Significance value	Remark	Action
Y = f(x1)	70	0.255	0.065	0.00	Statistically significant	Reject Null hypothesis

The table above shows the relationship between job stress and employees' satisfaction. The correlation value is given as 0.255 which depicts a weak correlation while the regression value which is R2 is given as 0.065. This means that there is 25.5% correlation between the two variables and a 6.5% impact of

stress on employees' satisfaction. The significance value which is 0.000 and lower than 0.05 indicates that the estimates that we have is statistical significant. With that, we can reject the null hypothesis and conclude that job stress has a significant effect on employee's health.

Hypothesis Two

H02: Role overload does not significantly impact employee job satisfaction?

Model	N	R	R2	Significance value	Remark	Action
Y = f(x2)	70	0.274	0.075	0.00	Statistically significant	Reject Null hypothesis

The table that we have gives the result of the relationship between role overload and employee job satisfaction. The correlation shows that there is a 27.4% relationship between the two variables while the impact of role overload on employee job satisfaction is 7.5% the significance value us 0.000 which is lower than 0.05. With this, we can say that we have statistical significance and that the null hypothesis will have to be rejected and therefore we conclude that role overload significantly impacts employee job satisfaction.

Hypothesis Three

H03: long working hours does not significantly influence employee morale.

Model	N	R	R2	Significance value	Remark	Action
Y = f(x3)	70	0.105	0.011	0.00	Statistically significant	Reject Null hypothesis

The above shows a result of the relationship test between long working hours and employee morale. The correlation value between the two variables is 0.105 while the regression value of the impact of long working hours on employee morale is given as 0.01. These values are low however that is the result we have and for these indices to go higher, then the organization should try as much as possible to improve in what they do.

Hypothesis Four

H04: work family conflict does not significantly affect job commitment.

Model	N	R	R2	Significance value	Remark	Action
Y = f(x4)	70	0.315	0.099	0.00	Statistically significant	Reject Null hypothesis

The relationship between work family conflict and job commitment when tested, gives a correlation of 0.315 while the regression value is given as 0.099. The implication is that there is a 31.5% relationship between the two variables and a 9.9% impact of work family conflict on job commitment. The significance value which reads at 0.000 shows that though these figures are low, yet they are statistically significant and as

such there is need to reject the null hypothesis and conclude that work family conflict significantly affects job commitment.

4.4 Discussion of the Findings

The study revealed that work-family priorities affected employees' satisfaction at Seven Up Bottling Company. Descriptive results also showed that the demand at the workplace interferes with employee's family life ($M = 4.12$). Due to high work demand, most of the employees have to make changes in their work in order to accomplish their family duties ($M = 4.08$). Things that employees wanted to do at their homes, were poorly executed because of demand at their workplace ($M = 3.85$), considerable number of employees were straining to achieve their family duties due to pressure at work ($M = 3.77$) and that many of the employees were in dilemma on how to balance work and family demands ($M = 3.75$). These findings support the research findings by Tausig and Fenwick (2001) that a good work/life balance can enable employees feel more in control of their working life. This leads to increased productivity, lower absenteeism, improvements in employees' satisfaction and well-being.

The study found that long working hours made employees to experience too much stress ($M = 4.10$) supervisor's style caused stress to some of the employees at the workplace ($M = 3.96$) and that they experience job stress because of lack of organizational support ($M = 3.88$). However respondents disagreed that employees usually work on only one task at a time to avoid too much stress ($M = 1.28$) and that organizational changes do not cause them job stress ($M = 1.38$) These findings are in support of the research findings by Forsyth & Debruyne, (2007) When stress makes working for a company an unpleasant experience, employees begin to look for new jobs or consider retirement.

The study revealed that employee assistance programs and work-family

priorities affected performance of employees within the Office of Cabinet Affairs, however respondents disagreed that they experience less stress because the organization has employee assistance program; employees experience less stress because the organization has immediate family employee program ($M = 1.88$), and that the organization's holistic approach to wellness has helped reduce stress. ($M = 1.97$). These findings go hand in hand with the research findings by Hyman, & Summers, (2004) that employee assistance programs provide an outlet that helps them resolve these issues, or at least learn to cope with them so they will not impact their job performance.

Results further shows that supervisors regularly commended individual employee for an outstanding performance ($M = 4.35$), compared to the other work colleagues, most of the employees interviewed felt that they have always performed above the average ($M = 4.02$), the quality of work performance is always high ($M = 3.99$) and that most of the employees always surpassed the set work targets ($M = 3.96$). These findings go hand in hand with the research findings by Dixon and Sagas, (2007) who found strong positive relationship between work life balance and employees' satisfaction.

The above regression equation reveals that, holding Work Life Balance(work life priorities, job stress and employees assistance program) to a constant, the level of employees' satisfaction would be 0.343, a unit increase in Work Life Balance would enhance employees' satisfaction by a coefficient of 0.421, a unit increase in job stress would decrease employees' satisfaction by a coefficient of -0.536, and that a unit increase in employee assistance programs would enhance employees' satisfaction by a coefficient of 0.423 all the variables were significant at ($p < 0.05$).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The research revealed that work-family priorities affected employees' satisfaction at Seven Up Bottling Company. Descriptive results also revealed that the demand at the workplace interferes with employee's family life. The research also found out that due to high demand of the work, most of the employees have to make changes in order to accomplish their family duties. The study also revealed that long working hours made employees to experience too much stress. Many employees revealed that they experience job related stress due to lack of organizational support. These findings are in support of the research findings obtained by Forsyth & Debruyne, (2007) When stress makes working for a company an unpleasant experience, employees begin to look for new jobs or consider retirement. The research found that employee assistance programs and work-family priorities affected performance of employees within the Seven Up Bottling Company.

The research also found out that supervisors regularly commended on individual employee for an outstanding performance. This resulted in performance above the average, increased quality of work performance and most of the employees always surpassed the set work targets. These findings are in support of the research findings by Tausig and Fenwick (2001) that a good work/life balance can enable employees to feel more in control of their working life and lead to: increased productivity, lower absenteeism, improvements in employees' satisfaction and well-being.

5.2 Conclusion

The research concluded that work life balance affects the performance of employees in Seven Up Bottling Company. The study also concluded that long working hours made employees to experience much stress. The study also concluded that employee assistance programs and work-family priorities affected performance. The research also concluded that regular commends of supervisors regularly on individual employees with outstanding performance improved the overall performance.

5.3 Recommendations

In order for the organization to improve and maintain good performance, it is very prudent that work life balance should well be addressed. This particular research work recommends that Seven Up Bottling Company to give proper attention to processes and procedures in the organizaion. These types of procedures include coming up with professional programs that focus on giving employee adequate skills on how to handle job related challenges resulting to improvement in performance.

The research also recommends that the organization should come up with work life balance related policies that should be implemented at departmental level. All policies should well be screened to ensure that they fill the gap existing among the employees. Good amount of resources should be invested in the program to enhance proper implementation as no program can be achieved without backup of good human and financial resources.

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APPENDIX I
LETTER OF INTRODUCTION

Kwara State Polytechnic,
Department of Business Administration
IFMS,

Dear Respondent,

I am a final year student of Business Administration Department, Kwara State Polytechnic, Ilorin conducting a research on the topic “Impact of work-life balance on employees’ satisfaction, a case study of seven-up bottling company.

Kindly complete the attached questionnaire as objectively as possible. Be rest assured that information provided will be treated with utmost confidentiality. Thanks for your co-operation.

Yours faithfully

APPENDIX II

QUESTIONNAIRE

Instruction: please tick the answer you consider appropriate. The questionnaire will be in two parts, section A and B.

SECTION A

1. Gender : male () female ()
2. Age : 16-20 () 21-30 () 31-40 () 41 years and above ()
3. Educational qualification : GCE/SSCE () ND/NCE ()
HND/BSC () others ()
4. Occupation : student () civil servant () self employed ()
Others ()
5. Marital status : single () married ()

SECTION B

6. Demand at your workplace interferes with your family life: Strongly agree ()
Agree () Strongly Disagree () Disagree ()
7. You have time to do things that you want to do at home because of demand of work in your workplace: Strongly agree () Agree () Strongly Disagree ()
Disagree ()
8. Due to high demand of the work, you have to make changes in order to accomplish your family duties: Strongly agree () Agree () Strongly Disagree ()
Disagree ()
9. Your supervisor's style causes stress to you at your workplace: Strongly agree ()
Agree () Strongly Disagree () Disagree ()
10. Long working hours make me experience too much stress: Strongly agree ()
Agree () Strongly Disagree () Disagree ()
11. You experience job stress because of lack of organizational support:

Strongly agree () Agree () Strongly Disagree () Disagree ()

12. Your organization's employee assistance program reduces your stress:

Strongly agree () Agree () Strongly Disagree () Disagree ()

13. You always surpass your work target: Strongly agree () Agree () Strongly

Disagree () Disagree ()

14. Long working hours can reduce employees' performance: Strongly agree ()

Agree () Strongly Disagree () Disagree ()

15. Poor working condition reduces organization growth: Strongly agree ()

Agree () Strongly Disagree () Disagree ()