

**WORK LIFE BALANCE AS A DRIVER OF EMPLOYEE PERFORMANCE AT SHELL
PETROLEUM DEVELOPMENT COMPANY LIMITED, RIVERS STATE**

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Abstract

This study looked at Shell Petroleum Development Company Limited (SPDC), located in Rivers State, and how employee performance is influenced by work-life balance. Growing concerns that in highly demanding organizations like SPDC, a failure to balance work and personal life frequently leads to decreased employee productivity, job dissatisfaction, and increased turnover served as the impetus for the study. The study adopted a cross-sectional survey design within a quantitative research framework. This approach enabled the researcher to collect data at a single point in time, minimizing external influences and ensuring the objectivity and consistency of responses. The target population for this study comprised employees of Shell Petroleum Development Company (SPDC) located in Rivers State, Nigeria. Specifically, the study focused on two operational areas: the Industrial Area (IA) in Rumuomasi and the Residential Area (RA) in Rumuokwurusi. A total of 400 employees were targeted for the survey to ensure adequate representation across departments, job roles, and shifts. A sample size of 200 respondents was determined using the Taro Yamane (1967) formula at a 95% confidence level and a 5% margin of error. A stratified random sampling technique was used to guarantee thorough representation across job levels and departments. The findings show that employees' productivity, motivation, and engagement are greatly increased when work-life balance strategies like flexible work schedules and equitable leave policies are implemented. The study therefore recommends that SPDC should guarantee equitable and open access to leave benefits, such as annual, maternity, paternity, and compassionate leave, for all employee categories.

Keywords: Leave Policy, Flexible Scheduling, Task Performance, Contextual Performance, SPDC, Work-Life Balance, Employee Performance.

Introduction

The evolving dynamics of the modern workplace have significantly increased the importance of achieving work-life balance (WLB), particularly in rapidly urbanizing regions such as Rivers State, Nigeria. The pressures of extended commuting hours, rising job demands, and adherence to traditional 9-to-5 work structures have contributed to high levels of employee stress and a decline in performance. A major theme in modern organizational research is work-life balance, which reflects the increasing understanding that an employee's overall job effectiveness is greatly influenced by their capacity to balance their personal and professional responsibilities (Bello, et al 2024). The degree to which workers meet organizational objectives through productivity,

quality output, timeliness, creativity, collaboration, and adherence to operational and safety standards is referred to as employee performance (Tamunomiebi, & Oyibo, 2020). Because the oil and gas industry is extremely demanding, dangerous, and regulated, employee performance is a crucial factor in determining operational success for Shell Petroleum Development Company Limited in Rivers State. Therefore, how well employees carry out their responsibilities in the face of work and personal demands greatly influences the organization's ability to maintain high levels of productivity, safety compliance, and stakeholder satisfaction.

Although, employee performance has a direct impact on profitability, operational excellence, and company reputation, it is still essential to organizational effectiveness (Gólcher-Barguil, et

al 2019). High employee performance reduces operational downtime, improves safety outcomes, guarantees adherence to environmental standards, and boosts stakeholder confidence in oil companies like SPDC. Additionally, a productive workforce lowers absenteeism and turnover, saving money on hiring and training expenses. Therefore, knowing what makes employees perform better or worse is essential to the sustainability of an organisation, particularly in an area like Rivers State where socioeconomic and environmental factors put employees under more strain. Work-life balance becomes a crucial management issue in this situation since it deals with striking a balance between one's personal and professional responsibilities, both of which are necessary for reliable performance in a high-stress sector (Epie, 2023).

Numerous researchers have investigated the connection between employee performance and work-life balance in a variety of industries. Uzochukwu et al. (2023) discovered work-life-balance on organizational performance in banking industry in Nigeria. Ogechi, and Nwaeke, (2019) studied the assessment of work-life balance and employees' job performance in oil servicing companies in the Niger Delta region of Nigeria. Tamunomiebi, and Oyibo, (2020), studied work-life balance and employee performance: A literature review. Research in developing nations is still scarce and contextually understudied, especially in the oil and gas industry. The existence of work-life policies alone does not ensure improved performance when workers encounter cultural stigmas, unsupportive managers, or increased workloads, according to some studies' contradictory findings (Nwagbara, 2020; Ganapathi, & Aithal, 2024). These discrepancies underscore the significance of contextual analysis, especially in regions such as the Niger Delta, where employees' work and life experiences are shaped by socioeconomic realities, community pressures, and infrastructure challenges.

The need to produce empirical data unique to SPDC in Rivers State, where workers function under particular operational, social, and

environmental circumstances, is what spurred this study. Long workdays, rotating shifts, community service responsibilities, and safety requirements that frequently interfere with employees' personal lives are characteristics of Nigeria's oil and gas sector (Jolaolu, 2020). As a result, workers struggle to strike a balance between their obligations to their families and their social lives and the demands of their jobs. There is little scholarly research on how SPDC's work-life balance policies affect employee performance, despite the company's stellar reputation for corporate excellence and employee welfare programmes (Gbajumo, et al 2024; Odhiambo, 2024). This disparity makes a thorough investigation that assesses whether such programmes actually result in increased job effectiveness, decreased stress, and sustained productivity among Rivers State employees both practically and academically necessary.

Furthermore, this study suggests that in the SPDC setting, good work-life balance techniques can be a tactical tool to enhance operational continuity, safety, and innovation. By investigating this relationship empirically, the study helps close the current knowledge gap and provides management with evidence-based suggestions on how to maximize work-life balance interventions to improve employee performance. This study examines and contextualizes the relationship between work-life balance and employee performance in the context of Nigeria's oil and gas industry. It is anticipated that the results will advance academic research and managerial practice by offering practical advice to SPDC management and other multinational corporations functioning in comparable high-pressure settings.

Statement of the Problem

One of the most important factors in determining an organization's success is employee performance, especially in capital-intensive, high-risk industries like the petroleum sector where maintaining safety standards, achieving operational efficiency, and upholding a company's reputation in a highly competitive and volatile environment all depend on employees' ability to consistently deliver

superior performance. Organizational reports and academic observations, however, indicate that a large number of workers in the oil and gas sector still face major obstacles in reaching their best performance results because of stress at work, long hours, and the inability to strike a healthy balance between work and personal life. Overall organizational productivity is hampered by these conditions, which frequently lead to decreased motivation, poor contextual engagement, and declining task efficiency.

It has been observed that the ongoing disparity between workers' personal and professional lives has become a significant problem impacting SPDC task and contextual performance. Extended work hours, rotating shifts, and community responsibilities all cause stress and exhaustion in employees, which impairs their capacity to function well. Additionally, despite the fact that SPDC has put in place a number of welfare and flexible work policies, there is still little empirical data indicating how much these efforts have enhanced employee performance outcomes in Rivers State.

Justification of the Study

The growing understanding that work-life balance is a critical factor in determining employee performance in modern organizations serves as the basis for this study's justification. Workers in the oil and gas industry, which is a highly competitive and dynamic business environment, are frequently subjected to long workdays, rigors schedules, and high-pressure tasks that can negatively impact their productivity and well-being. Being a major participant in Nigeria's petroleum sector, Shell Petroleum Development Company Limited (SPDC) works in an environment where employee performance and motivation are crucial to efficiency, innovation, and safety. Therefore, it is both timely and essential to comprehend how work-life balance practices affect employee performance in such a demanding corporate environment. There is little empirical data regarding work-life balance and performance in Nigeria's oil and gas industry, especially in Rivers State, despite the fact that many studies have looked at these topics in other

industries like banking, education, and manufacturing. This disparity emphasizes the necessity of conducting research that places the idea in the context of SPDC's organizational culture and structure. The study's potential to offer evidence-based insights that can direct management in creating flexible scheduling, leave regulations, and employee support programmes that enhance both individual well-being and organizational productivity serves as justification.

Aim and Objectives of the Study

The aim of this study is to examine the relationship between work-life balance and employee performance of Shell Petroleum Development Company limited in Rivers State. The specific objectives are to;

- i. Determine the relationship between leave policy and task performance of Shell Petroleum Development Company limited in Rivers State
- ii. Assess the relationship between leave policy and contextual performance of Shell Petroleum Development Company limited in Rivers State
- iii. Determine the relationship between flexible scheduling and task performance of Shell Petroleum Development Company limited in Rivers State
- iv. Investigate the relationship between flexible scheduling and contextual performance of Shell Petroleum Development Company limited in Rivers State

Research Questions

This study seeks to answer the following research questions;

- i. What is the relationship between leave policy and task performance of Shell Petroleum Development Company limited in Rivers State?
- ii. To what extent is the relationship between leave policy and contextual performance of Shell Petroleum Development Company limited in Rivers State?

- iii. What is the relationship between flexible scheduling and task performance of Shell Petroleum Development Company limited in Rivers State?
- iv. To what extent is the relationship between flexible scheduling and contextual performance of Shell Petroleum Development Company limited in Rivers State?

H₀₂: There is no significant relationship between leave policy and contextual performance of Shell Petroleum Development Company limited in Rivers State

H₀₃: There is no significant relationship between flexible scheduling and task performance of Shell Petroleum Development Company limited in Rivers State

Research Hypotheses

H₀₁: There is no significant relationship between leave policy and task performance of Shell Petroleum Development Company limited in Rivers State

H₀₄: There is no significant relationship between flexible scheduling and contextual performance of Shell Petroleum Development Company limited in Rivers State

Conceptual Framework

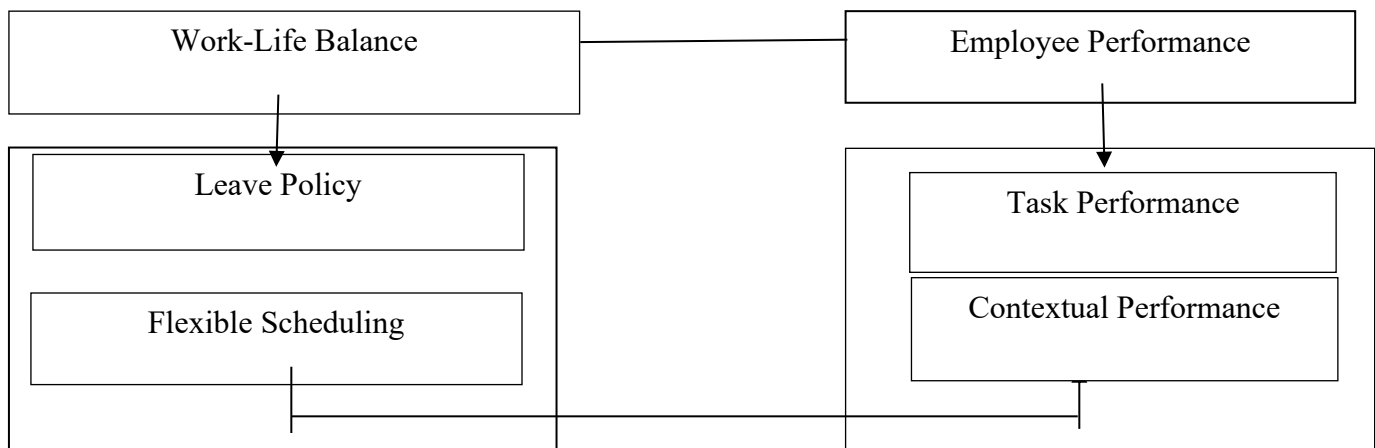


Fig. 1.1 Conceptual Framework of Team Cohesiveness and Organizational Performance

Source: adapted from: Hartel, (2017); Echie, Nwaeke, & Tamunomiebi, (2023).

Review of Related Literature

Work-Life Balance

Work-life balance does not signify an equal balance in units of time between work and life, but is about proper understanding of the priorities of the professional and personal level. It has to do with prioritizing between work and lifestyle (health, pleasure, leisure, family and

spiritual development)(Clark, 2019).The concept of work-life balance is based on the idea that paid work and private life should be seen less as opposite priorities and more as corresponding essentials of a full life. Lewis (2018) observes that the way to achieve this is to adopt a system that is conceptualized as a two way process which considers the needs of the workers as well as those of employers. In order to take on employers in this procedure, it is imperative to

show the benefits that can be obtained from employment policies and practices that sustain work-life balance, and the scope that subsists for extenuating their negative effects on the management of the business. Clark (2019) defines work-life balance as contentment and good functioning at work and at home with negligible role conflicts. Work-life balance is about finding the right balance between one's work and one's life (outside work) and about feeling comfortable with both work and non-work commitments. Many people find it difficult to manage their time in a way that is healthy for work and for personal life not because they are poor at time management, but basically because a good part of the time is not theirs. However, work-life balance is tricky to individually accomplish without organizational encouragement. Barrera (2017) proposes a situation that involves employers working constructively with their employees to put in place arrangements, which take into account the needs of the business as well as the non-work aspects of employees' lives. These arrangements and applications are facilities which are utilized by organizations to gain advantage to balance the voluntary employee's personal and work lives. These advantageous facilities are-flexible working hours, autonomy in the work facilities choosing the hours of start and end of the work, tele-working, home working, electronic working, family permissions, assistance programs for employees, counseling services, child care services etc. Employees and employers are both middle to the subsequent use and successful accomplishment of these policies and practices. A review of the work-life prose reveals that Work Life Balance initiatives can be broadly divided into four dominant categories which include flexible working arrangement (home working, compressed hours); leave arrangement (annual leave, Parental leave); dependent care assistance (Child care arrangements and Crèche) and general services (Employment assistant programs) (De Cieri & Bardoel, 2019). Organizations can implement various work-life balance initiatives that may assist employees to better balance their work and family responsibilities, gain improvements in well-being and provide organizational benefits (Greenhaus, 2019).

Employee Performance

Performance is defined as the record of outcomes produced on a specified job function or activity during a specified time period (Bernardin & Russel, 2018). According to this definition, performance is set of outcomes produced during a certain time period. Performance is not only related to the action but also involves judgment and evaluation process. Because it directly affects productivity, safety, and strategic outcomes, employee performance is a complex concept that has garnered ongoing attention in organizational research (Vuong, & Nguyen, 2022). According to traditional conceptualizations, performance is determined by an individual's actions that support organizational objectives. Core task performance or behaviours directly related to technical job duties, is distinguished from contextual performance, which includes optional behaviours like initiative, helping, and conformity to organizational norms that support the social and psychological climate of the workplace (Çalışkan, & Koroğlu, 2022; Bhardwaj, & Kalia, 2021). Because it acknowledges that effective organizational functioning necessitates not only the skillful performance of designated tasks but also the unofficial, voluntary behaviours that facilitate coordination, innovation, and safety compliance, this dual-perspective has proven useful for both academic measurement and real-world management (Bandura, 2023).

Theoretical Foundation

The Spillover Theory offers a helpful framework for comprehending how employees' work and non-work domains interact, especially in research on work-life balance and employee performance (Zulkiflee, et al 2024). According to the theory, behaviours, attitudes, feelings, and experiences that are formed in one area of a person's life like the workplace can spill over into other areas, like the home or personal life, and vice versa (Gadeikienė, et al 2019). This implies that the caliber of experiences in one area affects the caliber of experiences in another. Depending on whether the transfer of experiences improves or degrades performance

and well-being across domains, the spillover can be either positive or negative. When motivation, energy, and job satisfaction from one role have a positive impact on performance and job satisfaction in another, this is known as positive spillover (García-Salirrosas, et al 2023). An employee who has a flexible schedule and supportive coworkers, for example, may bring positive feelings and energy home with them, enhancing family relationships and personal wellbeing. Increased focus, creativity, and task performance at work may follow from this enhanced well-being. On the other hand, negative spillover occurs when tension, exhaustion, or conflict in one area impairs performance in another.

Empirical Review

Ngozi, Chinelo, (2020) investigated the effect of work life balance and employee productivity in Nigerian Organizations. Fifteen banks in all were examined, with 1967 as the population of study and 386 as the sample size determined using the statistical technique developed by Borg and Gall (1973). The Multiple Regression Analysis (MRA) approach was also used in the study to assess employee productivity and work-life balance. Simple percentages, descriptive statistics, and correlation analysis are some of the methods utilized to analyze the data that was gathered. The study's findings indicate that role conflict has a considerable impact on employee productivity, while workload pressure has a big impact as well. The study also showed that work productivity is significantly impacted by family stress. The study came to the conclusion that employee productivity is significantly impacted negatively by role conflict, job load pressure, and stress related to family.

Ogechi, and Nwaeke, (2019) studied the assessment of work-life balance and employees' job performance in oil servicing companies in the Niger Delta region of Nigeria. For the study, a descriptive survey research approach was chosen. 1,350 senior employees from the chosen companies made up the study's population. The study's sample size was determined to be 30 percent of the population, or 405. For the investigation, the basic random

sampling method was used. With a 4-point scoring system, a systematic questionnaire called "Work-Life Balance and Employees' Job Performance" (WBEJP) was created. Two measurement and evaluation specialists validated the tool, and a trustworthy coefficient value of 0.81 was chosen. The stated research topics were addressed using the descriptive statistic of mean scores, and the developed hypotheses were tested at 0.05 alpha levels using the inferential statistic of analysis of variance (ANOVA). The perceptions of employees in oil servicing businesses in the Niger Delta Region regarding the impact of leisure activities on workers' productivity were found to differ significantly. Additionally, it was discovered that staff members' perspectives on how job delegation affects workers' devotion to their jobs in Niger Delta oil servicing companies are identical.

Uzochukwu, Ifeoma, and Obiora (2023) investigated how work-life balance affected organisational performance in Nigeria's banking sector. The 12,000 workers of the 25 banks that met the recapitalization criterion as of January 2021 make up the study's population. The study's population was reduced to 354 researchable individuals using the Taro Yamane sampling technique. The mean and standard deviation were used to answer the research questions, and the single regression approach was used to assess the research hypotheses. The study's conclusions showed that alternative work arrangements have a positive and significant impact on employee retention in the Nigerian banking sector, and organisational leave policies have a positive and significant impact on branch expansion ($t - \text{Statistics} (8.887) > P - \text{value} (0.000)$). According to the study, management of the Nigerian banking sector should reduce overwork and long hours that lead to a work-life imbalance by separating work-related tasks, offering freelance work, shortening workweeks, and allowing employees to work from home. This will allow them to better manage their time and devote more time to demanding situations in various spheres of their lives.

Okeke, Osuachala, and Umeakwana (2022) looked into the performance of female

employees in Anambra State Deposit Money Banks and work-life balance. In Anambra State, 953 women who worked in deposit money banks made up the study's population. 953 people from the overall population make up the sample size. Both face and content validity were used. The study instrument's internal consistency was examined using the pilot test and Cronbach alpha correlation. The average value of the coefficient is 0.88. While simple regression analysis was used to evaluate hypotheses, frequency counts and percentages were used to analyze research topics. The significance level for testing the hypotheses was set at 0.05. The results of the analysis showed that flexible scheduling, employee assistance, leave policies, and work environments all significantly improved the performance of female employees in deposit money banks in Anambra State. These findings also showed that flexible scheduling significantly improved female employee performance. The study found a significant favourable impact of work-life balance on the performance of female employees in a subset of Anambra State's deposit money institutions. Given the results, the study suggested, among other things, that a dynamic and regular leave policy be promoted since it has been shown to lower employee turnover.

Methodology

The study adopted a cross-sectional survey design within a quantitative research framework.

Data Analysis and Results

Leave Policy and Task Performance

H₀₁: There is no significant relationship between leave policy and task performance of Shell Petroleum Development Company limited in Rivers State

Correlations Leave Policy and Task Performance

This approach enabled the researcher to collect data at a single point in time, minimizing external influences and ensuring the objectivity and consistency of responses. The target population for this study comprised employees of Shell Petroleum Development Company (SPDC) located in Rivers State, Nigeria. Specifically, the study focused on two operational areas: the Industrial Area (IA) in Rumuomasi and the Residential Area (RA) in Rumuokwursi. A total of 400 employees were targeted for the survey to ensure adequate representation across departments, job roles, and shifts. A sample size of 200 respondents was determined using the Taro Yamane (1967) formula at a 95% confidence level and a 5% margin of error. A stratified random sampling technique was used to guarantee thorough representation across job levels and departments. Participants were chosen at random from each stratum according to the number of employees in each department (production, safety, administration, community relations, etc.). The data collected were analyzed using both descriptive and inferential statistical methods: Descriptive statistics (e.g., means, frequencies, and percentages) were used to summarize demographic characteristics and response patterns. Inferential statistics (e.g., correlation and regression analyses) were employed to test the research hypotheses and determine the strength and direction of relationships between, work-life balance, and employee performance.

		Leave Policy	Task Performance
Leave Policy	Pearson Correlation	1	.714**

	Sig. (2-tailed)		.000
	N	200	200
Task Performance	Pearson Correlation	.714**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Source: Survey data and SPSS Output, 2025

The two variables have a strong positive relationship, according to the correlation coefficient ($r = 0.714$). Employee task performance and the leave policy of Shell Petroleum Development Company Limited in Rivers State are strongly positively and statistically significantly correlated. This indicates that increases in employees' capacity to

carry out their designated tasks effectively, precisely, and productively are correlated with improvements in the organization's leave policy, such as flexibility, fairness, accessibility, and sufficiency. At the 0.05 level of significance, the significance value ($p = 0.000 < 0.05$) indicates that this relationship is statistically significant.

Leave Policy and Contextual Performance

H₀₂: There is no significant relationship between leave policy and contextual performance of Shell Petroleum Development Company limited in Rivers State

Correlations Leave Policy and Contextual Performance

		Leave Policy	Contextual Performance
Leave Policy	Pearson Correlation	1	.976**
	Sig. (2-tailed)		.000
	N	200	200
Contextual Performance	Pearson Correlation	.976**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Source: Survey data and SPSS Output, 2025

Leave Policy and Contextual Performance have a strong positive and statistically significant correlation, according to the results ($r = 0.976$, $p = 0.000 < 0.05$). This suggests that better interpersonal relationships, organizational

citizenship, and voluntary employee engagement are linked to SPDC's leave policy improvements.

Flexible Scheduling and Task Performance

H₀₃: There is no significant relationship between flexible scheduling and task performance of Shell Petroleum Development Company limited in Rivers State

Correlations Flexible Scheduling and Task Performance

		Flexible Scheduling	Task Performance
Flexible Scheduling	Pearson Correlation	1	.731**
	Sig. (2-tailed)		.000
	N	200	200
Task Performance	Pearson Correlation	.731**	1
	Sig. (2-tailed)	.000	
	N	200	200

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

Source: Survey data and SPSS Output, 2025

The calculated correlation coefficient ($r = 0.731$) This suggests that increases in employee efficiency, accuracy, and capacity to meet organizational goals are linked to improvements in flexible scheduling, such as providing

employees with telework options, compressed workweeks, or adjustable start and end times. The statistical significance of the relationship at the 5% level is confirmed by the significance value ($p = 0.000 < 0.05$).

Flexible Scheduling and Contextual Performance

H₀₄: There is no significant relationship between flexible scheduling and contextual performance of Shell Petroleum Development Company limited in Rivers State

Correlations flexible scheduling and contextual performance

		Flexible Scheduling	Contextual Performance
Flexible Scheduling	Pearson Correlation	1	.762**
	Sig. (2-tailed)		.000
	N	200	200
Contextual Performance	Pearson Correlation	.762**	1
	Sig. (2-tailed)	.000	

N	200	200
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** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data and SPSS Output, 2025

This indicates that greater levels of interpersonal cooperation, initiative, and organizational loyalty are linked to more flexible scheduling, such as giving workers more control over their work hours, permitting remote work, or implementing hybrid models. Flexible scheduling has a significant impact on employees' contextual behaviours, as evidenced by the significance level ($p < 0.05$), which further suggests that this relationship according to the Pearson Product Moment Correlation Coefficient ($r = 0.762$). At the 5% level, the relationship is statistically significant, as indicated by the significance value ($p = 0.000 < 0.05$).

Discussion of Findings

At Shell Petroleum Development Company Limited (SPDC), Rivers State, the results of this study show a strong and favourable correlation between flexible scheduling, leave policies, and employee performance, particularly in terms of task and contextual performance dimensions. The findings show that employees' productivity, motivation, and engagement are greatly increased when work-life balance strategies like flexible work schedules and equitable leave policies are implemented.

Employee performance and leave policy were found to be strongly positively correlated. This suggests that when workers have access to fair and well-structured leave policies, such as annual, maternity, paternity, and sick leave, they are more likely to be accurate, productive, and dedicated to their primary duties. This result bolsters the findings of Steed, et al (2021), who discovered that sufficient leave facilitates workers' physical and mental recuperation, which enhances focus and productivity when they return to work. At SPDC, where safety and work intensity are top priorities, a strong leave policy lowers burnout and improves workers' productivity. The study also discovered a strong positive correlation between contextual

performance and leave policy. Workers who had access to equitable and adaptable leave policies demonstrated better organizational citizenship, interpersonal cooperation, and willingness to help coworkers. The results of Putri, et al (2021), who highlighted that supportive HR practices cultivate emotional attachment and loyalty, resulting in discretionary behaviours that maintain organizational functioning, are consistent with this.

The results also revealed a strong positive correlation between task performance and flexible scheduling. This result supports Peetz et al. (2020) claim that scheduling autonomy increases intrinsic motivation and improves task outcomes. Employees in the oil and gas industry can effectively manage their personal obligations and fatigue thanks to flexible scheduling options like compressed workweeks, remote work choices, and shift adjustments. As a result, workers are more alert, focused, and prepared to meet performance goals when they return to work. Additionally, the study found a strong correlation between contextual performance and flexible scheduling, indicating that employees who enjoy flexible arrangements are more likely to act in ways that are civic, cooperative, and altruistic.

Conclusion

According to this study, work-life balance initiatives specifically, flexible scheduling and leave policies are crucial in boosting employee performance at Shell Petroleum Development Company Limited (SPDC), located in Rivers State. The results show that workers who have access to flexible work schedules and well-organized, equitable leave policies perform better on tasks as evidenced by their accuracy, efficiency, and dedication to their jobs, as well as contextual performance as shown by their cooperation, teamwork, and organizational citizenship behaviours. The findings highlight the fact that supportive organizational systems

that acknowledge the connection between employees' personal and professional lives have an impact on employee performance in addition to technical skills and supervision. A well-executed leave policy enables workers to take time off, recuperate, and reenergize, which lowers burnout and improves concentration when they return to work. In a similar vein, flexible scheduling enables workers to successfully balance their personal and professional commitments, lowering stress and fostering psychological health. These advantages then translate into increased loyalty, discretionary effort, and workplace morale all of which are critical components of high-performance companies like SPDC.

The results theoretically align with the Spillover Theory, which describes how favourable experiences in one area of life improve results in another. In practice, they show that when workers feel that their company supports them with flexible and compassionate work-life balance policies, they improve their performance and are more dedicated to the company's objectives.

Recommendations

The following suggestions are put forth in light of the study's findings and conclusions regarding work-life balance as a factor influencing employee performance at Shell Petroleum Development Company Limited (SPDC), located in Rivers State:

- i. SPDC should guarantee equitable and open access to leave benefits, such as annual, maternity, paternity, and compassionate leave, for all employee categories.
- ii. Where operationally possible, the organisation should implement flexible work models like compressed workweeks, remote work, and shift rotation.

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