

Report  
On  
Impact of Work-Life Balance on Employee Performance:  
A case of ACI Godrej Agrovet Private Limited

By  
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Student ID- 17104244

A report completed during an internship and submitted to BRAC Business School in partial completion of the requirements for the Bachelor of Business Administration degree.

BRAC Business School  
BRAC University  
October 2022

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## **Declaration**

I do hereby declare

1. This internship report entirely is written by me when finishing bachelor's degree at BRAC University.
2. This report does not include any prior to this work being published work by any third parties, except for properly mentioned and referenced content from other sources.
3. This report does not include any work that has been submitted or approved for credit towards another academic degree or credential at a university or other institution.
4. I appreciate all major contributors.

**Student's Full Name & Signature:**

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**Tamrina Bintay Rahman Prottasha**  
Student ID- 17104244

**Supervisor's Full Name & Signature:**

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**Saif Hossain**  
Assistant Professor & Director (BBA Program)  
BRAC Business School  
BRAC University

## Letter of Transmittal

Saif Hossain

Assistant Professor & Director (BBA Program)

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on, “Impact of Work-life Balance on Employee Performance: A case of ACI Godrej Agrovet Private Limited”

Dear Sir,

With the utmost respect, I am pleased to submit my internship report, “Impact of Work-life Balance on Employee Performance: A case of ACI Godrej Agrovet Private Limited”. As this report is a crucial element of my BBA requirements, I tried to give my best effort.

The internship program provided me with the opportunity to get valuable employment and working experience while exposing me to real-world situations in the human resources management department of ACI Godrej Agrovet Private Limited. This experience has been informative to me, as well as challenging and helpful to me at the same time. To conclude, it can be said that it was an incredible honor and the most rewarding experience to work in accordance with your instructions and guidelines. I tried my best to condense all relevant information while still providing a thorough analysis and solid recommendations in this report. I really hope that the information provided in this internship report is sufficient to meet the criteria of the internship program.

Sincerely,

---

Tamrina Bintay Rahman Prottasha

Student ID-17104244

BRAC Business School

BRAC University

Date: October 22, 2022



## **Non-Disclosure Agreement**

This agreement is between ACI Godrej Agrovet Private Limited and the BRAC university student who signed below, Tamrina Bintay Rahman Prottasha.

I, Tamrina Bintay Rahman Prottasha, declare that the information in this report will not be used against ACI Godrej Agrovet Private Limited in any way, including breach of confidentiality or other important facts. The data used in this research was collected and analyzed with the assistance of the office supervisor using the day-to-day procedures that I had been following. As part of my internship at BRAC University, I am submitting the following report.

Lastly, I hereby declare that the contents of this report pose no threat to the firm and all relevant references have been included.

## **Acknowledgement**

Firstly, I would want to convey my gratitude to the Almighty for allowing me to work for such a reputable organization and get such amazing professional experience. I have put in a lot of work on this report because it's a required and crucial assignment for my Bachelor of Business Administration program.

My internship program supervisor, Saif Hossain, who is an assistant Professor & director of the BBA Program at BRAC Business School, BRAC University, has my utmost gratitude. I was able to pick up a lot of new skills thanks to his direction. His every recommendation, beginning with the very first day of my internship program and continuing until end of the internship made this report more useful.

After that, I'd like to express my gratitude to S.M. Ebrahim Ullah, who works as the Deputy Manager of, the Human Resource Department, at ACI Godrej Agrovvet Private Limited. He is the first mentor; I have had during my time working for a company. He provided me with a variety of real-world experiences that are applicable to the work that I do. He has provided me with the chance to try something new, which has given me something to demonstrate, and this boosts my confidence to perform better in the future. In addition to that, there are a few additional folks that contribute to my ongoing education.

In conclusion, I would want to express how honored and pleased I am to be performing my internship at a well-known organization. I shall be eternally grateful to those individuals since, without help, putting up this report would have been much more difficult for me. In addition, I like to appreciate BRAC University and ACI Godrej Agrovvet Private Limited for giving me the chance to begin my experience in the business world.

## **Executive Summary**

This report is split into three sections. In the first section, the fundamental facts regarding the internship, as well as some fundamental facts about experience that I have gained through the internship. The second section contains a variety of facts regarding the organization. The third section contains the research which conducts to evaluate the work-life balance practices in the organization. The most critical information is presented here, which is why this section comes last in the report. In the section of the project headed " Impact of Work-life Balance on Employee Performance: A case of ACI Godrej Agrovet Private Limited".

This paper attempts to reveal how employee performance and productivity are affected by work-balance practices such as working hours, flexibility, and a supportive environment for family responsibility. The goal of this study is to find out more about how the work-life balanced policies affect the employee's performance in ACI Godrej Agrovet Private Ltd. Work-life balance policies are crucial factors for motivating the employees to get the best outcome from them. To investigate how a supporting workplace balance influences workplace productivity, I used both explanatory and descriptive research. Adopting the regression analysis enables estimating the impact of work-life balance where work-life balance policies (WLBP) and supportive environment for family responsibility (FR) are independent variables, however, employee performance is the dependent variable. With this article, I hoped to gain a better understanding of how supportive work-life balance policies increase employee productivity.

## **Glossary**

HRM	Human Resource Management
WLB	Work-life Balance
WLBP	Work-life Balance Policies
FR	Family Responsibility
ACI	Advanced Chemical Industries
HRIS	Human Resources Information System
WCM	Working Capital Management
MIS	Management Information System



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# Chapter 1

## Internship Overview

### 1.1. Student Information:

**Name** : Tamrina Bintay Rahman Prottasha

**ID No** : 17104244

**Major** : Human Resource Management

**Minor** : Marketing

### 1.2. Internship Information:

#### 1.2.1. Company Information

**Period**: 3 months (2<sup>nd</sup> February,2022 to 2<sup>nd</sup> May, 2022)

**Company Name**: ACI Godrej Agrovvet Private Limited.

**Department**: Human Resource Management.

**Address**: Head Office, Kaderia Tower (9th Floor), JA 28/8-B, Mohakhali C/A, Bir Uttam AK  
Khandakar Rd, Dhaka 1212.

**Phone**: +88 02-8829468

**Website**: [www.acigodrejagrovvet.com](http://www.acigodrejagrovvet.com)

#### 1.2.2 Internship Company Supervisor's Information:

**Name**: S.M. Ebrahim Ullah

**Position**: Deputy Manager, Human Resource Department, ACI Godrej Agrovvet Private  
Limited.

### **1.3 Job Scope**

I am fortunate that I got a chance to join ACI Godrej Agrovet Limited Company as an intern in Human Resource Management for my internship program. My work was directly related to the Human Resources Department. Apart from these, under their (Human Resource Management team) supervision, I have learned so many things at the same time I came to know how a company's Human Resource department works for an organization. Moreover, my supervisor and also my senior officers were so friendly and empathetic that it was easy for me to adapt to a new environment. Furthermore, my workplace and the job environment make me feel like I am an employee of that company rather than an intern. These 3 months of my internship period gave me one of the best experiences of my life.

There are few works I have done in my internship period which add value to my experience of work-life such as

- File documentation
- HRIS Data Entry
- File Audit (based on the checklist)

### **1.4. Internship Outcomes:**

#### **1.4.1. Student's contribution to the company:**

As an HR Intern, I have been working on those associated with the HR department directly. I have tried my best to give my effort for done those works effectively and in an efficient way as per the instructions of my supervisor. In addition, as this is for the first time, I have joined an organization I have learned how to maintain corporate etiquette and office culture.

**File documentation:**

As I am a fresh graduate, I do not have previous experience regarding how to place documents by maintaining the sequence. ACI Godrej teach me how to store documents in a file and how to search files efficiently based on the employee id.

**HRIS Data:**

HRIS Data is a very important as well as confidential document for an organization. ACI Godrej reserve some documents traditionally or conventionally. I was instructed by the supervisor to digitalize the data. There are around 1067 employees, so I need almost 45 days to finish this work. HRIS data includes employees' basic information such as name, address, national identification number, contact number, email id, educational institution, result, work experience, work-life period, emergency contact, dependent blood group, etc.

**File Audit:**

Last 20 days of my internship period I was supposed to audit files based on the instructions

**1.4.2 Benefits to the student****Understanding Corporate Etiquettes and Culture**

The internship program is beneficial for a student as it is the first place where she can learn about organizational behavior after completing graduation. Similarly, I also understand practically how important corporate etiquette is for an organization and how the organizational culture impacts the employee's productivity.

**Job Experience**

An internship program is an opportunity for fresh graduates to gather job experience. It is also a learning opportunity for me where I can relate my academic knowledge with my job responsibilities. In my opinion, it is more interesting when academic knowledge we used practically to solve problems in our work-life.



#### **1.4.3. Problems (faced during the internship period)**

Even though there is a positive vibe that is easy to adapt to the organizational environment, there was not enough time for the intern they can take information from their seniors or colleagues.

#### **1.4.4. Recommendations**

Interns are not the only beneficiary to complete an internship program in an organization. The company also gets some benefits, and they can get done the work by interns. So, organizations should be cooperative with the intern so that it will be effective for both organizations as well as the intern.

## **Chapter 2**

### **About the Organization**

#### **2.1 ACI Limited**

ACI Limited was started as a branch of Imperial Chemical Businesses in 1968. (ICI). After Bangladesh became independent, the company was registered in Bangladesh on January 24, 1973, as ICI Bangladesh Producers Constrained and also as an Open Limited Company. The company has grown and now has four important businesses.

Advanced Chemical Businesses (ACI) Limited is a well-known group of businesses. ACI is a company that is open to the public and has 19,653 shareholders. There are three stockholders from far away and fifty stockholders from close by. The company has divided itself into three main lines of business. Besides these, the company has a vast network of exchange and Business agreements with organizations all over the world, as well as accreditors and partners. (Source: ACI Limited Website)

##### **2.1.1 ACI Godrej Agrovet Private Limited**

In 2004, ACI Godrej Agrovet Private Limited opened its doors for business. Under the company act of 1994, it is a partnership between the Bangladeshi company ACI and the well-known Indian business group Godrej. In Bangladesh, ACI Godrej Agrovet Private Limited sells different kinds of feed. They have feed for cows, fish, shrimp, chickens, and chicks that are just one day old. In Bangladesh, they only have two offices. Their head office is in Wireless, Mohakhali, and their corporate office is in ACI center, 245, Tejgaon. Since it began, ACI Godrej Agrovet Private Limited has done very well. The amount of money ACI Godrej Agrovet Private Limited made in the 2019-2020 fiscal year was 1027.17 crore, compared to 654.86 crores in the 2018-2019 fiscal year. That's 36.25% more than what it was last year. At ACI

Godrej Agrovvet Private Limited, about 350 people are working there. They are the best company in Bangladesh to feed animals.

The company has branches all over the country and has built good relationships and a good name with the farmers of Bangladesh. Godrej Agrovvet Limited invests heavily in cutting-edge research and development (R&D) in order to provide farmers with high-quality feed that is customized to each individual animal's nutritional requirements. Being customer-focused, the company puts a lot of emphasis on working closely with the farmers and teaching them how to farm in a world-class way.

ACI Godrej Limited is constantly extending its scope and delivering top-notch feed and enormous expertise to improve farming, from taking care of chicken farms to taking care of fishponds. It boasts a cutting-edge manufacturing facility with top-notch technology in Sirajganj and fish feed production unit which is automated in Rajshahi. There is another feed mill in Narayanganj with integrating breed and hatching operations, as well as a quality assurance lab, to satisfy the aim of sustaining quality.

ACI Godrej Agrovvet Private Ltd. is the biggest buyer of grains, soyabean, rapeseed, feed additives, and other goods from reputable suppliers on the local and international markets. They also have a strong Safety Culture and work hard to change and instill this idea in the hearts of all of our employees. Through our Goods, Green strategy, we are also combining our passion and desire to make a difference in order to make Bangladesh a more inclusive and greener place for everyone.

### **2.1.2 Mission**

ACI Godrej Agrovvet Private Limited is committed to improving animal welfare through the use of cutting-edge science and technology in the production of premium animal feed.

### **2.1.3 Vision**

Achieve market dominance in the animal feed industry in Bangladesh through environmentally responsible methods, efficient manufacturing, and dedicated staff members.

(Source: ACI Godrej Agrovvet Limited Website)

### **2.1.4 Business of ACI Godrej Agrovvet Limited**

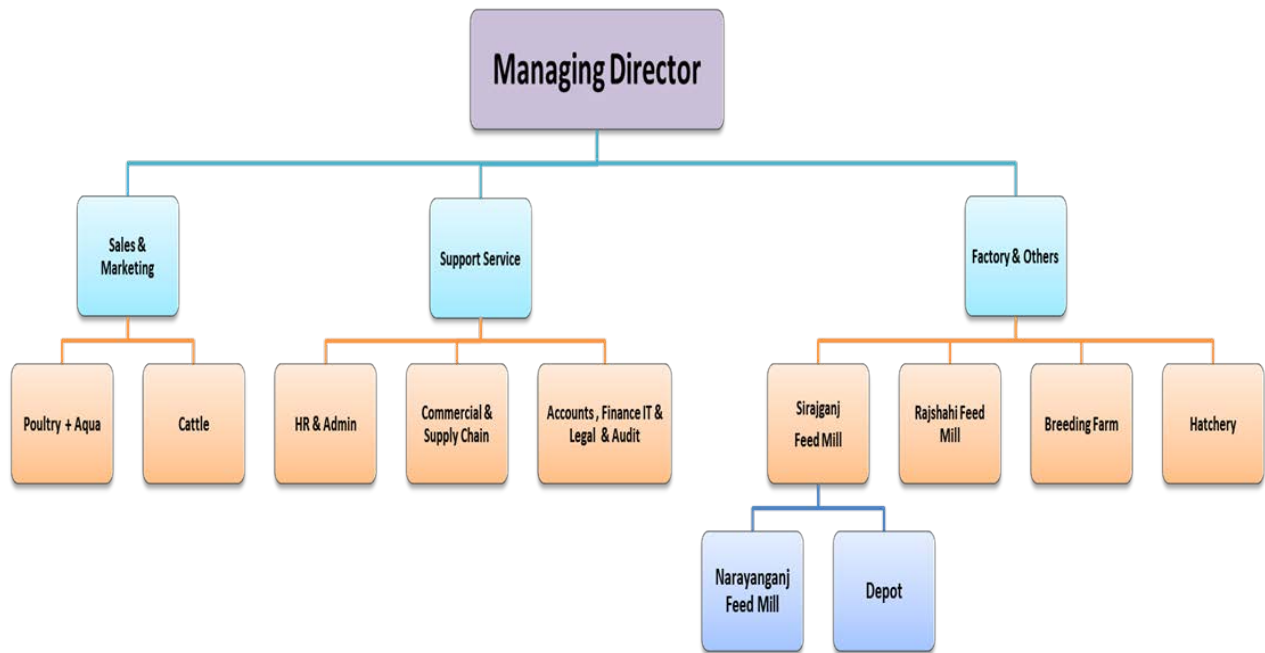
- Animal Feed
  - ✓ Poultry Feed
  - ✓ Fish Feed
  - ✓ Cattle Feed
- Manufacturing Plant
- Poultry Breeding Business

### **Products**

- Poultry
  - ✓ Broiler Feed
  - ✓ Layer Feed
  - ✓ Cock/Sonali
- Aqua
  - ✓ Sinking
  - ✓ Floating
  - ✓ Shrimp
- Cattle
  - ✓ Fattening Feed
  - ✓ Milking Feed
  - ✓ Cattle Supplement feed

## 2.2 Management Practices

### 2.2.1 Organization Organogram



**Figure 1- Organizational Organogram**

ACI Godrej Agrovvet Limited is creating a sustainable platform in Bangladesh's feed manufacturing industry because of its management efficiency and leadership abilities. An excellent organogram is maintained in ACI Godrej Agrovvet Limited. The head of the business is the managing director. Three specialized managers are working under the managing director for sales and marketing, support services, the factory, and others. There are two divisions in sales and marketing which are poultry, aqua, and cattle. The support services department

consists of three-part, and each department is controlled by its head. Under the factory manager, there are four factory heads and executives.

### **2.2.2 Departments of ACI Godrej Agrovet Limited**

Cattle and poultry and fishery are the two main pillars on which the company rests. In addition, ACI Godrej Agrovet has its own finance, accounting, marketing, operation, supply, and human resources divisions, just like any other business. The accounting and operations divisions are the most vital here. Many orders are received daily. The accounting and operations teams collaborate closely. After receiving approval from accounting, the operations team collects orders and releases. It should be noted that at ACI Godrej Agrovet, there is constant cross-over between the accounts and finance departments. The company also has an information technology department that oversees things like software installation and updates, database management, and workplace safety. At ACI Godrej Agrovet, the R&D division is responsible for experimenting with innovative materials to create novel animal feed.

### **2.3 Human Resource Department of ACI Godrej Agrovet Limited**

My internship duties were concentrated in the human resources division. ACI Godrej Agrovet Private Limited is always in charge of figuring out what needs to be done and how many and what kinds of employees are needed to get the task done. In order to make sure there is enough capable staff to fulfil the goals established during strategic planning, process. It holds that successful projects are the result of hard labor from individuals who are both skilled and prepared to accept a challenge in order to improve service. Human Resource Department is divided into four sub-departments-

➤ **Human resource operation**

Human resources operation is the part of the HR division that contributes to the company's daily running. Operational human resources services consist of administrative services, recruitment, job analysis, and administration of connections with staff. With the help of these HR policies, both management and employees may thrive throughout the course of regular business operations and are vital in helping a company achieve its objectives. Small Businesses that have fewer than one hundred employees typically opt to outsource their HR needs rather than build in-house departments. In-house HR operations are typically supported by large firms with a wide range of HR services.

➤ **Talent Acquisition team**

The Talent Acquisition department is in charge of finding and recruiting top talent and suitable candidates for the post being advertised at the appropriate time and location.

➤ **Learning and Development**

The term "learning and development" describes the systematic procedure of raising the level of knowledge and competence within a given workforce, leading to enhanced efficiency and productivity in the workplace. Specifically, the process of gaining latest information, abilities, and perspectives is called learning. Transformation into something new or improved is what we call development. The purpose of education and training is to improve people and organizations so that they work more effectively for the better, by disseminating information that will improve their performance of the job.

➤ **Sales**

As ACI Godrej Agrovet Private Ltd is mostly a sales company, there is only one HR Executive who oversees all the employees.

➤ **Location HR**

ACI Godrej Agrovet Private Ltd keeps doing business all over Bangladesh. It makes most of its products at the Sirajganj Feed Mill, the Rajshahi Feed Mill, and the Narayanganj Feed Mill. Aside from that, there is a depot, an incubator, and a place to buy things. ACI Godrej has Location HR, whose job is to keep up with the HR tasks in that area and to handle and manage these plants.

### **2.3.1 Recruitment & Selection Process**

The success of a business and the accomplishment of its goals are dependent on its workforce. The company's ability to accomplish its goals will be hampered if it is unable to find the best person for the job opening. It is important, then, to have the appropriate person on the right job at the right moment. ACI Godrej Agrovet Limited never skimps on quality in this department. Nearly 450 people have worked for them during these times. One of the most important things the ACI Godrej HR department does is find qualified candidates for open positions and then set them up in the appropriate departments at the appropriate times. It is challenging for a multinational corporation to attract top talent. The human resources department's most difficult and crucial task is hiring new employees.

Here are the steps I've taken to explain how ACI Godrej hires and chooses employees.

- Identify Job Vacancy
- Job Analysis
- Selecting from the applicants
- Sorting out candidates
- Interviewing the selecting candidates
- Evaluation and offer



## 2.4 Marketing Practice

ACI Godrej Agrovet Ltd. Company is one of the most promising companies. They always try to promote their products based on people's demands and needs. The marketing policy of ACI Godrej Agrovet Ltd company is different from other organizations because this company most of the time tries to create awareness, celebrate national holidays, and spread positivity through their works.

In order to promote their goods and services during COVID-19, companies used heavily digital channels including YouTube, Facebook, and their websites. ACI Godrej Agrovet Limited also participated in different fairs and competitions to introduce their new product.



Participating in Fair

Moreover, ACI Godrej Agrovet Ltd company arranged a campaign when covid 19 spread throughout the world. Recently, they arranged a program at Savar and celebrate national safety week where they show people how to maintain safety which has a very important impact at that time.

However, even though Bangladesh is a developing country, so many people cannot buy fish and meat frequently as it is costly. ACI Godrej Agrovet Ltd company celebrates international egg day which tag line is "egg for a better life". It is true that egg is comparatively reasonable for all classes and also has health benefits to maintaining a balanced diet.



Digital Campaign

They also try to educate the students through seminars so that they can know about nutrition.



Seminar with students

ACI Godrej Limited is a well-known brand in Bangladesh because to its high quality. However, they are using the same traditional methods of promotion as their rivals. In some circumstances, rival businesses engage in aggressive advertising by claiming to have the market's lowest prices or something similar. Their rivals are also funding agricultural-themed documentaries and TV shows on YouTube and commercial channels. As a result, there are a few spaces that need to be filled in marketing.

Overall, ACI Godrej Agrovat Ltd company focus on working with poultry farm worker to influence them and to educate them about highly effective way raising and feeding practices. This company always works environment-friendly way. They believe that if they harm the environment their all work will go in vain.

(Source: ACI Godrej Agrovat Limited Facebook page and website)

## 2.5 Accounting Practices & Financial Analysis

As ACI Godrej Agrovat is a joint venture company of ACI Limited, it does not disclose the financial statement publicly. For this reason, I was unable to gather any financial data. Instead, it has provided some financial information, which can be found in the following paragraphs.

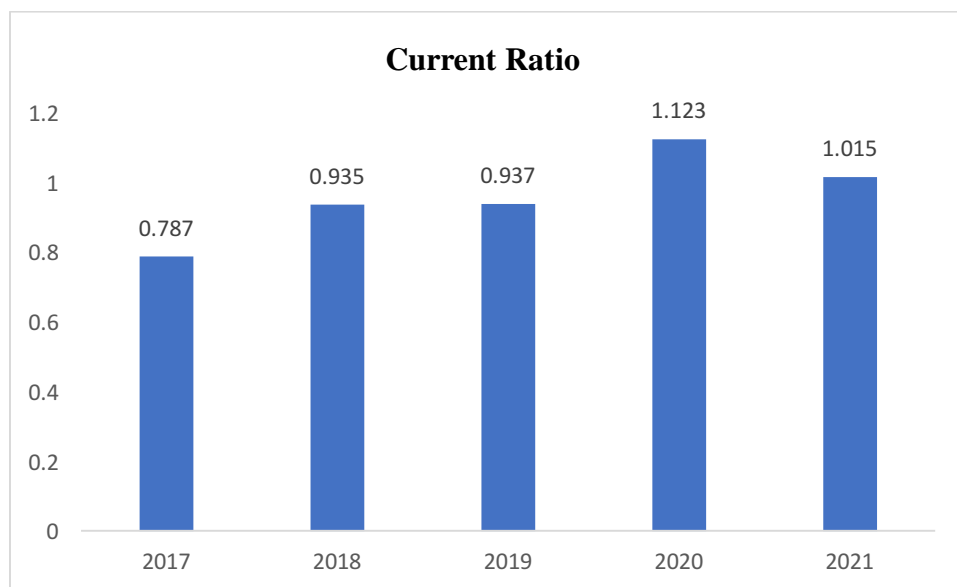
	<b>2020 (In millions)</b>	<b>2021 (In millions)</b>
<b>Asset</b>	13182.89	20054.51
<b>Liabilities</b>	10282.79	15642.73
<b>Income</b>	19864.45	26790.06
<b>Expense</b>	18728.82	24677.75
<b>Investment</b>	114290.72	124894.25

**Table 1- Financial Data**

Moreover, the profit margin of the company increased by 33%, while the revenue increased by 18%. We are the third largest corporation in Bangladesh that sells feed, and we are located here. The company has begun operating out of a feed mill in Narayanganj that has a production capacity of 90,000 MT and is now under long-term lease. The increase in the company's revenue was 45%. As a direct result of the conversion of breeding farm sheds into sheds with climate control, the capacity of parents' birds to rear their young has grown by 40 percent.

### 2.5.1 Ratio Analysis

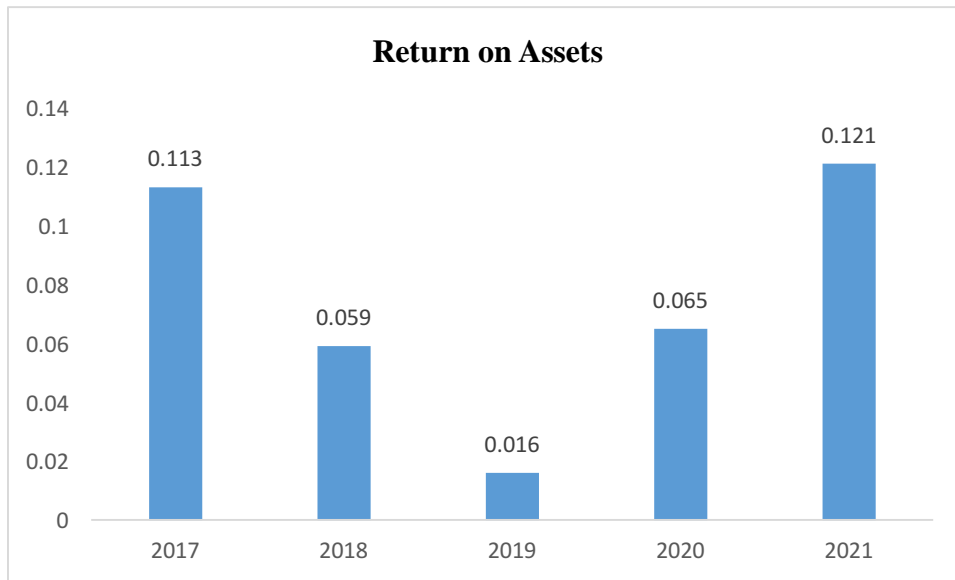
#### Current Ratio



**Figure 2- Current Ratio**

According to data, it can be said that the highest current ratio among five years is 1.123 in 2020, however, in 2017 it has the lowest current ratio.

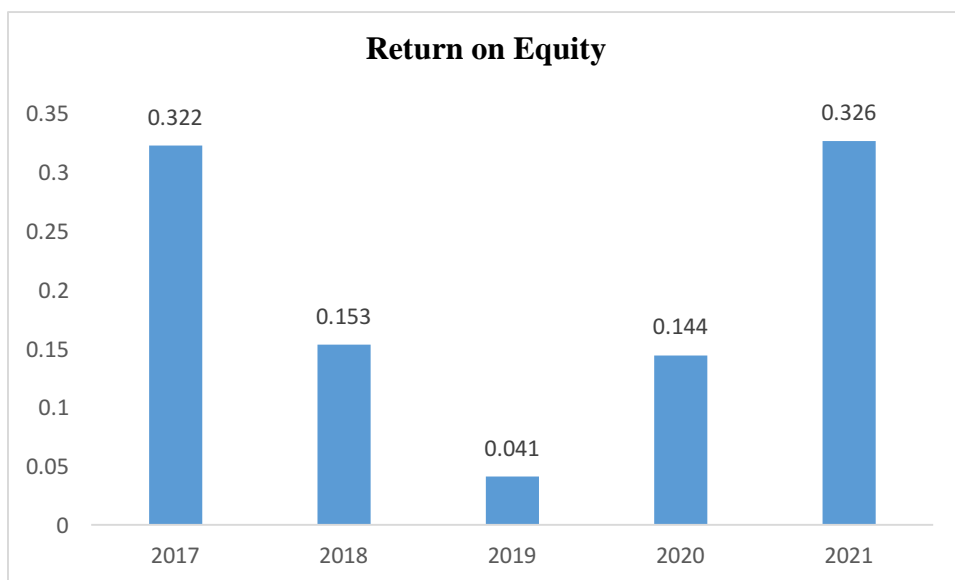
## Return on Assets



**Figure 3- Return on Assets**

Referring to the figure shows that the return on assets has increased in 2021 by 0.121 and it has the lowest return on assets in 2019 which is 0.016.

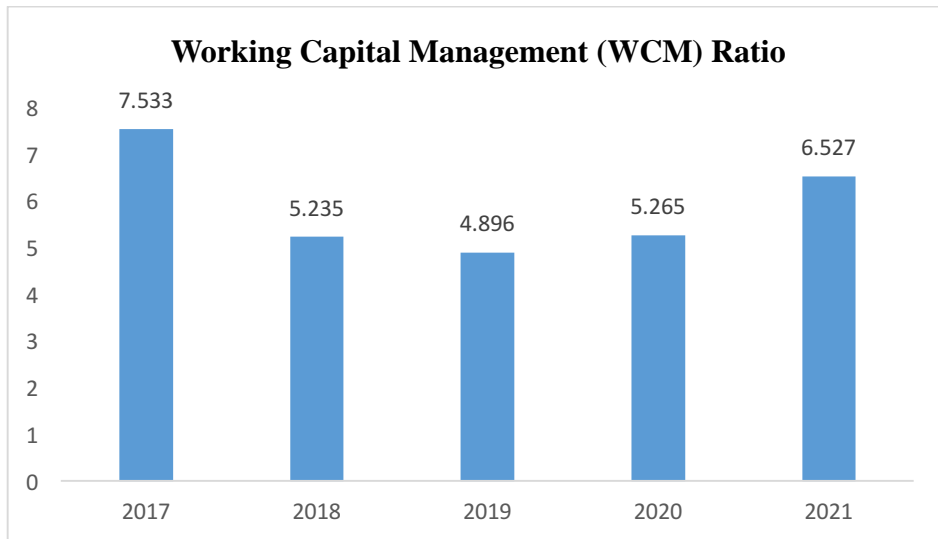
## Return on Equity



**Figure 4- Return on Equity**

According to the figure, it can be said that the highest return on equity among five years is 0.326 in 2021, however, in 2019 it has the lowest return which is 0.041.

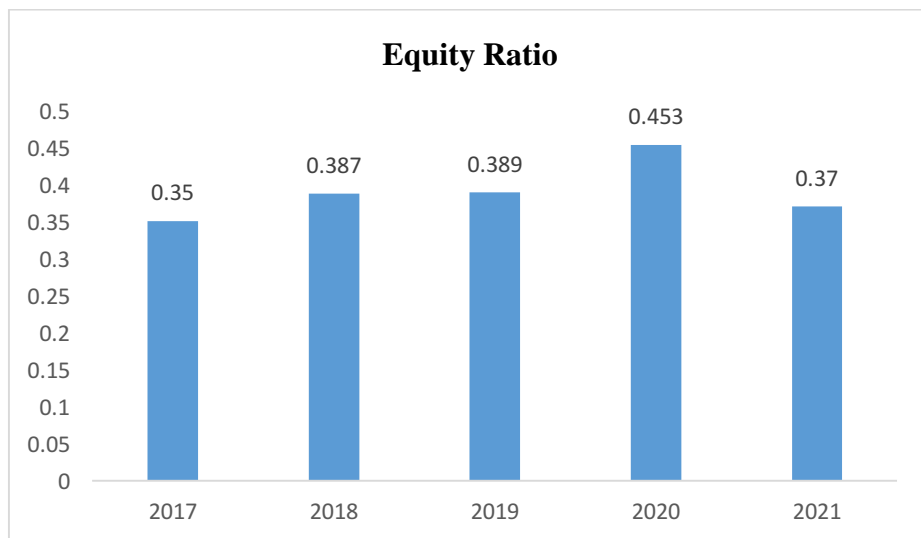
### Working Capital Management (WCM) Ratio



**Figure 5- Working Capital Management (WCM) Ratio**

Among five years, in 2017, it has the highest working capital ratio which is 7.533 and the lowest working capital ratio is 4.896 in 2019.

### Equity Ratio



**Figure 6- Equity Ratio**

According to the figure, it can be said that the highest equity ratio in five years is 0.453 in 2020, however, in 2017 it has the lowest equity ratio which is 0.35.

(Source: Financial statement of ACI Godrej Agrovet Limited)

## **2.6 Operations Management**

The company's widespread presence has allowed it to form strong bonds and earn a solid reputation among farmers. Manufacturing feed plant is the heart of the business. The organization places meaningful relationships with its farmers and enlightens them on best-in-class agricultural methods as a means to better serve its client. Expanding its reach and delivering first-rate feed and extensive farming know-how, it currently manages both poultry farms and fishponds.

The feed mill produces chicken (layer and chick), cattle (dairy and beef), fish (sinking and floating), and prawn feed at a pace of roughly 200,000 metric tons per year, all while adhering to the highest standards of quality control. The three operating plants source only the highest quality inputs, whether domestic or imported (including raw materials, vitamins, and premixes). The laboratory staffed by experienced experts has everything needed to maintain a constant high standard of quality.

### **Distribution network**

To meet the needs of its customers, ACI operates its own distribution network. It represents the connection between production facilities and retail nodes. The network is depicted in graphical form as an independent material dissemination network. Two factories crank out products, which are then distributed to customers with the help of logistics.



Distribution Network

## 2.7 Management Information System

The management team at ACI Limited uses a specialized management information system. Management information system aids in solving any issues that may arise with the company's IT infrastructure. In addition, all of the sales-related data for ACI comes from the field force and is entered into a server maintained by dedicated system. The MIS department restricts access to only those PCs that have been approved. In addition, Microsoft Outlook, Zoom, and Google meet are used on a regular basis for business.



## **2.8 Industry and Competitive Analysis**

### **2.8.1 SWOT Analysis**

A SWOT analysis is a tool for evaluating both internal and external factors by examining strengths, weaknesses, opportunities, and threats.

#### **Strength**

ACI Godrej Agrovet Limited offers an extensive variety of products. It manufactures Poultry (Layer & Broiler), Cattle (Dairy & Beef), Fish (Sinking & Floating), and Shrimp Feed using technology. This comprehensive product portfolio gives the ability to supply flawlessly. In addition, ACI's brand image is one of its most valuable assets. As ACI has widespread brand image which provides clients with value and reliability. In addition, ACI has a well-equipped laboratory and manufacturing facility that optimize production.

#### **Weakness**

The marketing efforts of ACI Godrej are limited. Moreover, it lacks a dedicated training division, and it can only vaguely describe its target demographic. Producing at a mass quantity to have an economy of scope and compete with the market could be challenging without access to sufficient funding.

#### **Opportunities**

There are very few local competitors in this market. As a result, there is a great opportunity to grab the market. A significant portion of the corporation is unaware of the actual size of the animal feed business market. The primary raw ingredients (maize, rice polish, soybean, dried fish/fish meal, and so on) that are required for the production of chicken feed and fish feed can be sourced from the local area. Even while some of the ingredients used in raw food may be items that can be imported, such ingredients can still be found locally and can be bought via

importers or local agencies. Workers are abundant and laborers available in the area and their pay is both reasonable and low.

### **Threats**

The major threats is the low prices offered by the competitors. Instability in political systems represents yet another significant risk for the business. Demand from customers, always evolving and rapid transformation of the global economy is another threat for the company.

### **2.8.2 Porter Five Forces Analysis**

The concept of Porter's five forces is useful for acquiring an understanding of an industry in terms of competitiveness, the potential for new entrants and substitute products, the bargaining power of customers and suppliers. Porter five forces analysis of ACI Godrej Agrovet limited is describe below

#### **Threats of rivalry in the industry**

The competition in the feed manufacturing industry is high. 20 companies play a big role in this agrovet industry. Such as Nourish, ACI Godrej, Provita, RRP Feed, Quality, Paragon, Kazi, Aman, Mega, CP, AIT, etc. However, the major companies are always trying to beat one another with different strategies. It is difficult for businesses operating in these kinds of industries to turn a profit because of the intense competition among them, which often takes the form of aggressive pricing and targeting strategies. If market participants are pursuing a variety of business strategies yet aim for the same market, the company will have a difficult time competing with the other companies already in existence. Additionally, the competition will be severe if clients are not loyal to their current brands, making it simpler and less expensive to acquire customers from other businesses.

### **Threats for new entrants**

The potential risk of new entrants is high. Because there is the low entry and exit barriers. Another factor is the initial investment for entry is low. The government subsidiary for this industry is remarkable which increases the threats of new entrants.

### **The bargaining power of buyers**

The bargaining power of the customer is extremely high. mostly because there are so many other businesses in the same market. However, the government itself is the most significant rival. because products produced by governments are sometimes given away for free or occasionally sold at prices that are significantly reduced. And because there are so many brands to choose from within a small target market, shoppers are more likely to negotiate.

### **The bargaining power of suppliers**

Suppliers of feed manufacturing have high bargaining power. In a particular location, there is a concentrated supplier, and the quantity of vendors in that region outnumber the number of customers in that region. The cost of transferring from one supplier to another is significant for purchasers, this force exerts an especially powerful influence on the market. The position of the suppliers is strengthened when there is a high demand for the product that is being offered but a limited number of providers to meet that demand.

### **Threat of substitute products**

The possibility of a product being substituted is minimal. The reason for this is that animal feed is made with different ingredients along with proper measurements. Making these processes is not a simple task. These composted feeds are not appropriate for the level of farming that is required for production.

## **Chapter 3**

### **Project Part**

#### **3.1. Introduction**

This paper has been prepared as a part of the internship program, which is an essential requirement for completing Bachelor of Business Administration. As an intern of human resources department of ACI Godrej Agrovat Limited, I conducted research on work-life balance of employees within the organization.

##### **3.1.1 Topic:**

Impact of Work-life Balance on Employee Performance: A case of ACI Godrej Agrovat Private Limited.

##### **3.1.2 Background Information**

Work-life balance has the biggest impact on how well employees do their jobs and how much they get done. This is because it keeps workers healthy and reduces stress at work, which makes them more productive. Work-life balance means dividing your time and attention between job and enjoyable activities every day. Most of their free time would be spent with their families and friends. It means prioritizing between your career goals and your way of life. Work-life balance is an equilibrium or preserving overall balance in life (Clarke, and Koch and Hill (2004, p.121). In this study, I have analyzed different factors of work-life balance and its effects on employee performance of ACI Godrej Agrovat Private Limited.

### **3.1.3 Objectives:**

- To examine the perception of employees about work-life balance practices at ACI Godrej Agrovvet Private Limited.
- To find the relationship between work-life balance and employee performance
- To determine which work-life balance factors, have the most effect on employee performance.

### **3.1.4 Significance**

Different initiatives are being taken to build and maintain a productive work culture in which workers can maintain a healthy work-life balance. Work-life balance initiatives come from employers and organizations to ensure a sound environment for employees. Numerous studies have shown that employees' activities outside the job have a positive effect on their efficiency and originality in the workplace.

## **3.2 Literature Review**

This chapter evaluates the past literature on factors affecting employees' work-life balance. This section examines the crucial facts of the topic in accordance with stated study aims.

The term 'work-life balance refers to the stability characterized by the balancing the life of an individual's dynamism and complexity with personal and environmental resources like community, family, employer, personality, profession, information, geography, economics, or values." (Crooker et al,2002). According to Clarke, (2000), work-life balance reflects the level of fulfillment in operating the worker excellently at home and work respectively. The concept of work-life balance has a different perspective. Mason (2002) agrees that integration theory is the most accurate representation of how factors like social networks and occupational expertise are factored into a whole. Traditional work-life paradigms can be redesigned by the integration theory.

Pocock (2003) claims that there is a disconnect between the two spheres because of the constant change in both the job and the character of everyday life. The well-being of employees, both individually and collectively, is threatened by issues such as an unsatisfactory work-life balance. As societies get more complex, individuals find themselves juggling an increasingly wide range of competing obligations. Consequently, the issue of achieving a balance between work and home life has pushed to the forefront of business discourse (Fischlmayr & Kollinge,2010).

Employees face work-family conflict when they are expected to juggle their personal and professional duties (Colombo & Ghislieri, 2008). One of the three types of work-life conflicts that might arise is time-based conflict, which manifests itself when an individual has to choose between attending a family event and attending a work function that both occurring at the same time. Choosing between a child's graduation party and a presentation to investors, for instance.

When employees are able to strike a healthy equilibrium between their personal and professional lives, they are better able to contribute effectively to their organizations (Greenhaus & Beutell, 2010). Factors such as working hours, job happiness, and job flexibility all play a role.

It has been found that professionals who are able to reach a positive work-life balance are more effective than those who focus primarily on one aspect of their lives (Shiels, 2014). The results of this study were published in 2013 (Shimazu A. et al. Finding a good work-life balance is crucial to lowering employee turnover, as noted in a study on methods of keeping women in the workforce. Personal life factors have a significant influence on the achievement of this work-life balance as described below.

According to (Gifford & Andreas, 2013), various psychosocial factors like family support, hostility, and physical and mental abuse determine the personality development of an

individual (Benoit, 2009). Notes that children who receive unconditional love and warmth from their parents are more confident and depict a strong leadership personality compared to their counterparts that grow up in a stressed environment.

Two different kinds of conflict can arise between work and families: family-work discord and work-family conflict (Darcy & McCarthy, 2007). Conflicts between the home and the office arise when personal issues interfere with one's ability to do one's job well, while workplace issues can create tension at home (Brien, 2012).

Numerous studies identify the primary family obligations that cause family-work conflict (Waterhouse, Hill, & Hinde, 2017). Explains that childcare leads to higher family-work conflict for mothers in the workforce. The arrangement of childcare was difficult but not it was more challenging when women are entering the corporate world. Co-worker support is a term used to describe the relationship between employees working together at the same hierarchical level; because workers spend more time with their colleagues than supervisors (Hasan & Subhani, 2011). Co-worker support occurs when coworkers help each other to complete organizational tasks through encouragement and information sharing (Bateman, 2009). Moreover, co-workers provide emotional support during a personal crisis.

Determination of the right amount of workload to allocate to employees is a challenging task. Workers can perform their work without endangering their safety and life. This quantity of cognitive and physical work is called workload and can result in efficient results. (Brighenti-Zogg, et al., 2016). Managers should take responsibility for encouraging a healthy work-life balance among their staff. The helpful managers take care of the employees' emotional needs promptly. Job stress, work-family conflicts, and dissatisfaction can all benefit from this kind of emotional reinforcement (Almeida, Davis, Lawson, Walter, & Moen, 2016).

### **3.3 Methodology**

This section contains the overall framework of the research, outlining how the information was gathered and what procedure would be used to evaluate the data gathered from various sources.

#### **3.3.1 Research Type and Data Collection**

The study used quantitative methods to assess the link between work-life balance and employee performance. To understand how a supportive workplace balance affects productivity in the workplace, I combined explanatory and descriptive study methods. For preparing this thesis paper, data was collected using only primary sources using questionnaires and convenience sampling. The survey questionnaire includes yes-no questions and five points Likert scale from 1 (strongly agree) to 5 (strongly disagree). Questionnaires were sent directly by email to the permanent employees of ACI Godrej Agrovet Private Limited. There are 70 employees in the head office, where I worked. Among them, 35 employees responded. So, the sample size is 35.

#### **3.3.2 Research Approach**

Firstly, I have used descriptive statistics to know the mean of variables. Work-life balance policies (WLBP) and a supportive environment for family responsibility (FR) are independent variables, however, employee performance is the dependent variable. I have used Statistical Package for Social Science (SPSS) to analyze regression to assess how much work-life balance explains the dependent variable. I have also used Pearson correlation to figure out the significant relationship among the variables.



## 3.4 Analysis and Findings

### Analysis

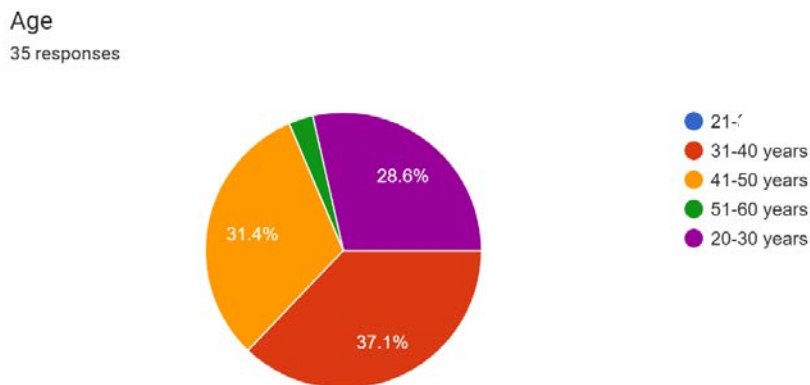
This chapter summarizes the results of the research into the relationships between employee performance and work-life balance.

In order to get information from the target group using simple random sampling, the survey consisted closed-ended questions. The chapter is comprised of different charts and graphs that I used to analyze the data. The surveys that were given to all the employees of ACI Godrej Agrovet Limited and 35 employees completed online by participants contributed to the 100% response rate.

#### 3.4.1 Demographic Data

The demographic profile of all the respondents is given below:

#### Age



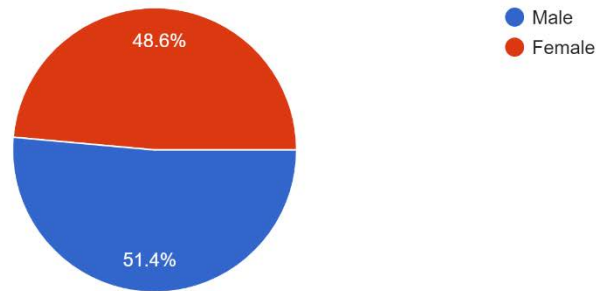
**Figure 7- Percentage of the respondent by age**

The result of descriptive statistics presents that the higher percentage which is 37.1% represents the employee that age between 31 to 40 years old. The second higher is 31.4% which represent

employee from age 41 to 50 years old. 28.6% represent employees aged between 21 to 30 years old and 2.9% of respondents are aged 51 to 60 years old.

### Gender

Gender  
35 responses

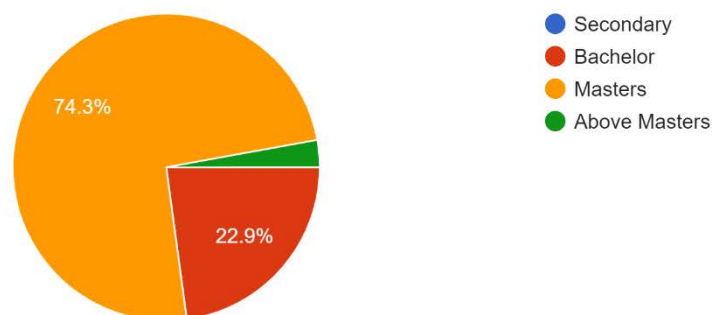


**Figure 8- Percentage of respondent by gender**

Among 35 respondents, 51.4% are male and 48.6% are female.

### Education

Education Level  
35 responses



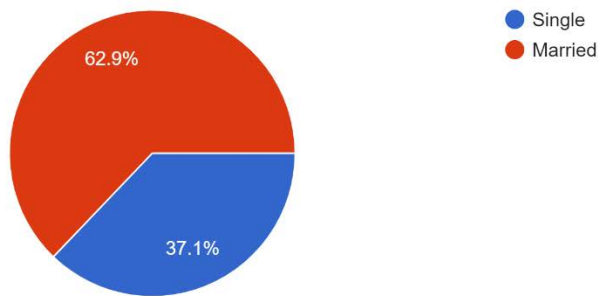
**Figure 9- Percentage of respondent by education level**

The figure illustrates the frequency and proportion of respondents by educational level. The graph above displays the higher percentage, or 74.3% of respondents overall came from the

postgraduate level, 8 respondents are from the graduate level which is 22.9% of the overall respondent, and 2.9% from overall respondents from above postgraduate.

### Marital Status

Marital status  
35 responses

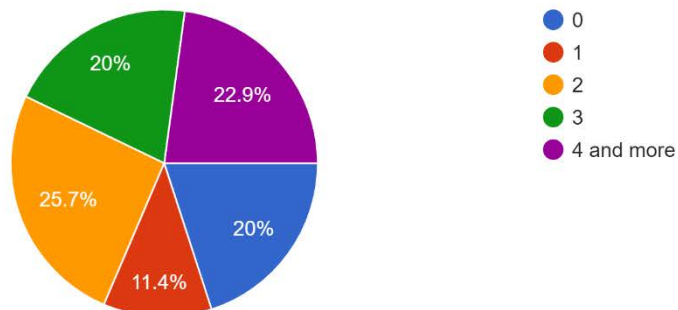


**Figure 10- Percentage of respondent by marital status**

Among the 35 respondents, 62.9% of employees are married, and 37.1% of employees are single.

### Number of dependents

How many dependents you have?  
35 responses

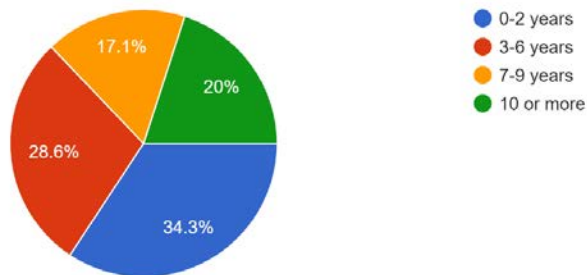


**Figure 11-Percentage of the respondent by number of dependents**

The chart above presents that 25.7% of overall employee has 2 dependents, 22.9% of employee has 4 and more dependents, 20% of the overall respondent has no or 3 dependents and 11.4% of respondents have 1 dependent.

### Tenure of respondents

How long have you worked here?  
35 responses

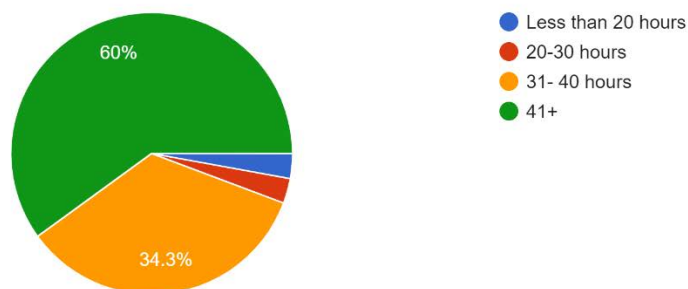


**Figure 12-Percentage of the respondent by tenure**

According to the findings, 34.3% of the employee have been working for 0 to 2 years, and 28.6% of employee has 3-6 years of experience in the organization. 20% of respondents have 10 or more years of experience and lastly, 17.1% of employee has been working for 7 to 9 years.

### Working Hour

How many hours do you work per week?  
35 responses

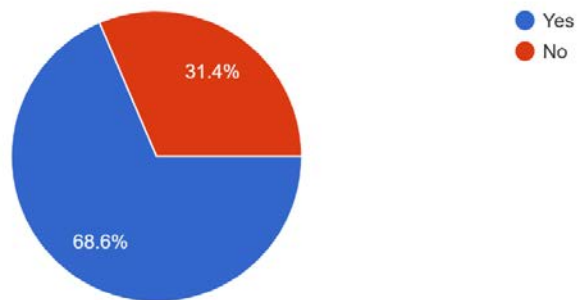


**Figure 13- Percentage of the respondent by working hour**

According to the results, 60% of the employee said that they worked 41+ hours per week, 34.40% of employees worked 31-40 hours per week, and 3% of respondents worked less than 30 hours per week.

### **Balance work and personal life**

Do you believe your work life and your personal life (outside work) are in balance?  
35 responses



**Figure 14- Percentage of respondent by balance work-life**

The chart above presents that 68.6% of employees believed that their work and personal life is balanced, however, 31.4% of employees believed that their work and personal life is not balanced.

### **Work-life Balanced Policies**

For assessing work-life balance policies within the organization, I have asked some questions.

#### **Option of Flextime**

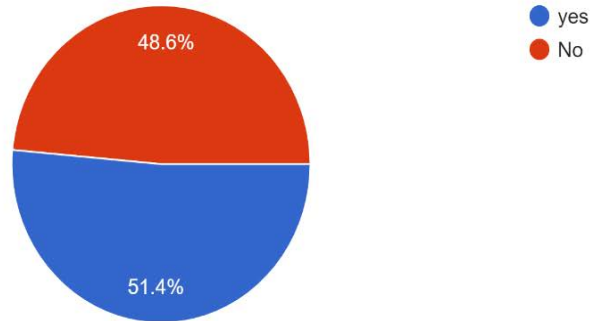
According to the graph, 51.4% of respondents said that they have the option for flexible working time, however, 48.6% of employees said that they do have not this option of flexibility.

This option might be available for specific departments or designations.

Does your organization have these Work life balance policies for you? (Question 1-4 )

1. Option of Flexi-time

35 responses

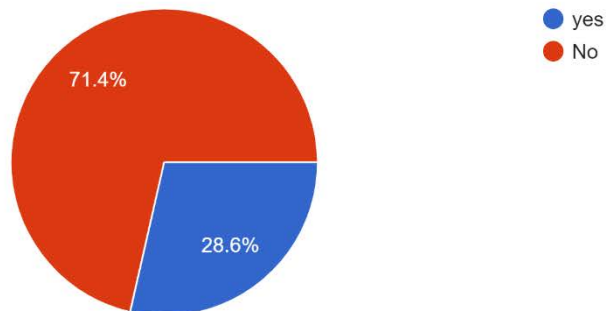


**Figure 15- Percentage of respondent having option of flexitime**

**Work from home**

2. Option of working from home

35 responses



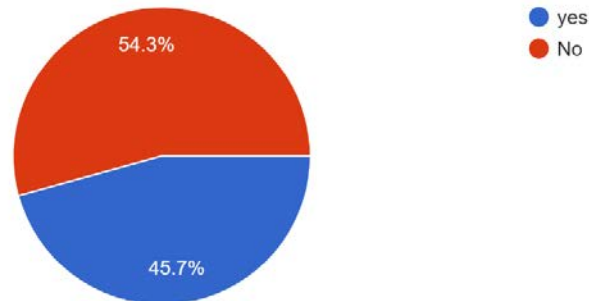
**Figure 16- Percentage of respondent having the option of working from home**

According to the analysis, 71.4% of respondents said that they have the option of working from home, however, 28.6% of employees said that they do have not this option of working from home.

## Informal Flexibility

### 3. Informal flexibility options

35 responses



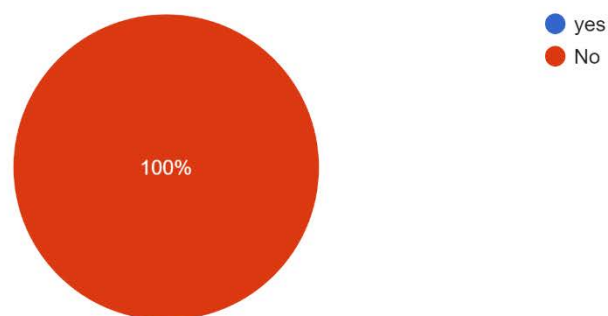
**Figure 17- Percentage of respondent having option of informal flexibility**

The chart above presents that 54.3% of overall employees have the facilities of informal flexibility, and 45.7% of employees have not gotten this flexibility. This option also depends on the relationship among the colleagues.

## Child-care center in organization-premises

### 4. Child-care center in organization-premises

35 responses



**Figure 18- Percentage of respondent having child-care center**

The chart above presents that 100% of employee said that there is no child-care center in the organization premises. The absence of this policies can reduce employee productivity and performance.

### 3.4.2 Descriptive Statistics

The employees of ACI Godrej Agrovet limited were asked for their feedback in order to have a better understanding of the work-life balance at the company. In addition, the score of five points Likert scale of (1) strongly agree, (2) agree, (3) indifferent, (4) disagree and (5) strongly disagree. The responses that were obtained were enumerated using the mean and standard deviation for each variable factor, and the results are presented in the table below.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Age	36	1	4	2.06	.860
Gender	36	1	2	1.50	.507
Education	36	2	4	2.78	.485
Marital	36	1	2	1.61	.494
Dependents	36	1	5	3.03	1.464
Working hours per week	36	2	4	3.47	.696
Flexi-time	36	1	2	1.47	.506
Work from home	36	1	2	1.69	.467
Informal Flexibility	36	1	2	1.56	.504
Child-care center	36	2	2	2.00	.000
I am genuinely happy to work in the organization	36	1	5	2.61	1.128
I clearly understand my role in the company	36	1	4	1.89	.979
I find it easy to strike a balance between my work and my other responsibilities	36	1	4	2.75	.937
I feel the company should improve policies for promoting work-life balance	36	1	5	2.14	1.046
My productivity has improved because I	36	1	5	2.89	1.063



get to spend enough time with my family					
The company's leave policy allows me to take time off to attend to family responsibilities	36	1	5	2.61	.934
My immediate manager/supervisor, colleagues, and senior management are supportive to my family responsibilities	36	1	5	2.61	1.420
Valid N (listwise)	36				

**Table 2- Descriptive Statistics of work-life balance and employee's performance**

### 3.4.3 Correlations

The results of Pearson's correlation test are presented in the following table, which uses two-tailed levels of analysis for the variables. If the value of p is less than 0.01, significant correlations are indicated in the table below with a double asterisk (\*\*) and if the value of p is less than 0.05 significant correlations are indicated in the table below with an asterisk (\*).

There is a stronger positive association between employee performance (ER) and a supportive environment for family responsibility (FR) ( $r=0.503$ ,  $n=36$ ,  $p=0.01$ ) and between employee performance and work-life balance policies (WLBP) has an insignificant positive correlation ( $r= 0.164$ ,  $n=36$ ,  $p=0.01$ ). While there is a moderately positive association between supportive environment for family responsibility (FR) and work-life balance policies (WLBP) ( $r= 0.416$ ,  $n=36$ ,  $p=0.05$ ).

Correlations				
		EP	FR	WLBP
Employee Performance (EP)	Pearson Correlation	1	.503**	-.164
	Sig. (2-tailed)		.002	.339
	N	36	36	36
Supportive environment for Family responsibility (FR)	Pearson Correlation	.503**	1	.416*
	Sig. (2-tailed)	.002		.012
	N	36	36	36
Work-life Balance Policies (WLBP)	Pearson Correlation	.164	.416*	1
	Sig. (2-tailed)	.339	.012	
	N	36	36	36
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

**Table 3- Correlation table (SPSS output)**

### 3.4.4 Regression Analysis

The regression analysis shown below tries to demonstrate how the variables are related to each other.

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	WLBP, FR <sup>b</sup>	.	Enter
a. Dependent Variable: EP			
b. All requested variables entered.			

**Table 4- Regression Analysis output (SPSS output)**

## Model Summary

The model summary table should be looked to in order to describe the overall success of the model in forecasting the dependent variable before going beyond what is required to fit the model. It provides a number for the R square statistic, which measures the extent to which the predictors account for the variability in the outcome.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 <sup>a</sup>	.422	.387	.51319
a. Predictors: (Constant), WLBP, FR				

**Table 5- Model summary (SPSS output)**

The value of R square, which is 0.650 in the table. It demonstrates that the independent or predictor factors (work-life balance policies, supportive environment for family responsibility) collectively explained 65% of the variance in the dependent variable, employee performance.

## Anova

ANOVA model is more likely to find that the mean of one group is distinct from the average of another group if the F test is not significant. If this is the case, the model should be pushed out and no further steps should be taken.

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.344	2	3.172	12.044	.000 <sup>b</sup>
	Residual	8.691	33	.263		
	Total	15.035	35			
a. Dependent Variable: EP						
b. Predictors: (Constant), WLBP, FR						

**Table 6- Anova (SPSS output)**

In the ANOVA table, the p-value (0.05), indicated that the relationships between the independent factors and the dependent variable were statistically significant. The results of the F test are detailed in the following table (f = 12.044, p = 0.0) This result is statistically significant, as a result, the model fits reasonably well.

### Regression Coefficients

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.807	.521		5.383	.000
	FR	.477	.101	.691	4.749	.000
	WLBP	1.042	.336	.452	3.103	.004
a. Dependent Variable: EP						

**Table 7- Coefficient Summary (SPSS output)**

The data presented in the table demonstrate that all of the independent variables have a significant relationship with the dependent variable. When taking into account the standardized beta coefficient as the most reliable predictor of the dependent variables, this means that a supportive environment for family responsibility has a positive relationship, with leaves having a coefficient of 0.477. However, work-life balance policies have a significant positive impact on the independent variable, with a coefficient of 1.042.

The model

$$Y = 2.807 + 0.477(X1) + 1.042(X2)$$

Where Y=Employee Performance

X1= Supportive environment for family responsibility

X2= Work-life balanced policies

### **3.4.5 Summary**

ANOVA, correlation coefficient (R) and adjusted R square were used to determine how well the model performed overall and all the variables are statistically significant. There is a significant positive relationship between work-life balanced policies and employee performance which means unfavorable work-life policies can affect inversely on employee performance. On the other hand, a supportive environment for family responsibility in the organization can impact positively on employee productivity.

### **3.5 Conclusion and Recommendations**

In conclusion, the purpose of this research is to investigate the connection between employees' ability to maintain a healthy work-life balance and their level of productivity on the job. In order to gain a better understanding of how a healthy work-life balance affects employee effectiveness, I examined several potential aspects related to it.

The primary objective was to assess employee' opinions on existing policies and practices regarding work-life balance. According to the findings, employees' reactions to the company's efforts to promote work-life balance were mostly favorable. Employees have a favorable impression of work-life balance policies and practices except for the childcare center.

The second objective is to examine the effects of work-life balance factors (such as the option for flextime, work from home, informal flexibility, and childcare center) and examine how employees' attitudes and behaviors towards their jobs affect their productivity. As employee performance is highly influenced by company policy, the company should prioritize the development of policies and procedures that promote a healthy work-life balance.

The third objective is to determine which work-life balance factors, have the most effect on employee performance. According to the findings, both independent variables work-life balance policies and a supportive environment for family responsibilities are positively related to employee performance.

Moreover, these policies and procedures of the organization could include a more flexible working environment and building a childcare center in the office premises so that parents can work peacefully. In addition, the firm has a responsibility to encourage employees to take at least certain days for vacation every year and management should arrange a holiday program or picnic to recharge their batteries.

## Chapter 4

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## **Chapter 5**

### **Appendix**

#### **Survey Questions**



# Impact of Work Life Balance on Employee Performance( A case of ACI Godrej Agrovet Private Limited)

This survey is to find the relationship and impact of work life balance on employee performance

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\* Required

1. Age \*

*Mark only one oval.*

- 21-30 years
- 31-40 years
- 41-50 years
- 51-60 years

2. Gender \*

*Mark only one oval.*

- Male
- Female

3. Education Level \*

*Mark only one oval.*

- Secondary
- Bachelor
- Masters
- Above Masters

4. Marital status \*

*Mark only one oval.*

- Single
- Married

5. How many dependents you have? \*

*Mark only one oval.*

- 0
- 1
- 2
- 3
- 4 and more

6. How long have you worked here? \*

*Mark only one oval.*

- 0-2 years
- 3-6 years
- 7-9 years
- 10 or more

7. How many hours do you work per week?

*Mark only one oval.*

- Less than 20 hours
- 20-30 hours
- 31- 40 hours
- 41+

8. Do you believe your work life and your personal life (outside work) are in balance?

*Mark only one oval.*

- Yes  
 No

9. Does your organization have these Work life balance policies for you?  
(Question 1-4 )

1. Option of Flexi-time

*Mark only one oval.*

- yes  
 No

10. 2. Option of working from home \*

*Mark only one oval.*

- yes  
 No

11. 3. Informal flexibility options \*

*Mark only one oval.*

- yes  
 No

12. 4. Child-care center in organization-premises \*

*Mark only one oval.*

- yes  
 No

13. Please tick the appropriate box to provide personal opinion employee performance. The given scale represents: 1 strongly agree, 2 agree, 3 indifferent, 4 disagree and 5 strongly disagree.  
I am genuinely happy to work in the organization

Mark only one oval.

	1	2	3	4	5	
strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly disagree

14. I clearly understand my role in the company \*

Mark only one oval.

	1	2	3	4	5	
strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	strongly disagree

15. I find it easy to strike a balance between my work and my other responsibilities

Mark only one oval.

	1	2	3	4	5	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

16. I feel the company should improve policies for promoting work-life balance \*

Mark only one oval.

	1	2	3	4	5	
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

17. I often complete additional work at home beyond working hours

Mark only one oval.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. My immediate manager/supervisor, colleagues, and senior management are supportive to my family responsibilities

Mark only one oval.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. My family responsibilities make it difficult for me to advance in this organization

Mark only one oval.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. The company's leave policy allows me to take time off to attend to family responsibilities

Mark only one oval.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. My productivity has improved because I get to spend enough time with my family

Mark only one oval.

1	2	3	4	5
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>