

## **Job Structure and Employee Productivity for Work-life Balance - A Case Study on Beximco Pharmaceuticals Ltd.**

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### **Abstract**

Employees are productive during certain times of the day, with productivity usually highest in the first few hours of the workday and lower after lunch. This study focuses on how adjusting job structures, like adding flexible work options or rotating employees, could help maintain constant productivity and improve work-life balance(WLB). Results show that flexible hours, such as part-time schedules, or flexible working hours, are linked to higher job satisfaction and less absenteeism. Replacing employees with a job pool after a set time also helps prevent drops in productivity caused by fatigue and repetitive work. Data from 31 employees, gathered through a survey, indicates a strong connection between flexible work policies and satisfaction in the pharmaceuticals industry. This study shows a strong relationship between WLB and productivity on reforming the job structure with an R-square of 0.9516, indicating that changes in job structure could significantly enhance both productivity and work-life balance. The study recommends that managers, especially in high-demand sectors like pharmaceuticals, adopt flexible working hours, job rotations, and structured replacement pools to support employee satisfaction and productivity.

**Keywords:** *Job structure, employee productivity, work-life balance, Pharmaceuticals industry*

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## **1. Company Overview of Beximco Pharmaceuticals Limited**

Beximco Pharmaceuticals Limited is one of the Bangladesh's leading pharmaceutical companies makes and exports generic medications and APIs. The company began importing items from international brands like Bayer and Upjohn when it was first established in 1976. By 1980, it began local manufacturing under licensing agreements and launched its brands by 1983. Beximco Pharma has grown into a major participant in the pharmaceutical industry over the years, and now it ships reasonably priced, high-quality medications to more than 50 nations. Several prestigious international regulatory bodies, like the FDA and the TGA (Australia), have granted accreditation to its facilities (Beximco Group, 2008)

According to IQVIA's MAT Fourth-Quarter 2022 report on the Bangladesh pharmaceutical market, Beximco Pharma ranks as the third-largest player with a market valuation of 2,818 crore BDT. The company holds a 9.6% market share, achieved an annual growth rate of 19.7%, and has a four-year compound annual growth rate (CAGR) of 12.8%. (Habib 2024)

Beximco Pharma's dedication to global standards and financial openness is evident in its status as the sole Bangladeshi company listed on the London Stock Exchange AIM. Furthermore, it is a part of the Dhaka Stock Exchange and the Chittagong Stock Exchange. Notably, the company has won the prestigious National Export Trophy (Gold) five times. It is recognized for its innovation, receiving awards like the CPhI Pharma Award for “Innovation in Response to COVID-19.” (Dhaka Tribune, 2020)

In recent years, Beximco Pharma has strategically expanded its portfolio and market presence through acquisitions, including Nuvista Pharma in 2018, a local leader in hormone and steroid products, and Sanofi Bangladesh in 2021, now operating as Synovia Pharma PLC. This expansion has reinforced Beximco Pharma’s leadership in specialized pharmaceuticals,

notably in cardiology, diabetes, oncology, dermatology, and central nervous system (CNS) treatments.

Employing over 4,700 professionals, including pharmacists, engineers, and business experts, Beximco Pharma's mission is to enhance global health by offering affordable, high-quality medicines that adhere to stringent international standards. The company's vision emphasizes building partnerships and fostering research and development to meet patients' needs worldwide. (The Lawyers & Jurists, 2013)

Beximco Pharma's portfolio encompasses over 500 products across various dosage forms and therapeutic areas. It has also differentiated itself by manufacturing specialized, high-tech products that are challenging to replicate. Beximco Pharma is committed to its fundamental principles, which include a focus on people, accountability, corporate social responsibility, and customer satisfaction. The company's goal is to be at the forefront of healthcare innovation and service, which will benefit society as a whole and its shareholders (Beximco Pharmaceuticals Ltd, 2024).

## **2. Challenges the Company or Employees Face Due to Current Policies**

While Beximco Pharmaceuticals Ltd. has established policies that generally support its workforce, several challenges impact employee retention, motivation, and career satisfaction. One primary issue is the lengthy and complex hierarchical structure, which involves numerous steps for promotion. This structure often results in slow career progression, leading employees to feel stagnant and undervalued, which can negatively impact motivation and job satisfaction. Additionally, the rigid hierarchy restricts employee empowerment and slows down decision-making processes, affecting overall productivity and efficiency.

Female employees, despite receiving maternity compensation as per the Bangladesh Labor Law 2006, frequently choose not to return to work. They point out concerns about their children's future and the lack of flexible work arrangements as primary reasons for their departure. Addressing these concerns by introducing more flexible work options could help retain valuable talent and improve employee morale.

Furthermore, the Human Resources department lacks a dedicated analytics team to monitor and analyze employee retention rates annually. With over 6,000 employees in the organization, the absence of a specialized team means that HR analytics, crucial for data-driven decision-making, is either underutilized or entirely overlooked. Currently, only five recruitment personnel handle the entire sales and distribution workforce, leaving little capacity for proactive analysis and strategic planning. Establishing a dedicated HR analytics team would provide valuable insights into retention trends and support more effective workforce planning.

In pharmaceutical industries, job satisfaction varies across factors such as working conditions, pay, and relationships within the workplace. Parvin and Kabir (2011) found that satisfaction with coworkers was relatively high at 66%, while satisfaction with immediate supervisors was notably lower at 57%, highlighting areas where current policies may impact employee relations.

### **3. Literature Review**

The concept of work-life balance (WLB) has grown in importance in the eyes of both employers and workers in the last several years. Numerous research studies have emphasized its significance in improving employee well-being and performance. Particularly in highly competitive fields like telecoms, Mendis and Weerakkody (2017) state that a healthy work-life balance (WLB) is critical to increasing employee happiness and output. Problems with work-life balance, they say, can cause stress, dissatisfaction with one's job, and poor performance. Conversely, companies that support WLB often see improved performance, lower attrition, and more engaged employees. This shows how important it is for businesses to find ways to help their workers outside of work without sacrificing their productivity.

Research by Bates (2004), Harter (2002), and Baumruk (2004) supports the idea that effective job structure fosters a sense of involvement and ownership, leading to higher productivity and organizational success. This connection between job structure and employee performance has been discussed since the early 20th century, with Frederick Taylor pioneering the concept of structured task design as a means to enhance productivity. Despite the longstanding recognition of job structure's value, the idea often receives limited attention from managers, leading to disengaged employees and suboptimal productivity in many organizations.

The research study was published in *Business Management and Research*, Vol.1 Number 9 in an Australian Journal in the year of December 2011. The purpose of this research is to assess the degree to which workers in the pharmaceutical industry in Bangladesh are satisfied with their jobs (Mohammad & M M, 2011). The study focuses on quality of working life known as QWL which is a strategy of Human Resource Management. (Yogesh & Renil, 2016).

The role of job structure in enhancing employee performance has been explored extensively in organizational research. Zareen, Razzaq, and Mujtaba (2013) highlight how a well-

structured job structure is essential for maximizing employee engagement, satisfaction, and performance.

In addition to task structuring, the study emphasizes the concept of "psychological perception" as a critical moderating factor in the job structure-performance relationship. When employees perceive that their job roles meet their psychological and motivational needs, they are more engaged, satisfied, and loyal, thus exerting greater effort in achieving organizational goals. Zareen et al.'s findings resonate with earlier theories from Khan (1990, 1992), who argued that employees' engagement in their roles depends significantly on their ability to bring cognitive, emotional, and physical energies into their work.

Work-life balance (WLB) policies are very important to employees because they help them balance their job and personal lives in a healthy way. Additionally, WLB rules help businesses recruit top talent. Khan and Prasad (2016) found that when companies value work-life balance (WLB), employees are more loyal to those companies, which in turn improves performance and decreases work-life conflict. In the pharma industry especially, WLB practices have been found to play a significant role in retaining employees, and improving productivity, while also helping companies cut costs and lower turnover. They conclude that for companies to reach their goals, WLB must be an ongoing focus within HR strategies (Khan & Prasad, 2016).

Nowadays, flexible working hours have grabbed the attention of all companies as a strategic method to enhance organizational and employee productivity. There is a lack of research on how FWH as a strategy can boost productivity. John, W. (2017).

A research paper titled "The Effects of Working Time on Productivity and Firm Performance" looks at the variables that impact expenses in the long run as well as the relationship between working hours and employee productivity. Employee output and costs associated with work

length and flexibility are common factors influencing performance. The study quantifies standard hours, reduced hours (35 hours or fewer per week), and extended hours (48 hours or more per week). The study focusses on various types of flexible work schedules such as flextime, shorter workweeks, hourly averaging, working time accounts/time banking, and alternative shift patterns. Flexible work schedules are the result of organisational policies, procedures, and programs that give workers some say over when and how they get their jobs done (Golden, L. 2012).

Flexible work hours have been widely studied concerning employee satisfaction, productivity, and work attitudes. McGuire and Liro's (1986) study focused on the effects of flexible scheduling on job satisfaction and productivity which has found that employees preferred schedules with more flexibility, such as flextime, over fixed staggered hours or standard schedules. While flexible hours didn't impact employees' commuting habits, the researchers suggested that increased satisfaction could be linked to feelings of greater autonomy and responsibility. However, contrary to popular belief, employees didn't report feeling that flexible hours let them work at their peak productivity times. This indicates that the benefit may primarily stem from perceived control rather than actual productivity alignment (McGuire & Liro, 1986).

Ricci, Chee, Lorandean, and Berger (2007) conducted a study to estimate how common fatigue is among U.S. workers and the impact it has on lost productive time (LPT) due to health issues. They conducted a survey of employees and discovered that 37.9% of them experienced fatigue within a two-week timeframe. In contrast to the 26.4% of workers who did not experience weariness, 65.7% of those who did reported health-related missed work hours. U.S. businesses lose over \$136 billion annually due to health-related lost productivity due to weariness, according to the study. That's \$101 billion more than what companies lose

due to workers who aren't fatigued. The study also focuses that fatigue often occurs with other health conditions. When the other factor affects it leads to a threefold increase in the amount of condition-specific lost productive time. This study highlights how common fatigue is in the workplace and how much it can cost companies when combined with other health issues.

Levitan and Johnston (1973) explored job enrichment programs in companies like Bankers Trust, Merrill Lynch, and Xerox. These programs consolidated tasks and improved employee autonomy, resulting in higher productivity, cost savings, and improved performance after a certain adjustment period.

Lawler, Hackman, and Kaufman (1973) studied the impact of job enrichment on directory assistance operators, focusing on increased variety and decision-making autonomy. Despite these changes, there was no improvement in motivation or job satisfaction, and interpersonal relationships and job security, especially among older employees and supervisors, significantly declined. These findings challenge the assumptions of Hackman and Lawler's (1971) job redesign theory.

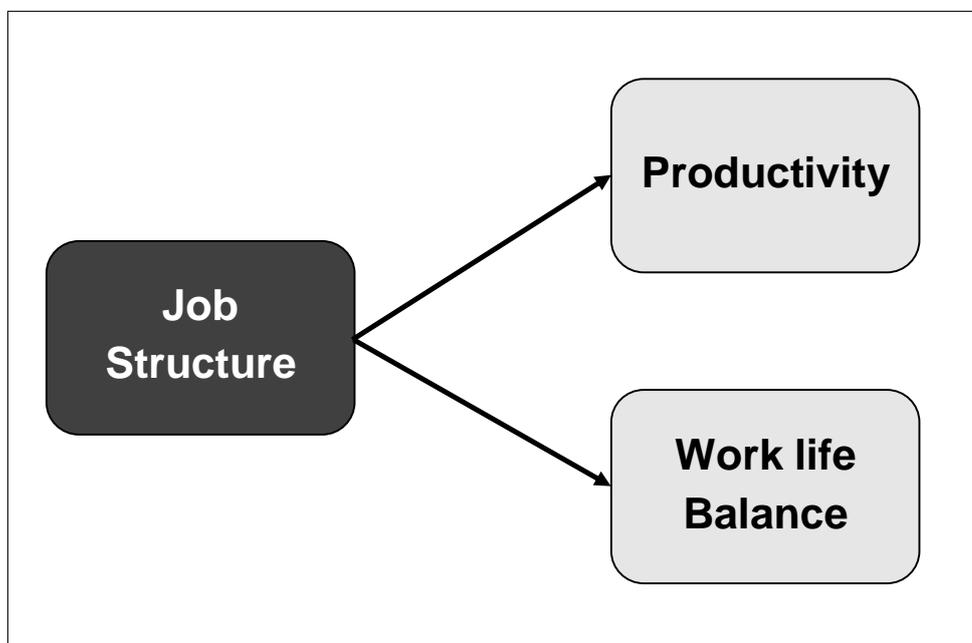
Zahan and Das (2020) examined job satisfaction and employee engagement among kindergarten teachers in Bangladesh, in the study the crucial challenges were low pay, poor supervision, and limited career growth. The study also emphasized the importance of improving job satisfaction and engagement to increase the retention rate of teachers which will enhance the quality of early education.

The reforming of jobs in public services has led to the rise of assistant roles, particularly in schools. Bach, Kessler, and Heron (2006) discuss how teaching assistant (TA) roles have become more important in primary schools. They explore the process of becoming a TA, the different structures of TA roles, and the drawbacks these roles have on both teachers and

assistants. The authors argue that there are differences in how TA roles are organized across different schools and authorities. These may influence by various factors, such as local policies and overtime. By looking at these variations, the study highlights how the role of TAs can impact the working environment in schools, also the relationship between teachers and assistants.

### ***3.1: Theoretical framework***

This study explores how changing work structures, such as offering flexible work options or rotating employees, can help maintain consistent productivity and improve work-life balance. The study's hypotheses are shown in Figure 01. In this framework, the independent variable is "Job Structure," which influences the dependent variable, "Employee Productivity." The mediating factor in this relationship is "Work-life Balance," which plays a role in how job structure affects productivity.



**Figure no.01: Conceptual Framework of the Study**

## **4. Objective and Research Questions**

This case study aims to identify strategic job structure reforms that will enhance employee productivity and increase job satisfaction. Ultimately, this reform will benefit both the workforce and the organization. The case study mainly focuses on the following:

- This paper examines how job structure reforms,
- Analyzes the trend of higher productivity,
- Addresses the issue of frequent unnecessary leaves,
- Focuses on enhancing retention of female employee’s post-maternity leave, and
- Aims to align organizational practices with modern workforce needs

### ***4.1. Questionnaire Design***

The questionnaire aimed to gather detailed information from respondents. Demographic factors like age, education, gender, marital status, and work experience are all included. The questionnaire was structured into four sections:

- Demographic Profile,
- Productivity Analysis,
- Proposed HR Job Structure Reforms, and
- Work-Life Balance and Special Cases

The study focuses on understanding how job structure impacts employee productivity and WLB. Employees were asked about their most productive period of the day, and many reported being more productive during the first four hours before lunch. The possibility of replacing employees with fresh workers after four hours was also explored, with responses ranging from strong disagreement to strong agreement. When employees were asked about their preferred

job structure, some expressed a preference for flexible work hours or shorter workdays, while others were open to working weekends if compensated with extra days off. Additionally, leave policies were discussed, with options ranging from standard maternity/paternity leave to extended stress management leave. The idea of creating a "replacement pool" to cover for employees on leave was also well-received. The questions are:

**Q1:** During which period of the day are you most productive?

**Q2:** Do you agree that replacing employees after 4 hours with fresh workers could improve productivity?

**Q3:** Which job structure would you prefer to enhance your productivity?

**Q4:** What kind of leave policy do you think would be most beneficial?

These responses helped shape the hypothesis that a flexible and well-structured job environment can enhance productivity and improve work-life balance.

#### **4.2. Hypotheses**

- **Null Hypothesis (H01):** Flexible job structure (first or second half of the day) demonstrates higher productivity.
- **Null Hypothesis (H02):** Implementing a flexible job structure can enhance work-life balance.
- **Null Hypothesis (H03):** Employee pool with flexible working (job structure) hour can ensure both productivity and work life balance.

### **5. Data and Methodology**

The approach undertaken for this study involves outlining the research design, developing the sample framework, designing the questionnaire, collecting data, and utilizing statistical tools to analyze the gathered information.

### ***5.1. Research Design:***

The research design is descriptive for this study. Descriptive research observes and documents the characteristics, behaviors, and trends associated with specific subjects or phenomena, often without manipulating variables. This study aims to analyze and describe the impact of WLB on job structure reform and employee productivity within Beximco Pharmaceuticals, a leading public limited company in Bangladesh's pharmaceutical sector. The research focuses on understanding employees' perspectives on WLB, the effectiveness of current job structures, and how these factors influence overall productivity. By conducting a structured survey and analyzing employee responses, the study seeks to provide insights into existing policies, challenges, and potential reforms that could improve job satisfaction and productivity within the organization.

### ***5.2. Sources of Data***

The use of both primary and secondary sources of data allowed the research to demonstrate its objectives. The organization's website, scholarly publications, annual reports, and other publicly available papers were used as secondary sources, while a structured questionnaire was used to gather primary data.

### ***5.3. Sample Size***

Total fifty questionnaires were distributed among employees in the HR and Accounts departments of Beximco Pharmaceuticals LTD. Out of these, 31 responses were received, with 30 being valid and usable for analysis in this study.

### ***5.4. Sampling Design***

Given the challenge of reaching the entire employee population, a convenient sampling technique was adopted. This approach allowed for efficient collection of data from available employees, who were interviewed as needed through the structured questionnaire.

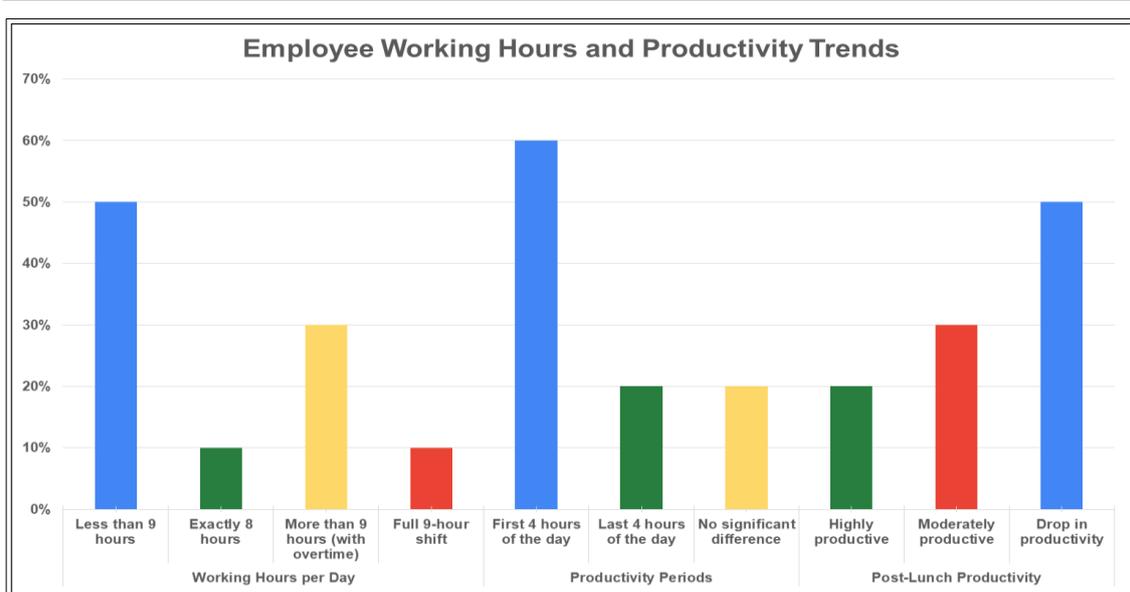
### 5.5. Data Collection

Primary data was collected via Google Forms, ensuring an accessible and efficient way for respondents to participate. A five-point Likert scale was used to measure the attitude for the survey. The structured questionnaire covered all relevant sections to ensure a thorough understanding of the research topic.

**Table no. 01:** Number of Employees in the Organization

Category	Number of Employees	Notes
Total Employees	5,961	
Female Employees	244	Female workforce ratio: 4.09%
Male Employees	5,717	
Salespersons (MPOs)	2,000	Work six days a week
Day Laborers	900	Work on an hourly basis; transition to monthly payment after 5 years of service
Positions Predominantly Filled by Males	Peon, Clerk, MPO	Extensive fieldwork and factory work

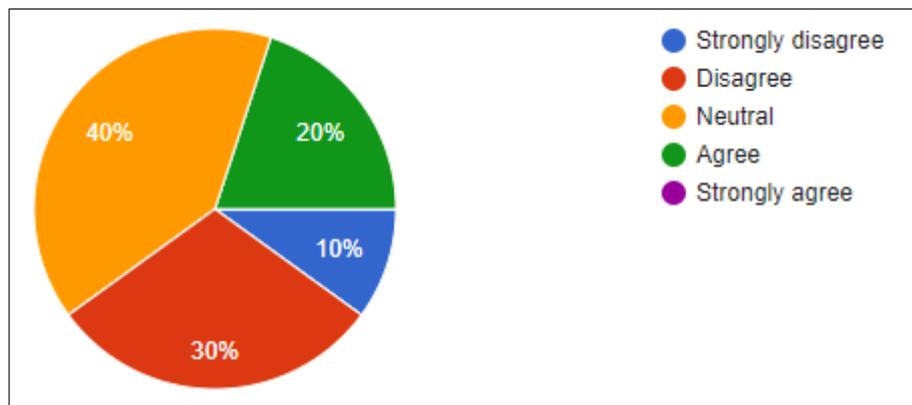
Table 01 shows the number of employees in the organization, totaling 5,961. There are 244 female employees, making up 4.09% of the workforce, and 5,717 male employees. The organization has 2,000 salespersons (MPOs) who work six days a week. There are also 900-day laborers who work on an hourly basis and can transition to monthly payments after five years of service. Positions like peon, clerk, and MPO are predominantly filled by males and involve extensive fieldwork and factory work.



**Figure no.02:** Employee Working Hours and Productivity Trends

**5.5.1. Employee Working Hours and Productivity Trends**

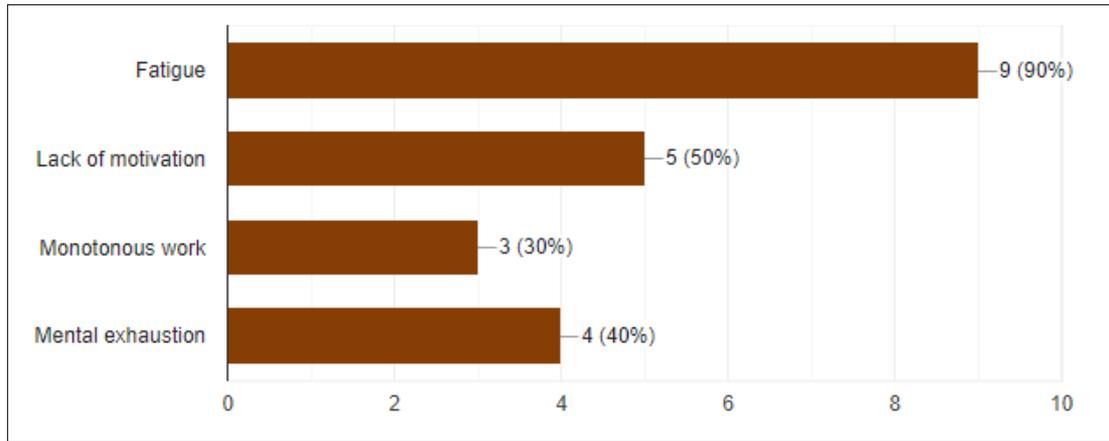
Figure 02 shows different trends in employee working hours and productivity. About 50% of employees work less than 9 hours a day, 10% work exactly 9 hours, 10% work 10 hours, and 30% work more than 9 hours. When it comes to productivity, 60% of employees are most productive during the first 4 hours of work, while only 20% feel productive in the last 4 hours. Another 20% say their productivity stays the same throughout the day. After lunch, only 20% feel highly productive, 30% are moderately productive, and 50% notice a drop in productivity.



**Figure no.03:** Support for Replacing Employees after 4 Hours

**5.5.2. Support for Replacing Employees after 4 Hours**

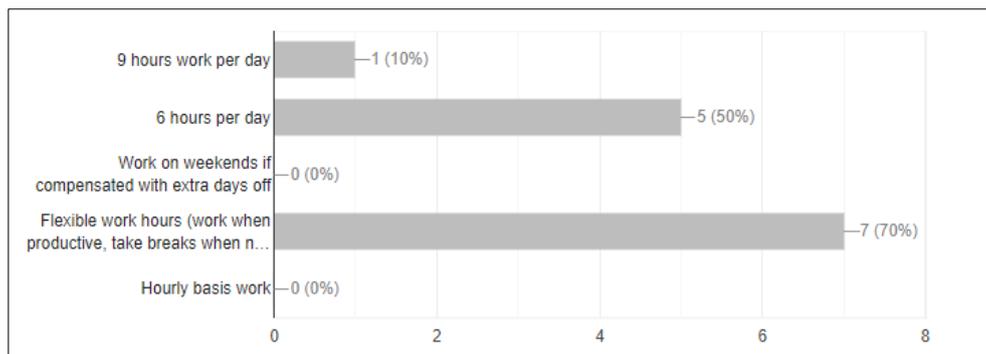
Figure 03 shows if employees liked the idea of replacing workers after 4 hours with fresh employees to boost productivity. About 10% strongly disagreed, while 30% disagreed. Forty percent took a neutral stance, and 20% agreed with the idea.



**Figure no.04:** Factors That Contribute to Decreased Productivity

### **5.5.3. Factors Contributing to Decreased Productivity**

In Figure 04 when employees were asked what factors made their productivity drop in the later hours of the day, 90% said fatigue was a big issue. Half of them pointed out that a lack of motivation also played a role. About 40% reported feeling mentally exhausted, and 30% believed that doing monotonous work added to the problem.



**Figure no.05:** Preferred Job Structure

### **5.5.4. Preferred Job Structure**

The Figure 05 shows to improve productivity, employees shared their preferences for different job structures. Half of them preferred a 6-hour workday, while only 10% liked the idea of a standard 9-hour workday. A significant 70% supported flexible work hours, which would let them work when they feel most productive and take breaks as needed. Interestingly, none of the employees wanted to work on weekends, even if they got extra time off.

### **5.5.5. Leave Policies**

When it came to preferred leave policies, 30% of employees liked the idea of standard maternity and paternity leave. Half of the employees supported a 6-month leave for stress management, which could be for either gender. Additionally, 10% suggested creating a "replacement pool" to help cover employees who are on leave.

**Table no.02:** Employees preferred leave policies

<b>Preferred Leave Policy</b>	<b>Percentage of Employees</b>
Standard Maternity and Paternity Leave	30%
6-Month Leave for Stress Management	50%
Creation of a "Replacement Pool"	10%

Table 02 shows employees' preferred leave policies. About 30% of employees support standard maternity and paternity leave for traditional family needs. Half of the employees prefer a 6-month leave for stress management. Only 10% support the idea of creating a "Replacement Pool" to cover for employees on leave.

## 6. Results & Interpretation

Upon completing the survey, the collected data were organized into charts and diagrams, particularly bar charts, for visual representation. Data analysis included plotting the results to identify trends, patterns, and insights related to employee productivity, job structure preferences, and WLB factors. Interpretations were derived based on observed patterns, providing insights into how job structure reforms might influence productivity and overall job satisfaction within the company.

**Table no.03:** Correlation Matrix of the Variables

<b>Variable</b>	<b>Mean</b>	<b>Std. dev.</b>	<b>Job Structure</b>	<b>Productivity</b>	<b>work-life balance</b>
<b>Job Structure</b>	3.8	1.186127	1.0000		
<b>Productivity</b>	2.4	.8136762	0.4073 0.0255	1.0000	
<b>work-life balance</b>	2.5	.8200084	0.0000	-0.1550	1.0000

			1.0000	0.4133	
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Table no. 03 shows the matrix of correlations between employment structure, work-life balance, and productivity. More effective job structures may increase productivity, as there is a positive correlation between job structure and productivity (0.4073). The relationship between work-life balance and organizational structure, however, is not statistically significant (0.0000). Productivity and work-life balance have a weak negative correlation of -0.1550, indicating that productivity gains may have a small but noticeable impact on the latter.

**Table no.04:** Multivariate Regression analysis for work-life balance and Productivity reforming the job structure

Source	SS	df	MS		
Model	29.943332	6	4.99055533	Number of obs	= 30
Residual	1.52333468	23	.066231942	F(6, 23)	= 75.35
				Prob > F	= 0.0000
				R-squared	= 0.9516
				Adj R-squared	= 0.9390
Total	31.4666667	29	1.08505747	Root MSE	= .25736

PreferedJobStructure	Coefficient	Std. err.	t	P> t	[95% conf. interval]	
ProductivityPeriod	1.344592	.1555685	8.64	0.000	1.022774	1.66641
WorklifeBalance	1.291324	.1244143	10.38	0.000	1.033954	1.548695
Overtimeworkfrequency	1.017941	.1028137	9.90	0.000	.805255	1.230628
ReplacementIdea	-1.876487	.129341	-14.51	0.000	-2.144049	-1.608925
FactorsAffectingProductivity	-.5205237	.0749986	-6.94	0.000	-.6756702	-.3653772
BeneficialleavePolicy	.0859543	.0607356	1.42	0.170	-.0396869	.2115956
_cons	3.900986	.4306216	9.06	0.000	3.010178	4.791795

Table no 04 shows the results of a multivariate regression analysis to understand how different factors related to job structure affect productivity and work-life balance. The model explains 95.16% of the variation (R-squared = 0.9516), meaning it is a good fit. Factors like "Productivity Period" and "Work-Life Balance" have positive and significant impacts on job structure, as shown by their high coefficients and low p-values. However, the "Replacement

Idea" has a negative effect, suggesting that replacing employees after 4 hours might reduce productivity.

## **7. Limitations of the Research**

This research was conducted using a Google Form survey with a small sample of only 30 employees from the HR and Accounts departments. Given that Beximco Pharmaceuticals Ltd. has approximately 6,000 employees, including 2,000 MPOs and sales personnel who make up a significant portion of the workforce, the sample size lacks representation. The findings may not fully capture the perspectives and challenges of the broader employee base, particularly those in sales and operational roles.

### ***7.1. Policy recommendation***

To address productivity and job satisfaction issues effectively, Beximco Pharma should consider adopting flexible work hours and implementing extended leave options. This approach would help accommodate employees' productivity patterns, especially the preference for shorter, focused work periods. By prioritizing flexible scheduling, stress management leave, and a system to manage workloads when employees are absent, Beximco Pharma could foster a healthier, more supportive work environment that reduces fatigue-related productivity declines and improves employee retention.

- Introduce flexible work hours allowing employees to choose peak productivity periods.
- Implement a 6-hour focused workday as an alternative option to boost engagement and productivity.
- Offer a 6-month stress management leave option for employees, addressing WLB needs.
- Avoid mandatory weekend work to respect employees' WLB and maintain morale.
- Establish a "replacement pool" of trained employees to cover absences efficiently, ensuring smooth workflow continuity.

## **8. Summary and Conclusion**

In conclusion, this case study focuses on the critical role of job structure, WLB, and flexible scheduling in increasing employee productivity and job satisfaction. The data revealed that most employees are highly productive in the initial hours of the day, with productivity decreasing post-lunch due to factors like fatigue and monotony. Additionally, preferences for flexible work hours and options for shorter workdays suggest a growing need for policies that accommodate employee well-being to increase retention. Implementing targeted adjustments to job structure, leave policies, and flexible options, could help organizations align their practices with the evolving needs of their workforce and foster a more engaged, productive work environment. New data from the biggest money-saving company in the UK shows that the typical office worker is only productive for 2.53 minutes during the day. Using social networking and news websites as distractions takes up a significant amount of time throughout the workday, according to this research (Harrow, 2017). A case study conducted at Beximco Pharmaceuticals lends credence to this finding by demonstrating that workers are at their most productive first thing in the morning. However, the UK study fails to reveal when workers are at their most efficient. Over the course of an eight- to nine-hour workday, workers can maintain focus for about three to four hours, according to the two studies. In order to improve overall productivity and keep employees engaged, these findings highlight the need of policies that promote work-life balance and flexible job structures.

## **9. Acknowledgement**

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## Appendix

### Section 1: Employee Demographics & Work Hours

1. What is your job designation?
2. How many employees are in your organization?
3. How many hours do you typically work per day?
4. Do you frequently work overtime (more than 9 hours/day)?
5. How satisfied are you with your current work hours?

### Section 2: Productivity Analysis

6. During which period of the day are you most productive?
7. How would you rate your productivity after lunch?
8. Do you agree that replacing employees after 4 hours with fresh workers could improve productivity?
9. What factors contribute to a decrease in productivity later in the day?

### Section 3: Proposed HR Job Structure Reforms

10. Which job structure would you prefer to enhance your productivity?
11. What kind of leave policy do you think would be most beneficial?
12. How often do you take sick leave or personal leave?
13. Would you support having a pool of employees to cover for those on leave?

### Section 4: Work-Life Balance and Special Cases

14. Have you ever considered leaving your job due to work-life balance issues (e.g., pregnancy, family stress)?
15. For female employees: Would you consider continuing work after maternity leave if flexible hours or remote work options were provided?
16. For male employees: Do you feel a 6-month break would help in managing work stress?
17. Do you think the company should offer more flexible arrangements, such as part-time work, job-sharing, or hour-based work?

### Model: Impact of Job Structure on Productivity and Work-Life Balance

$$Y_1 (\text{Job structure}) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon_{Y_1}$$

- **Y1:** Preferred Job Structure
- **X1:** Productivity Score (After lunch or overall period).
- **X2:** Work life balance
- **X3:** Overtime work frequency.
- **X4:** Replacing employees after 4 hours.
- **X5:** Factors contributing to productivity decrease.
- **X6:** Beneficial leave policy.