

EMPLOYEE COMMITMENT AND WORK-LIFE BALANCE AMONG GUARANTY TRUST BANK STAFF IN IJEBU NORTH AND IJEBU ODE LOCAL GOVERNMENTS

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Abstract

Work-life balance (WLB) is very important to attach to millennial generations. This paper investigates employee commitment and work-life balance among Guaranty Trust bank staff in Ijebu North and Ijebu Ode Local Government. The broad objective of the study is to examine employee commitment and work-life balance. Primary source of data was used in carrying out this study. Census sampling was employed to select the sample from employee of Guarantee Trust Bank due to the small size of the population. Cross sectional data from primary source was obtained for analyses. The data were reliable and found usable for the study. The regression analyses show that there is a significant effect of employee affective commitment on work-life balance. Overall, there is a significant effect of employee commitment on work-life balance. The findings show that the employees are emotionally committed to the organisation and also wish to continue with the organisation. It was therefore concluded that there was statistically significant effect of employee commitment on work-life balance. The study recommended that employees are commitment to their organisation but in order to continue get them committed, the organisation needs to look into the work-life balance of the employee.

Key Words: Commitment, Affective Commitment, Continuance Commitment, Work-life Balance, Social Exchange

Introduction

Work-life balance (WLB) is very important to attach to millennial generations. For them, having leisure time is an important source of well-being in the workplace (Kultalahti & Viitala, 2014). The definition of work-life balance can be interpreted as the amount of time spent on doing a job compared to the amount of time spent with family and doing things they may enjoy. Work-life balance benefits employees and organizations collectively (Mesimo-Ogunsanya, 2017). Work-life balance is about how to help employees maintain a healthy and beneficial lifestyle that affects their performance improvement.

According to Oludayo, Falola, Obianuju & Demilade (2018), work-life balance (WLB) is a concept designed to improve job predictability and career sustainability of employees. The line between work and life has been the subject of interest amongst scholars and practitioners nowadays. Several factors have been found to have sparked this interest and these include changes of demographic composition in the labour market and in the amount and pace of work and increases in work hours (Helmle, et al., 2014). A person can live a life that is happy, healthy and successful when there is work-life balance. Work-life balance has indeed become a primary concern to those wishing to have good quality of life (Breitenecker & Shah, 2018).

Commitment is the strength of an individual's identification and involvement in a particular organization (Fashola, Akanni & Ajila, 2016). According to Aon & Hewitt (2014), the highest importance in building employee commitment has a career development index, in a second place is performance management and the next is reputation of the organization. Wages are on a fourth place and a communication was ranked fifth. Also, employee commitment is dependent on three drivers namely: Fairness, Trust and Concern for employees (which is related to the work-life balance). If employers wish to build commitment, they should create an environment of concern by acting consistently in ways that employees perceive (Bragg, 2002). Thus, commitment is a force that stabilizes individual behaviour under circumstances where the individual would otherwise be tempted to change the behaviours.

Employee behaviour is essential for organizational effectiveness which includes employee entering and remaining with the organization; carrying out specific role requirements; and engaging in innovative and spontaneous activity which goes beyond role prescriptions. The appointment of good workers is thus critical, but of greater significance in the organization's ability to create a committed workforce. Hence, the need for managers to understand the concept commitment- what and how it operates, and most importantly, how their work-life improves employees committed to the organization (Osemeke, 2016).

Some of the studies conducted on commitment in organizational have shown that it is strongly related to individuals' attitudes which can be of concern to work-life balance (Moghimi, Kazemi & Samiie, 2013). Work-life balance is defined as an employee's perception that multiple domains of personal time, family care, and work are maintained and integrated with a minimum of role conflict (Ungerson & Yeandle, 2005). Work-family balance reflects an individual's orientation across different life roles, an inter-role phenomenon. Work-life balance is a key issue in all types of employment as dual-career families have become common and high work demands with long working hours have become the norm (Delina & Raya, 2013).

According to Gulbahar, Ghulam, Kundi, Qureshi & Akhtar (2014), Work-life balance (WLB) is the proper prioritizing between "work" (career and ambition) on the one hand and "life" (Health, pleasure, leisure and family) on the other hand. It also includes the priority that work takes over family, working long hours and work intensification. Keith & Newstorm (2002) opined that in the viewpoint of the business and staffs, the quality of work-life means the favourability and lack of favourability in the work environments. Elias & Saha (2005) suggest that the quality of work-life is a reflection of the relationship between the staffs and their work environments. This relationship indicates the compatibility of the staffs with their works.

Researchers have demonstrated that employee commitment can be altered due to specific events (e.g., satisfaction with pay, satisfaction, performance and work-life balance) (Moghimi, Kazemi & Samiie, 2013), yet these studies did not breakdown the various types of employee commitment and how work-life balance affect each of the commitment variable. The aim of this study is to examine work-life balance and employee commitment.

Objectives of the Study

The objective of this study is to examine employee commitment and work-life balance among guaranty trust bank staff in Ijebu North and Ijebu Ode Local Governments. The specific objectives are to: first and foremost, examine the effect of employee affective commitment on work-life balance; secondly, to examine the effect of employee continuance commitment on work-life balance and lastly, to examine the effect of employee commitment on work-life balance.

Hypothesis

The following null hypotheses were tested in this study

Ho¹ There is no significant effect of employee affective commitment on work-life balance.

Ho² There is no significant effect of employee continuance commitment on work-life balance

Ho³ There is no significant effect of employee commitment on work-life balance.

Literature Review

Employee Commitment

Employee commitment refers to the extent to which an employee develops an attachment and feels a sense of allegiance to his or her employer (The Pennsylvania State University, 2011). This can be described as the psychological bond of an employee to an organisation, and its strength of which depends on the degree of employee involvement, employee loyalty, and belief in the values of the organisation. The word bind refers to the maintenance of the relationship with the commitment object and is seen as the most critical outcome of commitment (Varsha & Monika, 2012). Thus, committed individuals stick

to the items of their devotion. As it is in the case of the private life, many individuals have conflicting obligations in work-life. These include obligations to those in their work, profession, career, colleagues, department, and the organization as a whole. These different forces can compel an individual to behave in a particular course of action. We may do so because we like it (affective bonding), because we feel obliged (normative conformity) and/or because people have good reasons for their commitment.

Commitment has always been believed as the driving force behind a person's success (Fashola, Akanni & Ajila, 2016). A person who has committed himself to a task will pursue it until its completion, even if there are few obstacles in the process. Commitment is a force that binds an individual to a course of action of relevance to one or more targets. It is referred to as the maintenance of the relationship with the commitment object and is seen as the most crucial outcome of commitment (Varsha & Monika, 2012). Varsha & Monika (2012) further described the commitment as a mechanism that comes into being when a person, by making a side bet, links outside interests with a consistent line of activity. According to Osemeke (2016), employees' commitment is a concept that has to do with the level of dedication and loyalty that workforce demonstrates to employers. As part of this concept, determining the level of task that employees feel toward an employer is essential. The fundamental idea is that if an employee is genuinely committed to the objectives and plans of the organization, he or she will manifest that commitment in terms of individual work ethic, the support of organizational goals and generally be dedicated to the enduring success of the employer's business.

Employee's commitment has offered industrial and organisational psychologist opportunity to identify how the organisation is a psychologically meaningful environment to individual organisation members. Akintayo (2010) noted that one of the best-known ways of studying organisation has been to measure an employee's commitment. However, indicators of employee commitment are accepting the organisational mission, adopting the corporate culture (values and behaviours), feeling and showing a desire to continued membership in the organisation, and exerting maximum effort to achieve the organisational goals (Fashola, Akanni & Ajila, 2016).

Affective Commitment

The affective element means the emotional commitment of an employee to the organization and recognition with it. The workers with strong affective commitment continue their employment in the organization since they want to do so. The choice of the notion-affective commitment was conditioned by a belief that all factors involved in the development of this component are accompanied by strong positive feeling, and this is probably the essential aspect of this form of commitment. Meyer & Herscovitz (2011) however, unlike other researchers, do not treat it only as an affective state of a person, but still, they believe that it is an essential cognitive element of this form of commitment (e.g. the belief that what you do is somehow essential).

Continuance Commitment

Continuance component is the consciousness of costs attaches with abandoning the organization. Workers whose real attachment through the organization is based on the continuance component stay within it as they need to do so. Continuance Commitment can be regarded as a contractual attachment to the organization (Beck & Wilson, 2000). Continual commitment refers to the awareness of the costs associated with leaving the organization. The potential costs of leaving the organization involve the threat of wasting time and effort spent on the acquisition of non-communicable skills, loss of attractive benefits, waiver of privilege that brings long years of service, and the collapse of family and personal partnerships. The individual's association with the organization is based on an ongoing assessment of economic benefits gained by remaining with the organization. Organizational members develop commitment because of the positive extrinsic rewards obtained without necessarily identifying with the organization's goals and values (Faloye, 2014).

Importance of Employees Commitment in Organization

Studying employee's commitment is an important area because it can determine the strength or stability of a company's workforce (Williams, 2013). Commitment is perceived as instrumental in determining the performance of workers. A company comprising of committed employees is likely to reap benefits due to good performance of workers and reduction in turnover and absenteeism (Abrahamsson, 2012). Its importance stems from its relationship with these work-related outcomes, i.e. performance, absenteeism and turnover among others (Cho & Kwon, 2015).

Abrahamsson (2012) observed that some studies show that there is no evidence of a systematic relationship between organizational commitment and those work-related outcomes. On the contrary, other studies like that of Meyer & Allen in Nwokoro (2017) support the idea that a committed person stays with the organization whatever prevailing conditions are and accomplishes tasks which may even be beyond what is expected.

Furthermore, an employee who is committed, shares company's goals and beliefs as well as protects the company's assets and interest (Abrahamsson, 2012). Such differences may result from the fact that commitment is such a broad term subject to different interpretations. But when one comes to think of it, it is evident that a person who is committed or dedicated to a specific cause can be observed to work hard (Nwokoro, 2017). In addition, a committed individual is determined to work towards the attainment of the purpose or goal to which he/she is dedicated.

Work-life Balance

Work-life balance simply means the amount of time you spend doing your job compared with the amount of time you spend with your family and doing things you enjoy (Cambridge Advanced Learner's Dictionary & Thesaurus, 2013). They are working practices that acknowledge and aim to support the needs of staff in achieving a balance between their homes and working lives (Gulbahar, Ghulam, & Qamar, 2014). Maad (2008) says "we work to live, not live to work" has been a famous phrase for employees who try to balance priorities in life.

Work-life balance is defined as an employee's perception that multiple domains of personal time, family care, and work are maintained and integrated with a minimum of role conflict (Clark, 2000; Ungerson & Yeandle, 2005). Work-family balance reflects an individual's orientation across different life roles, an inter-role phenomenon. Work-life balance is a key issue in all types of employment as dual-career families have become common and high work demands with long working hours have become the norm. The significance of assisting employees to achieve a balance between the demands of their work and their homes is important to the organizations. Demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives (Bharat, 2003; Komaraju, 1997; Rajadhyaksha & Bhatnagar, 2000).

Work-life balance practices are deliberate organizational changes in programs or organizational culture designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. The transition from viewing work-life balance practices solely as a means of accommodating individual employees with care-giving responsibilities to recognizing their contribution to organizational performance and employee engagement is an important paradigm shift that is still very much 'in process' (Ioan, Cadruta & Patricia, 2010).

Work-life balance is vital for individuals' well-being, organisation's performance and a functioning society (Grady, McCarthy, Darcy & Kirrane, 2008). There are different beliefs on how work-life balance should be defined, measured and researched (Grzywacz & Carlson, 2007). Various terms are also used by different researchers while referring to work-life balance. For example, Frone (2003) refers to the word 'work-family balance'; Clarke, Koch & Hill (2004) refer to 'work-family fit'; Burke (2000) refers to 'work-personal life balance'; and Grady, *et al.* (2008) refer to 'work-life balance'. As work-family balance is often associated with traditional families, i.e., individuals who are married with children (Barnett & Hyde, 2001), and this study refers to a family in both its traditional and non-

traditional form; in order to therefore avoid any confusion, the term 'work-life balance' is used throughout this paper.

Dimensions of Work-Life Balance

Different authors look at work-life balance from different angles. Fundamentally, the purpose of work-life balance is to look for ways and means through which an individual's work and life is harmonized. A view of various studies brings to the fore some general dimensions of work-life balance. One situation that has called the attention of work-life balance is a situation whereby work demands interfere with the personal life. It is otherwise also described as work to life conflict. Here, the work intrudes into the resources available for family or personal life (Mathew & Panchanatham, 2010; Mušura *et al.*, 2013). There are people when they leave the workplace don't carry work related problems to their homes. But others are haunted by the following conditions caused by the interference between work and non-work activities, which include conflict, insecurity, tiresome work, stress, and long working hours (Schieman, *et al.*, 2009).

Another dimension that brings the question of work-life balance on the table is the opposite of the first situation. Here, personal life demands interfere with work (Mathew & Panchanatham, 2010). This happens when the demands from the family domain are greater and influence the performance of an individual at work. According to Staines (1980) individuals influence the societies and at the same time they are being influenced by the societies. They keep moulding the environment and are being moulded by the same environment. Employees carry the feelings they have at work to their homes and vice versa. The work creates a conflict with the family while it easily spills over the leisure time. In contrast to the spill-over theory Staines presented compensation theory which means that individuals who are not satisfied with one domain try to compensate it with the other one (for example, a person who does not have a successful personal life may work harder to bring satisfaction to his life).

The third aspect of work-life balance is the enhancement of both work and personal life resources (Mathew & Panchanatham, 2010). This is in line with the work represented by Payton-Miyazaki and Brayfield (1976). To them a lot of social learning takes place at the workplace (for example, skills and norms). This theory of enhancement has been described by Greenhaus & Powell (2006) as enrichment theory. According to them work and life are allies and strengthen the roles of each other. Guest (2002) & Naithani (2010) presented five theories to demonstrate the association of work and life. These models include segmentation, spill-over, compensation, instrumental and conflict theories. The segmentation theory means that work and life are distinct and do not exert any influence on each other, which can only be true in theoretical sense.

Theoretical Framework

Social Exchange Theory

Social exchange theory is defined 'as the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons. Later the theory was extended by the researchers, with more focus on the economic and utilitarian perspectives. Social exchange theory states that individuals seem to reciprocate in the form of more favourable attitudes towards the organisation that is perceived to be supportive to them (Tang, Siu, & Cheung, 2014). Applying this to the work-family interface, employees and their organisations are considered as two exchange counterparts. When employees perceive that their organisations are helping them to integrate their work and family roles, they perceive those organisations to be more supportive and consequently feel obligated to reciprocate with positive feelings about their jobs and organisations (Aryce, Srinivas, & Tan, 2005; Rhoades & Eisenberger, 2002). In other words, employees will attribute their increased efficiency and performance to the organisation that provides family-friendly support. They will respond favourably to the organisation in the form of positive job attitudes such as feeling more satisfied with their work. The theory also states that goodwill gestures exhibited by one party to the other party may promote the formation of social exchange relationships, which in turn may lead to favourable outcomes (e.g. job satisfaction, life satisfaction).

Social exchange theory provides the theoretical justification for expecting work-life benefits to be positively reciprocated by employees in the form of commitment to the organisation (Lambert, 2000). Lambert (2002) suggests that workers feel obligated to exert “extra” effort in return for “extra” benefits. It was further noted that the more employees perceive that they are being cared for (through the provision of family-friendly programs, such as child care, flexible work arrangements, among others), the more apt employees are to conclude that the organization is treating them well. Thereafter, the employees will feel obligated to “pay back” or reciprocate by becoming more committed to the organization (Wang & Walumbwa, 2007).

Empirical Review

Kim & Windsor (2015) explore how first-line nurse managers constructed the meaning of resilience and its relationship to work-life balance for nurses in Korea. Participants were 20 first-line nurse managers working in six university hospitals. Data were collected through in-depth interviews from December 2011 to August 2012, and analysed using Strauss and Corbin's grounded theory method. Analysis revealed that participants perceived work-life balance and resilience to be shaped by dynamic, reflective processes. The features consisting resilience included “positive thinking”, “flexibility”, “assuming responsibility”, and “separating work and life”. This perception of resilience has the potential to facilitate a shift in focus from negative to positive experiences, from rigidity to flexibility, from task centred to person-centred thinking, and from the organization to life. Recognizing the importance of work-life balance in producing and sustaining resilience in first-line nurse managers could increase retention in the Korean nursing workforce.

Ciceka, Karabogab & Sehitoglu (2016) studied the career commitment premises in work – family balance using cross-sectional research design to carry out the analysis. It was discovered that developing meaningful career identity for employees is affected by positive mood from work; family and psycho-social resources such as a sense of security, confidence, accomplishment, or self-fulfilment (enrichment); and positive emotion spill-overs. That is to say, positive emotional state is dominant for developing career identity.

Kaliannan & Adjovu (2015) explore the strengths and weaknesses of employee engagement strategies implemented by a telecommunications organization in Ghana. Quantitative research approach was adopted with 137 completed responses. The findings reveal that the engagement strategies deployed by the organization has achieved level of satisfactory. However, there are areas of improvement that can be established to integrate the talent management with overall organizational corporate strategies.

Genevičiūtė-Janonienė & Endriulaitienė (2015) investigates the relationships between employees' organizational commitment and withholding effort, resistance to change, and burnout as negative aspects of organizational commitment. The research involved 1053 Lithuanian employees working in different public and private organizations. A questionnaire made up of Organizational commitment questionnaire, withholding effort scale (Kidwell, Robie, 2003, taken from Schnake, 2007), Resistance to change scale (Oreg, 2003), Maslach Burnout inventory (MBI-GS; Maslach, *et al.*, 1996), and socio demographic questions was used for gathering data. The stepwise multiple regression analysis revealed that affective commitment was the most positive component of organizational commitment for organization, whereas continuance commitment has had negative aspects for organization mostly. The conclusion has been made that various components of organizational commitment have different implications for organization.

Methodology

The study area is Ijebu-North and Ijebu-Ode Local Government, Ogun State. This is because of the researcher familiarity with the area, time and financial constraint. This study examined employee commitment and work-life balance, and the population comprised of the entire fifty-four (54) employees of Guarantee Trust Bank, irrespective of their positions. Details of the population are listed below:

Table 1

Bank Branch	Number of Employees
Guarantee Trust Bank Ijebu-Ode	43
Guarantee Trust Bank OOU Permanent Site	11

Source: Research Survey, (2019)

The population of the study cut across all the categories of staffs in the organization. This includes the top management category, middle management category and the lower management category. Since its population is not too large for the researcher. Census sampling was employed to select the entire fifty-four (54) employee of Guarantee Trust Bank the represented the study. All respondents in each of the banks were true representative of all categories of staff in the bank. This study adopted a descriptive survey research. This was because in a survey, a sample is selected from the research population for the purpose of generating information that will be used in making generalization.

Cross-sectional data from primary source was used in this study. Two scales were adopted for this study, Work-life Balance Scale and Employee Commitment Scale. Work-life Balance Scale: The scale used for measuring work-life balance in this study is a 15-item scale adapted from an instrument developed and reported by Fisher-McAuley *et al.* (2003). It is a 16-item questionnaire in 7 Likert scale of “Strongly Disagree” to “Strongly Agree”. The KMO measure indicates an adequacy level of 0.712, validating the analysis. Employee Commitment Scale: The employee commitment scale of Allen & Meyer (1990) was used to measure the respondents' commitment. It is a 16-item questionnaire in 7 Likert scale of “Strongly Disagree” to “Strongly Agree”. Allen & Meyer (1990) reported 0.87 for affective, 0.75 for continuance, Pearson Moment Correlation Coefficient was used to test the reliability of the questionnaire, if it yields above 0.70, it will be considered reliable.

On the basis of the identified variables of Employee Commitment and Work-life Balance, the model of this study is specified as follows:

if $y = f(x)$ i

y represents Work-life Balance (WLB)

x represents Employee Commitment (EC)

Thus $WLB = a + b(EC) + E_t$ ii

$WLB = a + b(EC) + E_t$

$WLB = a + b(EC) + E_t$ iii

where

EC = Employee Commitment

WLB = Work-life Balance

a = intercept Work-life Balance (WLB)

b = Coefficient of Employee Commitment (EC)

E_t = Error term

Analysis, Discussion and Implications for Management

Table 2: Descriptive Statistics of the Data

Gender	Male	Female	
	79.6%	20.4%	
Age of Respondents	18 -25 years	26-35 years	36 & Above
	20.4%	59.3%	20.4%
Marital Status	Single	Married	Divorced
	30.7%	66.3%	3.0%
Education	O' level	OND/NCE	HND/B.SC
	20.4%	20.4%	59.3%
Working Experience	1-5yrs	6-10years	11years & Above
	20.4%	59.3%	20.4%

Source: Field Survey, (2019)

Table 3: Testing of Hypotheses

Hypothesis One

Ho¹: There is no significant effect of employee affective commitment on work-life balance.

Model Summary						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	
1	.789 ^a	.623	.615		6.65296	
a. Predictors: (Constant), Affective_ Committment						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3797.363	1	3797.363	85.793	.000 ^b
	Residual	2301.619	52	44.262		
	Total	6098.981	53			
a. Dependent Variable: Work_Life_Balance						
b. Predictors: (Constant), Affective_ Committment						

Source: Field Survey, (2019)

The table above showed that with affective commitment entered into the regression model, there is significant prediction of work-life balance ($R = .789$; $R^2 = .623$; $\text{Adj } R^2 = .615$; $F_{(1,53)} = 85.793$; $P < .05$). This showed that affective commitment accounted for 62.3% of the variance in the work-life balance. Therefore, we reject the hypothesis which stated that there is no significant effect of employee affective commitment on work-life balance. Hence, there is a statistically significant effect of affective commitment on work-life balance.

Hypothesis Two

Ho²: There is no significant effect of employee continuance commitment on work-life balance.

Table 4:

Table 4:

Model Summary				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.576 ^a	.331	.319	8.85506

a. Predictors: (Constant), Continuance Commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2021.550	1	2021.550	25.781	.000 ^b
	Residual	4077.432	52	78.412		
	Total	6098.981	53			

a. Dependent Variable: Work_Life_Balance

b. Predictors: (Constant), Continuance Commitment

Source: Field Survey, (2019)

The table above showed that with affective commitment entered into the regression model, there is significant prediction of work-life balance ($R = .576$; $R^2 = .331$; $\text{Adj } R^2 = .319$; $F_{(1,53)} = 25.781$; $P < .05$). This showed that continuance commitment accounted for 33.1% of the variance in the work-life balance. Therefore, the hypothesis which stated that there is no significant effect of employee continuance commitment on work-life balance is hereby rejected. Hence, there is statistically significant effect of continuance commitment on work-life balance.

Hypothesis Three

Ho³: There is no significant effect of employee commitment on work-life balance.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.566	.557	7.13804

a. Predictors: (Constant), Employee_Commitment

Table 6: Model Summary

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3449.496	1	3449.496	67.701	.000 ^b
	Residual	2649.485	52	50.952		
	Total	6098.981	53			
a. Dependent Variable: Work_Life_Balance						
b. Predictors: (Constant), Employee_Commitment						

Source: Field Survey, (2019)

The table above showed that with employee commitment entered into the regression model, there is significant prediction of work-life balance ($R = .752$; $R^2 = .566$; $\text{Adj } R^2 = .557$; $F_{(1,53)} = 67.7013$; $P < .05$). This showed that employee commitment accounted for 56.6% of the variance in the work-life balance. Therefore, we reject the hypothesis which stated that there is no significant effect of employee commitment on work-life balance.

The first hypothesis stated that there is no significant effect of employee affective commitment on work-life balance showed that there is statistically significant effect of employee affective commitment on work-life balance. Omar (2013) also concluded that affective commitment has positive impact on work-life balance. Furthermore, effect of satisfaction with work-life balance as a mediator in work status equivalent to affective commitment. Genevičiūtė-Janonienė & Endriulaitienė (2014) in a similar study concluded that affective commitment was the most positive component of organizational commitment for organization, affective commitment positively influences employees' professional efficacy and reduces a likelihood of professional burnout and withdrawal behaviour. This study is in line with the study of Barbara (2003), who concluded that affective commitment has significant impact on work-life balance. He also expatiates that affective commitment exists when employees stay with the organization because they want to, affective commitment results in better performance and more meaningful contributions to employee work-life balance.

The second hypothesis which stated that there is no significant effect of employee continuance commitment on work-life balance revealed that there is significant effect of employee continuance commitment on work-life balance. Genevičiūtė-Janonienė & Endriulaitienė (2014) found that continuance commitment was a significant predictor of higher level of resistance to change, cynicism and emotional exhaustion. Still several investigations have demonstrated some negative consequences of continuance commitment for employee well-being emphasizing that the more employees are continuously committed the more they experience stress, work family conflict, lower life satisfaction (Meyer, et al. 2002; Panaccio & Vanderberghe, 2009).

The third hypothesis stated that there is no significant effect of employee commitment on work-life balance showed that there is significant effect of employee commitment on work-life balance. The study of (Informe IFREI, 2011) concluded that employee commitment was four times higher in companies in which the work environment was favourable to work-life balance, whereas in those that made work difficult, job dissatisfaction was seven times higher and employees were eleven times more likely to express the intention to quit. Similarly, Haar & Spell, (2004) also found that when employees perceive their supervisor or employer as being instrumental in helping them achieve a work-life balance (e.g. child care, flexible work arrangements), employees are likely to reciprocate with commitment to

the organisation. Individuals' work-life balance is achieved through a supportive supervisor and the implementation of family-friendly practices by the employer. Kossek, *et al.*, (2001) also demonstrated that employee commitment is enhanced when organisations help employees in fulfilling their family and non-work responsibilities.

The first hypothesis which looks at the effect of affective commitment on work-life balance revealed that there was a statistically significant effect of affective commitment on work-life balance among the employee in banking industry. Most of the employee agreed that they would be happy to spend the rest of their working career with the organisation. This can be seen from the response of the respondents who collectively agreed that they enjoy discussing about their organisation with outsider and the organisation has a lot of meaning to them.

Secondly, continuance commitment has statistically significant effect in work-life balance. As revealed from the respondents, they collectively agreed that it will be difficult to see another job if they quit their current job. Some of the respondents agreed that they are afraid of what it might result into if they quit their job. In fact, most of them believe that they have few or no option to quit their job.

In summary, the findings of this study revealed that there is a statistically significant effect of affective commitment on work-life balance ($R = .789$; $R^2 = .623$; $\text{Adj } R^2 = .615$; $F_{(1,53)} = 85.793$; $P < .05$). Also, there was statistically significant effect of continuance commitment on work-life balance ($R = .576$; $R^2 = .331$; $\text{Adj } R^2 = .319$; $F_{(1,53)} = 25.781$; $P < .05$). Above all, it was revealed that employee commitment is statistically significant to work-life balance ($R = .752$; $R^2 = .566$; $\text{Adj } R^2 = .557$; $F_{(1,53)} = 67.7013$; $P < .05$).

Conclusion

In the concept work-life balance the term work is referred to an activity, such as a job, that a person uses physical or mental effort to perform, usually for money or money worth paid. Employee commitment is also very importance for the progress of any organisation or institution. Though previous study has worked on employee commitment and work-life balance, but the study that were able to categorise the type of employee commitment that is associated with work-life balance were few. This study was able to show that affective commitments of employees to their organisation have a statistical effect on work-life balance. Like, the continuance commitments of employees to their organisation have a statistical effect on work-life balance. The findings show that the employees are emotionally committed to the organisation and also wish to continue with the organisation. It was therefore concluded that there was statistically significant effect of employee commitment on work-life balance. Also, employees had better mood at work because of their personal life. The continuance commitment of employee had significant effect on work-life balance. Affective commitment also had significant effect of work-life balance. These conclusions are in tandem with the works of Meenakshi, Subrahamanyam & Ravichandran (2013) and Grimm (2017).

Recommendation

From the findings of the study, it is recommended that every organisation should endeavour to be concerned about the work-life balance of their employee. Though, this study revealed that employees are commitment to their organisation but in order to continue get them committed, the organisation needs to look into the work-life balance of the employee.

Also, employee should hesitate to communicate with their employee if it is found that the mode of operation in the organisation is affecting his or her work-life balance, this may help in address any conflict that will arise from unstable work-life balance. In addition, there should be intervention strategies for employees who are committed to organisation but have difficulty to cope with work-life. These can be done by giving them work-leave and creating a good atmosphere that will make them enjoy working with the organisation.

Suggestion for Further Studies

This study has investigated the commitment of employee and work-life balance using banks employee as case study. Further study can also be done on manufacturing firm where there work schedule involved long working hours. Also, the samples size of this study is not much, in order to be able to generalize the study, and other studies can increase their sample size in other sectors. Employee commitment and work-life balance can be considered in terms of age, organizational tenure, total job tenure, and job tenure in banks for further study.

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APPENDIX

Part A: Demographic Information

Please Tick [] as Appropriate

1. **Gender:** Male [] Female []
2. **Age:** <25years [] 26-35 years [] 46 years above []
3. **Working Experience:** 1 -5 years [] 6-10 years [] 10 years and above []
4. **Qualification:** O'level [] OND/NCE [] HND/B.Sc. [] Others []

Section B: Work-Life Balance

Key: 1=Strongly Disagree, 2= Disagree, 3=Slightly Disagree, 4=Undecided, 5=Slightly Agree, 6=Agree, 7=Strongly Agree.

S/N	Items	1	2	3	4	5	6	7
1.	My personal life suffers because of work							
2.	My job makes personal life difficult							
3.	I neglect personal needs because of work							
4.	I put personal life on hold for work							
5.	I miss my personal activities because of work							
8.	My personal life drains me of energy for work							
9.	I am too tired to be effective at work							
10.	My work suffer because of personal life							
11.	I find it hard to work because of personal matters							
12.	My personal life gives me energy for my job							
13.	My job gives me energy to pursue personal activities							
14.	I am at better mood at work because of my personal life							
15.	I am at better mood because of my job							

Section C: Employee Commitment

Key: 1=Strongly Disagree, 2= Disagree, 3= Slightly Disagree, 4= Undecided, 5=Slightly Agree, 6=Agree, 7=Strongly Agree

S/N	Affective Commitment Scale	1	2	3	4	5	6	7
1.	I would be very happy to spend the rest of my career with this organization.							
2.	I enjoy discussing my organization with people outside it.							
3.	I really feel as if this organization's problems are my own.							
4.	I think that I could easily become as attached to another organization as I am to this one.							
5.	I don't feel like 'part of the family' at my organization							
6.	I do not feel 'emotionally attached' to this organization.							
7.	This organization has a great deal of personal meaning for me.							
8.	I do not feel a strong sense of belonging to my organization.							
	Continuance Commitment Scale							
9.	I am not afraid of what might happen if I quit my job without having another one lined up.							
10.	It would be very hard for me to leave my organization right now, even if I Wanted to.							
11.	Too much in my life would be disrupted if I decided I wanted to leave my organization.							
12.	It wouldn't be too costly for me to leave my organization now.							
13.	Right now, staying with my organization is a matter of necessity as desire.							
14.	I feel that I have too few options to consider leaving this organization							
15.	One of the few serious consequences of leaving this organization would be the scarcity of available alternatives.							
16.	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here.							