

Empirical study of work-life balance and organizational commitment in tin can island port terminals, Lagos State, Nigeria

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Abstract

Despite the benefits of work-life balance and the large number for studies it has motivated in developed nations, relatively little studies have been done on how it affects organizational commitment in Nigeria. This is because Nigerian businesses are known for endorsing unstable working environments and unethical workplace standards at the expense of the wider public. In light of this, this study examined the connections between organizational commitment and work-life balance in the Tin Can Island Port terminals in Lagos State. Purposive sampling was used in conjunction with the cross-sectional approach. The work enrichment theory served as the study's theoretical framework, and a questionnaire with 389 respondents was used as the research instrument. Statistical Package for Social Sciences (SPSS) Version 23 was used to analyse the data using percentages, mean, standard deviation, Pearson's coefficient of correlation, and both linear and multiple regression analysis. The study's conclusions demonstrated how employees' affective, continuance, and normative commitments were impacted by work-life balance in Tin Can Island Port, Lagos State. The study came to the conclusion that employees' commitment to their organization as well as their personal lives, are impacted by an inadequate work-life balance. Based on the study's findings and conclusion, the management of Tin Can Island Port should, among other things, develop and successfully apply flexible work schedules to help staff members manage and lessen the conflicts they encounter in their personal lives.

Keywords: Work-life balance, flexible work schedules, organizational commitment

INTRODUCTION

Employers today are realising more and more that in order to improve work-life balance, it's necessary to continuously raise employee satisfaction in order to raise productivity. This implies that in order to increase employee commitment, organizations must support the integration of work and family. According to Carnevale and Hatak (2020), given the current state of the economy, every organization wants to succeed in the long run. They want to accomplish their objectives, apply business strategies successfully, obtain a competitive edge, and maximise the use of their human resources. One of the key factors influencing an organization's competitiveness is its workforce. An organization gains a competitive advantage when it can effectively use its resources. Employees are actually the main force behind the

exploitation of all other resources and are regarded as an essential resource for the company. In today's organizations, obtaining, keeping, and retaining the best workforce is crucial to success. Furthermore, Ashibekong and Ohiani (2019) contend that an organization's overall success is dependent on the dedication and performance of its workforce, which is based on a variety of variables that may be connected to either or both of these aspects of life.

Employers in many modern workplaces are reducing costs primarily through layoffs and increasing demands on the skeleton workforce that remains. The justification is to survive the aftermath of a world economic downturn posing new challenges for organizations to reduce costs, maintain their vitality, and ensure survival, as well as to promptly respond to changes in their workforce management and performance. All of these have led to conflicts between work and home for workers worldwide. The implication, however, is that those workers who devote more time and energy to their jobs will have less time for other significant aspects of their lives. This will lead to a conflict between work and family life, which will have detrimental effects on the organization and the individual worker. Employers have turned to work-life balance initiatives as a means of addressing job dissatisfaction as well as turnover intentions stemming from the conflict or interaction between family and work (Khalid & Ibrahim, 2018). Similarly, Ojo, Falola, and Mordi (2014) claim that role overload has increased work-life conflict, which lowers job satisfaction, negatively affects job performance, and increases organizational costs. In the words of Nasimiyu and Egezza (2021), work-life balance may have an impact on significant workplace problems like employee churn, workplace anxiety, job satisfaction, commitment, and productivity. Furthermore, Akinyele, Peters, and Akinyele (2016) contend that work-life balance has grown in importance in the workplace because it is linked to a number of unfavourable outcomes, including high turnover, a decline in employee engagement, low output quality, low productivity, and a dearth of job satisfaction. Employee inspiration and efficiency are closely correlated with an organization's commitment to work alongside life initiatives.

Nevertheless, Ashibekjong and Ohiani (2019) argue that work-life imbalance is currently the norm in Nigerian workplaces and has a number of negative effects on organizations, including slow growth and low productivity. According to Azeez, Fapohunda, and Jayeoba (2017), work-life imbalance can cause employees to become non-committal because there is a misalignment between their responsibilities at work and at home. The dedication of workers is crucial to attaining organizational effectiveness in Nigeria's fast-paced workplace. Likewise, Ashibekjong and Ohiani (2019) note that it could be challenging for an employee who struggles to strike a good work-family balance to handle assignments. Employee commitment, productivity, and performance are all directly impacted by work-life conflict. Therefore, there should be an equilibrium between professional and personal demands if an organization hopes to increase employee commitment and productivity.

Work-life balance policies have been studied since the early 1900s, but the majority of these studies concentrate on how to implement them in an organization to meet the needs of the organization—such as improving in-role and extra-role performance and the desires of the employees, such as spending more time with their families (Kim, 2014; Unaam, 2021). The extent to which work-life balance can influence employees' shifting attitudes and behaviours was not fully explained by these studies. This pattern generates a research void that necessitates further investigation into work-life balance concerns in Nigeria. Furthermore, the majority of research done on work-life balance to date has been done in developed nations, particularly in the United States and other western countries, which do not share Nigeria's industrial structures or cultural traits. According to research on work-life balance, Western nations, including the United States, have individualistic societies as opposed to collective ones. Individualistic societies often encourage people to put their own interests ahead of those of the team they belong to and prioritise their own objectives over those associated with their organization. In contrast, group-based values like harmony, loyalty, cooperation, and organizational goals are more emphasised

and valued in collectivistic societies, where employees typically avoid voicing opinions that could upset the peace and avoid conflict with other members of the organization (Kim, 2014:39).

Studies on the relationship between work-life balance and organizational commitment has been done all over the world, but mostly in developed nations (Greenhaus & Beutell, 1985; Lambert, 1990; Thompson, Beauvais & Lyness, 1999; Salzstein, Ting & Salzstein, 2001; Muse, Harris, Giles & Field, 2008; Beauregard & Henry, 2009; Casper, Harris, Taylor-Bianco & Wayne, 2011; Khan, Roy & Hossain, 2018; Rumangkit, & Zuriana, 2019; Talukder, 2019), to name a few. However, in less developed countries like Nigeria the reverse is the case and this trend creates a research gap which the current study tends to fill. Furthermore, a number of researchers have noted that it is still unclear how work-life balance affects employees' attitudes and behaviours. As a result, they have called for more thorough studies in the future to determine the attitudes and behaviours, such as job satisfaction, productivity, engagement, and employees' commitment, that are associated with work-life balance (Kosset & Ozeki, 1998, Casper & Buffardi, 2004; Hye, 2014; Ashibeking & Ohiani, 2019). Nigerian society is a prime example of a collectivistic society since it has always placed more value on group harmony and collective action than on the interests of its workers. Therefore, the focus of this study is to address broader calls in the discourse on work-life balance to comprehend and expand existing understandings of work-life balance in order to gain a deeper awareness of the Nigerian facet of the phenomenon. In light of the aforementioned, this study aims to close the knowledge gap regarding the causal relationships between work-life balance and organizational commitment in Tin Can Island Port terminals, Lagos State, Nigeria. The findings of this study are extremely important to the government, employees, academic community, and management of Tin Can Island Port.

Review of Related Literature

Work-Life Balance

Moore (1995) asserts that modern waged labour is reliant on the integration of work and family, especially in less developed industrialised economies. The hypothesis supports the claims made by Stankeviciene, Tamasevicius, Dickiene, Grakauskas, and Rudinskaya (2021) that the integration of work and personal life is a complicated phenomenon that depends on a person's circumstances at home and at work. The inability to balance work and family obligations as well as psychological disengagement from the workplace and unhealthy work environment has a detrimental impact on family and well-being fulfilment. In a similar vein, Piotrkowski (1979) asserts that workers view their homes as trash and, as a result, turn to them for the happiness that their jobs fail to provide. Kim (2014) asserts that assessing work-life balance constitutes a complicated idea with varying implications based on an individual's age, value, interests, situation, and personality. On the other hand, the goal of work-life balance is to lessen the amount of conflict between work and family that workers face.

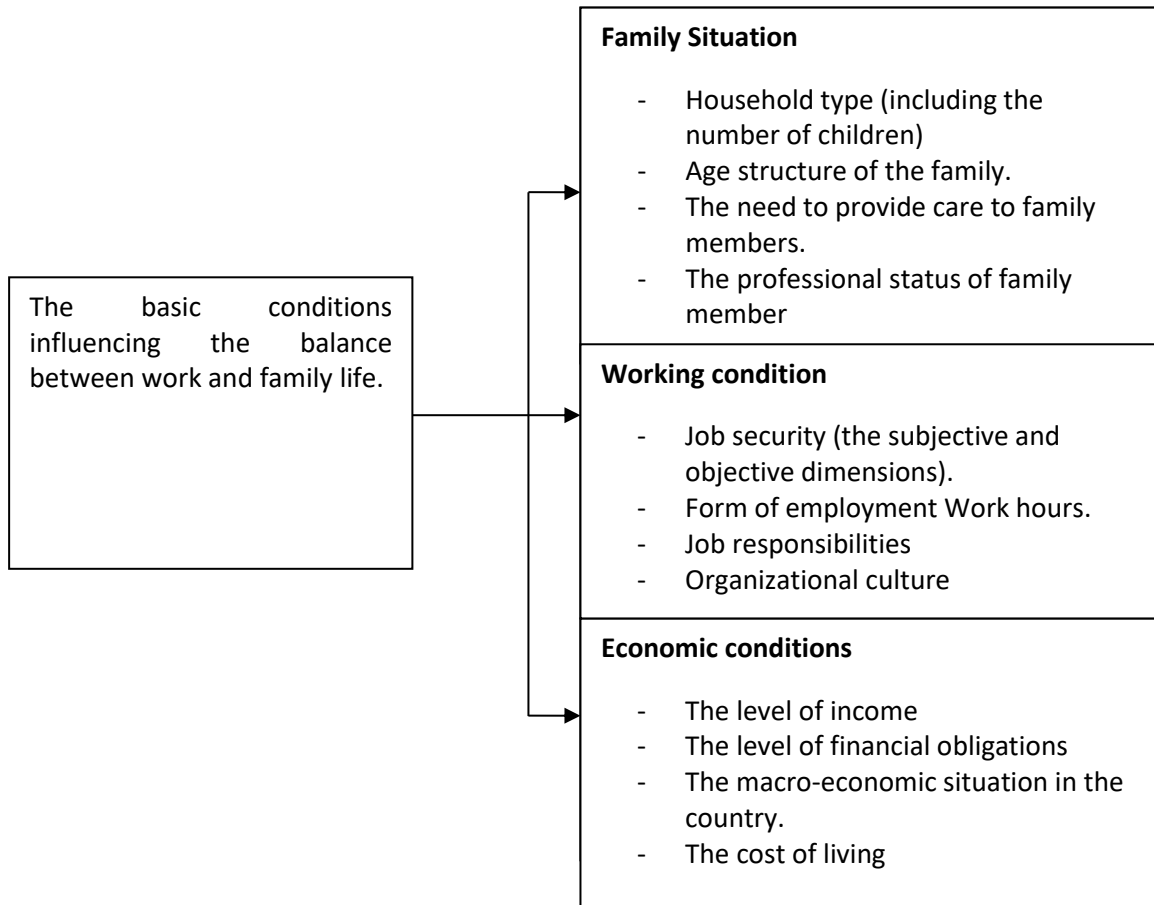
The definition of a work-life balance practice is not universally agreed upon (Ugwu, Amazue, & Onyedire, 2017). The organization do, however, list flexible work schedules, including teleworking, job sharing, compressed work weeks (where employees work an entire week's worth to gain childcare, as well as monetary and guidance with eldercare (working four days and utilise the fifth out of workplace). Moreover, they list flexible work schedules, which enable employees to modify their beginning and ending times as long as a certain number of hours are utilised. According to Anyim, Shadare and Adio (2020), work-life balance refers to how much an employee achieves and ensures that their goals are met both at work and outside of it. In a similar vein, Okolie, Igborhiohwunu and Omole (2017) point out that the concept of work-life balance encourages workers to allocate their time and focus between their jobs and other significant facets of their lives. It takes daily work to find time for friends, family, community service,

spirituality, personal development, self-care, and various other personal pursuits on top of the demands of the job.

Work-life balance, described by Gokhroo and Sharma (2019), is striking a balance between responsibilities at work and at home. Work and family are becoming more and more competing domains that require an equal amount of time and effort. A satisfactory equilibrium between one's professional pursuits and leisure, travel, and family time is what is meant by the broad concept of work-life balance. Extended hours of labour and the degree of challenges of the work are the two primary worries of employees. As defined by Yadav and Jadhav-Tilekar (2021), work-life balance is the concept of finding an appropriate equilibrium between one's private and professional lives. According to De-Tiroina and Sulaiman (2021), work-life balance is a state of balance achieved when an individual fulfils their responsibilities and duties at work without sacrificing any part of their personal life. According to Guest (2002), work-life balance refers to an employee's ability to effectively manage their social life and their paid work. To effectively manage both domains, employers' and employees' specific tactics are employed.

The three dimensions of work-life balance are time balancing, commitment balancing, and fulfilment balancing, as described by Rumangkit and Zuriana (2019). The term "time balancing" describes how much time an employee is given to work both within and outside of the office; "engagement or commitment balancing" refers to the employee's mental requirements and recreational pursuits; and "fulfilment balancing" refers to the level of happiness an employee feels both inside as well as outside of their work environment. Thus, work-life balance can have an enormous effect on an employee's mental, physical, and emotional state. According to Adisa, Osabutey, and Gbadamosi (2016), long work hours and job fatigue lead to a work-life imbalance and increase stress levels in employees. Furthermore, according to Khalid and Ibrahim (2018), employers have resorted to measures to promote work-life balance as a result of job discontent and intention to leave resulting from the conflict between job duties and private engagement. Therefore, in the framework of this study, work-life balance (WLB) is defined as worker contentment and satisfactory performance with some role clash at place of employment and at home. Gokhroo and Sharma (2019:127) posit that work-life imbalance is frequently accompanied by various neurological and physical distresses, including but not limited to depression, anxiety, low self-esteem, sleeplessness, mental disorder, exhaustion, reduced efficiency, low spirits, arterial hypertension, decreased satisfaction with work, increased psychological fatigue, and increased relationship emissions. As seen in figure 1 below, they also emphasised the factors that affected the ratio of the work to non-work domain.

Figure 1: Factors affecting the domains of employment and leisure.



Source: Gokhroo and Sharma (2019:127)

Organizational Commitment

In the last few years, the idea of commitment has gained a lot of attention. Loyalty and attachment shown by a staff member or staff members to the organization is known as commitment. Similar to this, Khan, Tariq, Hamayoun, and Bhutta (2014) defined commitment as a perspective that shows a worker's allegiance to the company and as a continuous process that allows employees to voice their concerns for the company's success and well-being. The aforementioned supports Meyer and Hercovitch's (2001) observation, as reported by Osagie (2019), that an employee's commitment is an identity that ties them to an itinerary of conduct that is relevant to one or more organizational targets. In accordance with Okolie et al. (2017), organizations have utilised commitment to forecast desired behaviour among workers in the areas of efficiency, tardiness, happiness at work, corporate citizenship, and feelings of belonging. Consequently, in the framework of the present research, commitment means effectively dedicating oneself to the objectives and guiding principles of the organization. Abdirahman, Najeemdeen, Abidemi, and Ahmed (2018) describe organizational commitment as the sense of duty an employee has to the mission of the organization. It is the bond that prevails between an employee and organization. In a comparable manner Hasish (2017) argues that organizational commitment remains a strong sense of acceptance of the goals and principles of the organization, a readiness to put in a great

deal of work on its behalf, and a strong desire to look out for the interests of the members of the organization.

As defined by Nasimiyyu and Egessa (2021), organizational commitment is an emotional condition that describes an employee's relationship with their organization and has an impact on their choice to remain a member or leave. Organizational commitment, according to Okolie and Ochei (2020), allows staff members to express their creativity and support organizational development initiatives. A sense of attachment, affiliation, and good citizenship are all positive outcomes of commitment, and they all work to increase an organization's effectiveness and efficiency. This supports the claims made by Meyer and Allen (1997) that a committed worker shows up for work on a regular basis, is efficient and productive throughout the workday, sticks with the company through good times and bad, looks out for the company's assets, and ultimately shares the objectives and core values of the company. Organizational commitment, as used in this study, is an emotional concept that shows workers' allegiance to and participation in the goals and objectives of the organization.

Theoretical Framework

These days, work-life balance as well as organizational commitments is worldwide concerns that have drawn the attention of academics that have developed theories to help explain the current study. The work enrichment theory offers us a heuristic tool for examining the primary concern of the study, even though there are a number of theories that might be appropriate for a discussion of this kind. For the purpose of exploring the concept of enrichment procedures that link work to family as well as family to work, Powell and Greenhaus proposed "the work enrichment theory" (Khateeb, 2021). According to Powell and Greenhaus (2006), work enrichment theory describes how encounters from vital sources (skills, ability, values) or affective sources (mood, satisfaction) improve the quality of the other domain and increase each person's commitment to achieving a higher level of productivity. According to Rincy and Panchanatham (2014), who cited Greenhaus and Powell (2006), enrichment is the process through which experience in one role enhances the standard of life in another. On the other hand, enrichment is defined by Carlson, Ferguson, Kacmar, Grzywacz, and Whitten (2011) as the development of emotional assets in one role that are transferred to another. According to Morris and Madsen (2007), a person can achieve balance by exercising greater control over the timing, location, and distribution of their time and attention between work and play; this allows the individual to feel as though they are developing advantageous results from both work and leisure activities.

According to Talip, Hassan, Kasa, Sabil, and Ibrahim (2021), the main thrust of this theory is that positive organizational effects (job satisfaction, commitment, and engagement) are produced when resource obtains in family roles lead to work enrichment. Therefore, Kalliant, Kalliath, Chan, and Chan (2019) noted that stress from battling in both professional and personal life can have a negative impact on employees' commitment, job satisfaction, and general well-being. Zedeck and Mossier (1990) came to the conclusion that successful careers produce successful families, and vice versa. According to Nair and Milath (2020), work enrichment theory illustrates the connection between organizational commitment and work-life balance. In the opinion of Lewis and Gambles (2007), the work enrichment theory made an effort to explain how employees became more involved in their organizations by investing time, money, and other resources that have been connected to an increase in employee commitment to the organization. Nguru and Gichuhi (2018) claim that the investment comes with costs that limit an employee's future activity as well as freedom to some extent; because of the costs of leaving the company (such as seniority, pension plans, and organizational knowledge), employees become involuntarily locked into these investments.

Application of the Theory to the Study

One of the main theories that supports the connection between organizational commitment and work-life balance is work enrichment theory. Because it concentrated on the topic at hand, work enrichment theory is indispensable to this investigation. It clarifies how employees' perceptions of certain aspects of their working environment shape their work attitudes and offers a theoretical justification for the relationship between work-life balance and organizational commitment (Rumangkit & Zuriana, 2019). The theory of work enrichment serves as a reminder that employers must find methods to improve their employees' work-life balance because organizational commitment is intricate and ongoing (Nguru & Gichuhi, 2018). Research has additionally substantiated the efficacy of the work enrichment theory in augmenting workers' creative productivity, self-efficacy, social and personal growth, self-regulation, favourable perception of their work environment, and elevated goal appraisal (Greenhaus & Powell, 2006).

Pradhan (2016) asserts that work-family enrichment contributed to employees' positive health and helped to fortify their social relationships in addition to acting as a safeguard against unfavourable circumstances. This is supported by Grzywacz and Marks (2000), who said that the main obstacle facing employers would be implementing work-life balance-related practices if minimal interruptions to business must be considered. But while Western literature has given a lot of consideration to work-life balance, nations with poor infrastructure like Nigeria have gotten considerably fewer spotlights in this regard. This is due to the fact that cultural and institutional variations may make certain facets of methods for balancing work and life less applicable or necessitate significant adaptations in Nigeria. Some organizations have gone extinct as a result of the lack of awareness regarding work-life balance, its significance, and how it affects organizational commitment in the business environment in Nigeria.

The work enrichment theory states that employees' perceptions of work-life balance lead to positive responses like affective commitment and a positive attitude that support their services to the organization. Employees' attitudes towards their environment, including their working conditions, influence their behaviour (Restuboy, Bordia & Tang, 2006). However, the management of the ports in Nigeria is beset by excessive government control or meddling that aims to control the ports' operations. Similar to the work enrichment theory, it appears that the government does not allow private terminal operators the flexibility they need to successfully meet the needs of their staff for a work-life balance, even though they give up control over port operations to improve organizational commitment and the delivery of public services. According to Ogar and Amanze (2019), the theory of work enrichment enables workers to integrate and manage work and family responsibilities, which impact their level of dedication to executing and achieving the goals of regulated organizations. Based on the aforementioned, it is clear that organizations in Nigeria must make sure that their workers have an appropriate equilibrium between their jobs and their hobbies in order for them to maintain high standards for excellence and reduce errors that could be expensive for the organization. In a dynamic environment like Nigeria, where employers show little concern for their workers despite knowing that work-life balance is critical to employees' psychological health, high self-esteem, fulfilment at work and at home, and general sense of harmony in life all of which have an impact on organizational commitment. In accordance with Azeez et al. (2017), this theory further clarifies the connection between commitment and work-life balance. To achieve the goal of the study, the following hypotheses were investigated in light of the previously identified components of organizational commitment:

H₁: There is no significant relationship between work-life balance and affective commitment of employees in Tin Can Island Port, Lagos State.

H₂: There is not a significant relationship between work-life and continuance commitment of employees in Tin Can Island Port, Lagos State.

H₃: There is not a significant relationship between work-life balance and normative commitment of employees in Tin Can Island Port, Lagos State.

Research Methods

A cross-sectional research design was used in this investigation. This is because there would be no attempt to change, manipulate, distort, or control the variables under study; instead, examinations of both the dependent and independent variables would be made simultaneously with the various subgroups (McNabb, 2012). In this instance, examinations for the dependent variable (organizational commitment) and the independent variable (work-life balance) were made simultaneously without inadvertently or directly influencing, inducing, controlling, preempting, or manipulating either or both variables. The aim was to guarantee that the information collected from the field was primary and as pertinent as possible for assessment in order to comprehend and resolve the issues at hand. The study encompassed 3408 individuals, including management, staff, and customers of Tin Can Island Port Lagos State. The breakdown of this population is as follows: 14,559 customers of the Tin Can Island Port and the Private Terminal Operators in Lagos State, including 494 management and staff of Ports and Cargo Handling Services (SIFAX, 2019); 250 management and staff of Josepdam Port Services Nigeria Limited (JPS) (JPS, 2019); 625 management and staff of Tin Can Island Container Terminal (TICT) (Bollore Ports, 2019); 183 management and staff of Five Star Logistics (NPA, 2018). 397 management and staff of Tin Can Island Port Complex; customers and staff of the Tin Can Island Port terminals in Lagos State, such as the Roro Terminal, Apapa Lagos, Container Terminal, Tin Can Island Container Terminal (TICT), Five Star Logistics Company, Josepdam Port Services (JPS), Port and Cargo Handling Services Limited (a subsidiary of SIFAX Group), Kirikiri and Ikorodu Lighter Terminals, Lagos, and Ports and Terminals Multi- Services Limited (PTML, a subsidiary of Grimaldi Group) in Lagos State, comprise the research population.

The sample size for this study was 541 respondents derived from the Tin Can Island Port Complex and Private Terminals, service receivers who are the customers (freight forwarders) that patronise the Tin Can Island Port terminals in Lagos State. The determination of the sample size of 541 was attained using the sample size determination table of Gill and Johnson (2010), which shows that for a population of 3,408 at 95% confidence level and a margin error of 5%, a minimum sample size of 541 respondents was recommended as shown in the table below.

Table 1: Sample Size Determination

	Variance of the Population P=50%		
	Confidence Level=99%		
Population Size	5	3	1
50	46	49	50
75	67	72	75
100	87	95	99
150	122	139	149
200	154	180	198
250	181	220	246
300	206	258	295
400	249	328	391
500	285	393	485

600	314	452	597
700	340	507	672
800	362	557	763
1000	398	647	943
1500	459	825	1375
2000	497	957	1784
3000	541	1138	2539
5000	583	1342	3838
10000	620	1550	6228
25000	643	1709	9944
50000	652	1770	12413
100000	656	1802	14172
250000	659	1821	15989 j
500000	660	1828	15984
1000000	660	1836	16244

Source: Gill and Johnson (2010)

In this study, purposeful sampling was used; purposive sampling, as defined by Obasi (2000), is a technique where the researcher specifically chooses participants for the study based on their capacity to provide relevant data to satisfy the interrogation's requirements. Therefore, the Nigerian Ports Authority's Tin Can Island Port Complex's terminal operators, freight forwarders who frequent the port's cargo section, and employees in the legal, monitoring, and compliance departments were all specifically chosen using the purposive sampling method. Additionally, respondents were chosen at random from each of these categories using simple random sampling. This entails the addition of respondents who meet certain criteria pertinent to the study's goal.

This study used a mixed approach to data sourcing, combining qualitative and quantitative techniques. This ensures that research projects have the chance to generate balanced data that is more comprehensive and in-depth (Creswell, 2009). Primary and secondary sources were used to obtain the data. By using a questionnaire, primary data was collected from the respondents. Respondents were given a questionnaire to complete; it was then collected, retrieved, and analysed to find relevant data regarding work-life balance and how it affects organizational commitment in Tin Can Island Port, Lagos State. The research tool utilised by Khan et al. (2018), Li (2018), Nguru and Gruchuhi (2018), and Chepkemoi (2021) was modified to create the questionnaire. In order to effectively address unfamiliar respondents in a new setting, this was required. The respondents were selected from the senior staff of Tin Can Island Port, Lagos State, as well as the private terminal operators there. The Nigerian Ports Authority's official press releases, periodicals, newspaper publications, internet publications, printed texts and books, and other documents were consulted to obtain secondary data. A quantitative analysis was performed on the information obtained from the primary source. This was made necessary by the work's adoption of descriptive perspectives on the topics under investigation. To conduct data analysis, the information gathered from the questionnaire was compiled, coded, and input into the Statistical Package for Social Sciences (SPSS version 23.0, 2020). The hypotheses were tested at the 0.05 levels of significance using simple regression analysis and multiple regression analysis. These were found to be suitable for this kind of research.

Results

Table 1: Summary of a Simple Regression Analysis of Work-Life Balance and Organizational Commitment

	R Square	Adjusted R Square	Coefficient	F-stat	F-sig.	T-stat	t-sig.	D.W
Affective commitment	.109	.098	.427	21.000	.000 ^b	4.610	.000	1.952
Continuance commitment	.094	.083	.351	17.026	.000 ^b	4.138	.000	1.937
Normative commitment	.078	.067	.317	9.955	.005 ^b	3.691	.005	1.925

Source: SPSS Output, 2023

Work-Life Balance and Affective Commitment in Tin Can Island Port, Lagos State

Drawing on the model summary displayed by the regression analysis, we observed that R-squared value which is the coefficient determination was .109 for the influence of work-life balance on affective commitment. This value means that work-life balance triggers or explains 10.9% of increase in affective commitment in Tin Can Island Port, Lagos State while the remaining 89.1% causes of change in affective commitment in Tin Can Island Port, Lagos State are explained by other elements not included in the model but taken care of by the error terms. When coefficient of determination was adjusted for the degree of freedom it yielded .098 or approximately 9.8%. This indicated that work-life balance accounts for approximately 9.8% of systematic (change) in affective commitment after adjustment to degree of freedom. The Durbin-Watson statistic, which is 1.952, implies absence of serial autocorrelation in the regression analysis and the model can be relied upon in making policies related to the subject matters.

The F-statistic test of 21.000 at prob (Sig) = .000^b conducted at 5% level of significant depicted in the regressions results revealed that overall, there exist statistically significant linear relationships between work-life balance and affective commitments in Tin Can Island Port, Lagos State. Similarly, the t-statistics of 4.610 at p-value (sig) of 0.000 obtained in the model for affective commitment which is less than 5% level of significant also indicated that there is significant relationship between work-life balance and affective commitments in Tin Can Island Port, Lagos State. The coefficient of .427 further indicated that one percent increase in work-life balance resulted in 42.7 (%) percent increase in affective commitments in Tin Can Island Port, Lagos State.

Work-Life Balance and Continuance Commitment in Tin Can Island Port, Lagos State

Drawing on the model summary displayed by the regression analysis, we observed that R-squared value which is the coefficient determination was .094 for the influence of work-life balance on continuance commitment. This value means that work-life balance triggers or explains 9.4% of increase in continuance commitment in Tin Can Island Port, Lagos State while the remaining 90.6% causes of change in continuance commitment in Tin Can Island Port, Lagos State are explained by other elements not included in the model but taken care of by the error terms. When coefficient of determination was adjusted for the degree of freedom it yielded .083 or approximately 8.3%. This indicated that work-life balance accounts for approximately 8.3% of systematic (change) in continuance commitment after adjustment to degree of freedom. The Durbin-Watson statistic, which is 1.937, implies absence of serial

autocorrelation in the regression analysis and the model can be relied upon in making policies related to the subject matters.

The F-statistic test of 17.026 at prob (Sig) = .000^b conducted at 5% level of significant depicted in the regressions results revealed that overall, there exist statistically significant linear relationships between work-life balance and continuance commitments in Tin Can Island Port, Lagos State. Similarly, the t-statistics of 4.138 at p-value (sig) of 0.000 obtained in the model for continuance commitment which is less than 5% level of significant also indicated that there is significant relationship between work-life balance and continuance commitments in Tin Can Island Port, Lagos State. The coefficient of .351 further indicated that one percent increase in work-life balance results in 35.1 (%) percent increase in continuance commitments in Tin Can Island Port, Lagos State.

Work-Life Balance and Normative Commitment in Tin Can Island Port, Lagos State

Drawing on the model summary displayed by the regression analysis, we observed that R-squared value which is the coefficient determination was .078 for the influence of work-life balance on normative commitment. This value means that work-life balance triggers or explains 7.8% of increase in normative commitment in Tin Can Island Port, Lagos State while the remaining 92.2% causes of change in normative commitment in Tin Can Island Port, Lagos State are explained by other elements not included in the model but taken care of by the error terms. When coefficient of determination was adjusted for the degree of freedom it yielded .067 or approximately 6.7%. This indicated that work-life balance accounts for approximately 6.7% of systematic (change) in normative commitment after adjustment to degree of freedom. The Durbin-Watson statistic, which is 1.937, implies absence of serial autocorrelation in the regression analysis and the model can be relied upon in making policies related to the subject matters.

The F-statistic test of 9.955 at prob (Sig) = .005^b conducted at 5% level of significant depicted in the regressions results revealed that overall, there exist statistically significant linear relationships between work-life balance and normative commitments in Tin Can Island Port, Lagos State. Similarly, the t-statistics of 3.691 at p-value (sig) of 0.005 obtained in the model for normative commitment which is less than 5% level of significant also indicated that there is significant relationship between work-life balance and normative commitments in Tin Can Island Port, Lagos State. The coefficient of .317 further indicated that one percent increase in work-life balance results in 31.7 (%) percent increase in normative commitments in Tin Can Island Port, Lagos State.

Table 2: Multiple Regression Analysis of Work-Life Balance and Organizational Commitment

Variables	B	Beta	T	Sig.	R	R ²	F	P
(Constant)	2.582		12.248	.000				
AC	.230	.258	2.256	.028				
CC	.312	.375	4.046	.105	.427	.186	13.805	< .05
NC	.079	.99	1.768	.005				

Independent variable: Work-Life Balance

Source: SPSS Output, 2022

Key: AC: Affective commitment; CC: Continuance commitment; NC: Normative commitment

The result of the multiple regression analysis shows that the R for the model is .427, while the R² value is .186 indicating that 18.6% variation in employees' organizational commitment is caused by the independent variable. Furthermore, a diagnostic test was conducted, and the result of the variance

inflation factor (VIF) ranged from 1.115 to 1.788, which were still within the standard threshold of 10. Therefore, multicollinearity was not an issue as it shows the absence of autocorrelation in the model. The overall model is significant ($F = 13.805$; $p < .05$). The model demonstrated how work-life balance affected each of the dependent variables and how much it affected employees' affective commitment ($\beta = .258$; $p < .05$), work-life balance significantly influenced employees' continuance commitment ($\beta = .375$; $p > .05$) and work-life balance had no significant influence on employees' normative commitment ($\beta = .099$; $p > .05$). Only affective and continuance commitments, however, contributed uniquely statistically to the model.

Discussion of Findings

The study formulated three hypotheses, the first of which was confirmed by the results of Casper et al. (2011), who claimed that a better work-life balance increases employees' affective commitment and job fulfilment, both of which are linked to improved performance. According to Kin (2014), who concurred with this finding, work-life balance is still essential to employees' affective commitment to their employer; as a result, it is critical to focus on initiatives that can strengthen employee commitment. This result is in line with Li's (2018) study, which found that work-life balance boosts employees' affective commitment and happiness at work in state-owned enterprises in China. Norton (2000) discovered that work-life balance has a favourable impact on employees' affective commitment in Australia, which is in line with the results of this study. Adame-Sanchez et al. (2016) provided additional evidence to support this conclusion by showing that work-life balance improves organizational productivity, raises employee engagement and commitment, and reduces the desire of employees to quit.

Furthermore, according to Nayak and Sahoo (2015), work-life balance fosters an environment in the workplace where addressing concerns of employees and encouraging their engagement, involvement, and retention become the norm. This implies that in order to increase employee commitment, dynamic businesses should support the integration of work and family. Therefore, it is critical that employers put policies in place to support employees in striking a balance between paid and unpaid roles as businesses strive to lower costs and increase profit in the global market. Employee dedication and higher morale benefit businesses as well as the general quality of life. Employers can counteract the loss of expertise and knowledge as well as the high cost of attracting and keeping workers in an increasingly competitive labour market by negotiating flexible work arrangements. Employers who offer flexible work arrangements become "employers of choice," giving them an instant competitive advantage in the labour market. An employee's perceptions of the company they work for are positively correlated with their work-life quality. It is considered that when an employee has a positive attitude towards the company they work for, affective commitment will follow.

Regarding this study's second goal, we discovered that employees' commitment to continuing their work at Tin Can Island Port in Lagos State was significantly and favourably influenced by work-life balance. This result supports Evans, Carney and Wilkinson (2013)'s research on men's work-life balance and its implications for counselling. Work-life balance, according to Evans and his colleagues, encourages workers' ongoing dedication to their companies. Hoeven and Van-Zoonen (2015) and Notiani, Nirmayanti, and Surati (2021) found that work-life balance had a positive impact on continuation commitment, which lends support to this. The findings of the present investigation, which demonstrated the beneficial impact of work-life balance on employees' continuance commitment in Tin Can Island Port, Lagos State, were in line with earlier research carried out by Parkes and Langford (2008), Turner, Lingard and Francis (2009), and Norton (2000), which demonstrated that work-life balance is a significant factor in determining employees' commitment to their organization over time. Li (2018) also showed a correlation between higher continuance commitment and organizational policies that assist staff in juggling work and non-work obligations. His research also showed a strong correlation between workers' commitment to

continuing their careers in China's state-owned enterprises and work-life balance. Unaam (2021) discovered comparable outcomes in his investigation into the connection between work-life balance and employee dedication within the Nigeria Police Force's Port-Harcourt Area command. The study's findings indicate a strong correlation between work-life balance and employees' commitment to sticking with their careers. This is consistent with the findings of Khan et al. (2018), who discovered that an effective organizational culture and the nature of the work enhanced employees' loyalty to their companies.

Furthermore, hypothesis three showed that work-life balance had a significant and positive impact on staff members' normative commitment in Tin Can Island Port, Lagos State. Work-life balance enhanced the necessity and motivation to remain with current employer, according to Salzstain et al. (2001). This finding is consistent with their findings. This result was consistent with that of Li (2018), who discovered a strong correlation between normative commitment and work-life balance. Additionally, Unaam (2021) discovered a strong and favourable relationship between normative commitment and work-life balance among Nigerian police in Port Harcourt. According to the findings of his research, normative commitment and work-life balance are significantly correlated in the Nigerian Police Force's Port Harcourt Area Command. The standard of work-life has an advantageous effect on affective and normative commitment in both public and private universities and a negative impact on continuance commitment, according to a study by Afsar (2014) on the relationship between work-life quality and organizational commitment in Turkish universities. On the other hand, Becker (1960) contends that the basis of the relationship between an employee and an organization is the contract based on financial exchange behaviour; employees are loyal to a particular organization because their continued presence their places limitations on their ability to leave the organization. Therefore, it is challenging for work-life balance policies to predict how much an employee will want and need to stay with their current employer. In line with this finding, Salansan (2011) discovered that there is no meaningful correlation between normative commitment and work-life balance policies.

Conclusion and Recommendations

The need for the study stemmed from the fact that a poor work-life balance undermines employees' personal and professional commitment to their companies. The results of the study revealed barriers to the adoption of work-life initiatives in Tin Can Island Port, Lagos State, and demonstrated that work-life balance had a significant impact on organizational commitment. Organizations in Nigeria must include work-life balance policies in their strategic planning. Because it gives businesses a competitive edge by enabling them to draw in and hold on to highly skilled and experienced workers, as well as by offering a range of flexible work schedules that boost workers' productivity and effectiveness. It should be mentioned that in order to boost employee commitment and give them the ability to compete both locally and internationally, an organization needs to have well-structured work-life balance policies. Work-life balance and employee commitments enhance organizational performance. Therefore, it becomes essential to support structures and policies that will increase workplace commitments in order to effectively improve employee performance.

The level of employee commitment to their jobs as well as organizations is one of the most important indicators of successful organizational behaviour. Higher-commitment workers have high standards for themselves, are committed to their jobs and organizations, deliver better work, and perform better at work. When developing work-life balance for their workforce, organizations need to consider the factors that affect team spirit, commitment, efficiency, and effectiveness. Offering reasonable and equitable flexible work schedules increases staff loyalty to the company. Based on the research findings, it can be inferred that employees' commitment to their organization, as well as their personal lives, is impacted by inadequate work-life balance. Implementing work-life balance programmes could potentially lower the high employee turnover rate in organizations. It could be challenging to implement certain

policies in different sectors. Therefore, it is crucial that organizations implement pilot programmes to determine which policies work best for particular organizations. Based on this, it is becoming increasingly important to create suitable flexible work arrangements in workplaces to increase employees' commitment to the organization. Consequently, well-thought-out work-life balance policies and flexible work schedules, such as telecommuting, job-sharing, compressed working hours, flexi-time plans, part-time work arrangements, self-rostering, shift work arrangements, job autonomy, maternity, paternity, and parental leave, career breaks, and sabbaticals in accordance with organizational tenets, will eventually lead to employee commitment to the organization and organizational competitive advantage. On the basis of findings of this study and conclusion, the following recommendations for policymaking are made:

- i. Tin Can Island Port's management should plan and execute flexible work schedules well in order to help staff members manage and lessen the conflicts they encounter in their personal lives. Employees will gain from this, but it will also improve their job autonomy and ability to function well in both the work and home spheres. Businesses and employees can both benefit from a successful convergence of the work and non-work domains. This will give the management a competitive edge by enabling them to draw in and keep top talent in terms of experience and skill.
- ii. In order to achieve a work-life balance, Tin Can Island Port's management should be consistent in implementing employee assistance programmes or work-life balance options. They should also develop high flexible performance skills in managing stress at work, being able to handle unpredictable situations in a technological environment and handling uncertain work situations. This will significantly improve organizational commitment and assist staff in reaching their goals.
- iii. In order to enable their staff to maintain a healthy balance between their personal and professional lives, Tin Can Island Port management and other relevant organizations in Nigeria should provide trainings, work-related social programmes, and recurring counselling. All workers will be able to focus entirely on their work, which will encourage affective, continuous, and normative commitments at work.
- iv. In terms of management style, possibilities for advancement and improvement, work-life balance, and administrative climate, Tin Can Island Port's management and those of other similar organizations in Nigeria ought to put forth more effort in formulating guidelines and making informed decisions, which they should incorporate into the organization's policies. As these behaviours may encourage employees' counterproductive behaviours like tardiness, absenteeism, desire to leave, and actual staff turnover, they should also abstain from unethical behaviour such as crude treatment, disparaging remarks, enmity of trust, and deceit.

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