

Innovations

Work-life balance and organizational commitment in tin can island port terminals, Lagos state

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Abstract: *Despite the benefits of work-life balance and the fact that the phenomenon has resulted in a large number of research publications in developed countries, only a few observations have been made regarding its impact on organisational commitment in Nigeria. This is because Nigeria has a reputation for businesses that disregard ethical workplace standards and promote precarious working conditions at the expense of the general public. Against this backdrop, this study examined the causal links between work-life balance and organisational commitment in Tin Can Island Port terminals, Lagos State. A cross-sectional research design and purposive sampling technique were adopted. Questionnaire was employed as the research instrument for this study with 389 respondents deemed usable and the study relied on the work enrichment theory as its theoretical framework. Data collected were analysed using percentages, mean, standard deviation, Pearson's coefficient of correlation, linear and multiple regression analysis with the aid of Statistical Package for Social Sciences (SPSS) Version 23. The findings of the study showed that work-life balance influenced employees' affective commitment, continuance commitment and normative commitment in Tin Can Island Port, Lagos State. The study concluded that inadequate work life balance affects employee's commitment to his or her organisation including his or her personal life. On the basis of findings of this study and conclusion, the study recommends among others that management of Tin Can Island Port should design and effectively implement flexible work arrangements to enable employees' manage and reduce the conflicts they face with their personal life.*

Keywords: 1.work-life balance, 2.affective commitment, 3.continuanace commitment, 4.normative commitment

Introduction

Employers are increasingly realising that in order to improve work-life balance, they must consistently improve the quality of life of their employees. This suggests that organisations should promote family and work integration in order to increase employee commitment. According to Umoh, Amah, and Wokocha (2014) and Ashibekong and Ohiani (2019), with the current economic trend, every organisation strives for long-term success; they want to successfully implement business strategies, achieve their goals, gain a competitive advantage, and optimise the use of human capital. One of the most important predictors of organisational competitiveness is employees. An organisation's ability to properly utilise its resources gives it a competitive advantage. Employees, in fact, are the primary driving force behind the utilisation of all other resources and are regarded as a critical asset of the organisation. Acquiring, maintaining, and retaining top talent is a critical success factor in today's organisations. Furthermore, Ashibekong and Ohiani (2019) argue that an organisation's ultimate performance is dependent on the

performance and commitment of its employees, which is dependent on a variety of factors related to work, family, or both.

In many of today's workplaces, employers are cutting costs primarily through layoffs and increasing demands on the remaining lean staff. The justification is to stay afloat in the aftermath of a global economic downturn (Igbinomwanhia et al., 2012). Furthermore, Carnevale and Hatak (2020) and Grakauskas and Rudinskaja (2021) assert that the Covid-19 pandemic has exposed distressed economies and acute political, economic, and social issues all over the world, posing new challenges for organisations to cut costs, maintain vitality, and ensure survival, as well as prompt responsiveness and adjustment in their performance and workforce management. All of this has resulted in work-home conflict among employees all over the world. However, the implication is that the more energy and time employees devote to work, the less time they have to devote to other important aspects of their lives, resulting in a work-family balance conflict with negative consequences for both the organisation and the employee. The conflict between work and family life engagement has been linked to job dissatisfaction and intentions to leave, which has prompted employers to implement work-life balance initiatives (Smith & Gardner, 2007 cited in Khalid & Ibrahim, 2018). Similarly, Ojo, Falola, and Mordi (2014) assert that work-life conflict has increased as a result of role overload, resulting in low job satisfaction, a negative impact on job performance, and an increase in organisational costs. Work-life balance has the potential to influence important workplace issues such as employee turnover, work stress, job satisfaction, commitment, and productivity, according to McCarthy et al. (2010) and Nasimiyyu and Egessa (2021). Work-life balance, according to Akinyele, Peters, and Akinyele (2016), has become a more important issue in the workplace because a lack of it leads to negative outcomes such as high turnover, decreased work engagement, low output quality, low productivity, and a lack of job satisfaction. Employee motivation and productivity are closely linked to an organisation's commitment to work and life initiatives.

However, Igbinomwanhia et al. (2012) argue that in the Nigerian workplace, work-life imbalance has become a common occurrence, with numerous consequences for organisations such as low productivity and growth trajectory. According to Asees, Fapohunda, and Jayeoba (2017), work-life imbalance can lead to employee disengagement because there is a misalignment between their roles at work and at home. Employee commitment is critical for achieving organisational efficiency in Nigeria's fast-paced work environment (Asees, Jayeoba & Adeoye, 2016). Similarly, Ashibekjong and Ohiani (2019) observe that an employee who finds it difficult to properly balance his or her family life may struggle to manage work tasks. Work-life conflict reduces employees' commitment, productivity, and performance. Thus, if an organisation wants to increase productivity and employee commitment, there must be a fit between work and non-work demands.

The study of work-life balance began in the early 1900s, but most studies focus on the implementation of work-life balance policies in organisations as a means of satisfying both employee desires, such as spending more time with family, and organisational needs, such as increasing organisational in-role and extra-role performance (Kim, 2014; Okolie et al., 2017; Unaam, 2021). These studies were limited in their ability to explain the impact of work-life balance on employees' changing attitudes and behavior. This trend creates a research gap, necessitating additional research on work-life balance issues in Nigeria. Furthermore, the majority of studies on work-life balance to date have been conducted in developed countries, particularly the United States and other western nations that do not share Nigeria's industrial structures and cultural characteristics. According to work-life balance studies conducted in the United States and Western countries, we live in an individualistic society rather than a collective society. People in an individualistic society value their personal interests over the interests of the organisation to which they belong, and they tend to pursue personal goals rather than organisational goals. On the contrary, in a collectivist society, the organisation is traditionally more important than the employees; group-based values such as harmony, loyalty, cooperation, and organisational goals are more stressed and valued; employees tend to avoid expressing opinions that may disrupt harmony and to avoid conflict with other organisational members (Kim, 2014:39).

Several studies have been conducted on work-life balance in relation to organisational commitment around the world, particularly in developed countries (Greenhaus & Beutell, 1985; Lambert, 1990; Thompson, Beauvais &

Lyness, 1999; Salsstein, Ting & Salsstein, 2001; Beauregard & Henry, 2009; Casper, Harris, Taylor-Bianco & Wayne, 2011; Khan, Roy & Hossain, 2018; Rumangkit, & Suriana, 2019; Talukder, 2019) to mention a few, However, the opposite is true in less developed countries, including Nigeria, and this trend creates a research gap that the current study attempts to fill. Furthermore, many researchers have stated that the impact of work-life balance on employees' attitudes and behaviors remains unclear, and they have called for more in-depth future research studies to identify what types of attitudes and behaviors are related to work-life balance, such as job satisfaction, productivity, engagement, and employees' commitment (Kosset & Oseki, 1998, Casper & Buffardi, 2004; Hye, 2014; Ashibeking & Ohiani, 2019). Nigerian society, as an example of a collectivistic society, has historically valued collective action and group harmony over the interests of their employees. Thus, the focus of this current study is to respond to broader calls in the work-life balance discourse to understand and broaden knowledge about work-life balance in order to gain a more nuanced understanding of the phenomenon in Nigeria aspect. Arising from the foregoing, this research study is aimed at bridging the gap in knowledge about the causal links between work-life balance and organisational commitment in Tin Can Island Port terminals, Lagos State and this could be of utmost importance to the management of Tin Can Island Port, employees, academic community and the government.

Objectives of the Study

The general objective of the study is to ascertain the causal link between work-life balance and organisational commitment in Tin Can Island Port, Lagos State. The specific objectives are to:

- Assess the relationship between work-life balance and affective commitment of employees in Tin Can Island Port, Lagos State.
- Explore the relationship between work-life balance and continuance commitment of employees in Tin Can Island Port, Lagos State.
- Investigate the relationship between work-life balance and normative commitment of employees in Tin Can Island Port, Lagos State.

Research Hypotheses

These hypotheses will guide this study

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 significant relationship between work-life and continuance commitment of employees in Tin Can Island Port, Lagos State.

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

Justification of the Study

The problem confronting this research is to appraise work-life balance and employee commitment. The basis for the research stems from numerous complaints and the inability of employees to maintain a balance between their official work and personal and family lives. It is also a significant dimension in human resources management to proffer solution to work-life balance and organisational commitment. Despite being a relatively new body of thought, the existence of academic studies on work-life balance is broad. Focuses range from political action, the impact of technologies, and its effect on worker's attitudes (Aube, 2007). This saturation is hardly surprising given that, according to a report of Global Research Organisation, over two thirds of people across 23 different countries believe they lack work-life balance and nearly half felt personally affected by the imbalance (Fausiah & Nordin, 2010).

People are said to perform better when they are allowed to manage their own work and make decisions. Quality of work life aims to foster a culture of work commitment in organisations and society at large in order to increase employee productivity and job satisfaction. The satisfaction of seven needs, namely health and safety needs, economic and family needs, social needs, esteem needs, actualisation needs, knowledge needs, and aesthetic needs, ensures the quality of work-life. The quality of life determined by meeting these needs on multiple dimensions has a spillover effect, and it becomes a critical factor and determinant in an employee's quality of life as well as his job satisfaction, other areas of life, and overall life. Employees who struggle to balance life demands such as work, financial resources, leisure, living and neighborhood, family, friendship, social participation, and health suffer from emotional exhaustion, which has been defined as a state caused by psychological and emotional demands placed on people (Beloor, Nanjundeswaraswamy & Swamy, 2017). As a result, this study investigated the impact of work-life balance on organisational commitment in Nigeria and proposed human resource management policies for work-life balance and organisational commitment issues.

Significance of the Study

Much has been written about the concept of work-life balance and its benefits to employee organisational commitment. Despite the gains that such discourse appears to project, the situation in Nigeria is alarming, as work-life balance conflict is on the rise. Because the implementation of effective work-life balance programmes and policies is seen as an expensive venture, organisations are said to show little or no concern over any attempt to facilitate the attainment of the right combination of work-life balance arrangements by their employees across the country. Furthermore, studies have not been able to identify the key issues influencing work-life balance culture and organisational commitment among employees in less developed countries. This study is significant because it delves into the heart of Nigerian work-life balance policy and its impact on organisational commitment at Tin Can Island Port in Lagos State. Nigeria's port terminals provide numerous opportunities for the country's economic and social development. This is due to the fact that it serves as a major entry and exit point for all types of goods, services, and people. The benefits to the nation cannot be overstated, especially when considering the duties, taxes, and other types of revenue generated by the maritime sector. When these potentials are combined with the expected benefits of economic and social development that efficiency in port terminal services is expected to bring, it raises many questions about what the real issues are that are preventing these benefits from materialising and why declining employee commitment has emerged as one of the criticisms leveled against ports terminals in Nigeria. This study, through variable analysis and policy recommendations, will provide a workable solution to the challenges that prevent employees in developing countries from benefiting from work-life balance policies. Previous research on the subject of work-life balance policy had not revealed this.

While some work-life balance studies were conducted in Nigeria across various sectors, the majority of the studies were exploratory in nature, focusing on the discovery of the existence of work-life balance issues. Furthermore, there appears to be an over-concentration on the banking sector. The drive to ensure work-life balance culture will necessitate a wide range of research findings from all sectors of the economy, particularly the maritime sector and other professions where work-life imbalance is common. The findings of this study will be extremely useful to staff and officials of the Nigerian Port Authority, as well as other government agencies, institutions, and machinery charged with implementing work-life balance policies and programmes. The research will also be a valuable source of information for workplace issues such as work-life balance and organisational commitment.

This study also serves as a research resource for students of human resource management, public administration, political science, public policy, and industrial relations. This is due to the fact that it adds to existing works on work-life balance policy implementation in Nigeria. Furthermore, the Nigerian Port Authority's research department and her Tin Can Island Port complex outpost would find this a valuable resource for their research and studies. Finally, applying enrichment theory to this study sheds light on new empirical directions in the research, which is critical for researchers in human resource management, public administration, business administration, and political science. The theory's strengths harmonize new pathways in organisational commitment and service provision, which are

functions of both private and public sector organisations. This also serves as a secondary source of data for researchers in both the management and social sciences faculties.

Review of Related Literature

Concept of Work-Life Balance

According to Bratton and Gold (2007), work is the physical and mental activities that are performed at a specific location and time, according to instructions, in exchange for a wage or salary. This definition highlights some important aspects of work. First, the phrase "physical and mental" implies that the activities of a computer system analyst or construction worker are considered work. 'Mental activity' also includes the commercialisation of human feelings or emotions. Second, the fact that the activity takes place away from our home and at specific times of day or night places work within a social context. Third, the social relations with which the activity is performed are included in the social content (Hochschild, 1983). This supports the assertion of Pahl (1988) who posted that "it is not the nature of the activity that determines whether it is considered 'work' but the social relations in which the activity is embedded. However, there is no denying that the nature and experience of work have shifted in recent years. As part of the larger process of globalisation and the implementation of new managerial strategies for competitive advantage; an increase in information technology; a dynamic work environment; an increasing number of women drawn into the workforce as an extension of their domestic life-caring, nursing, teaching, clerical and retail employment; single parents and dual-carrier families cause work-life balance concerns among both employees and employers; according to Moore (1995), modern forms of waged work, particularly in less developed industrialised economies, rely on the integration of work and family life. The premise supports Stankeviciene, Tamasevicius, Dickiene, Grakauskas, and Rudinskaya's (2021) contention that the reconciliation of work and private life is a complex phenomenon that is affected by both an individual's personal life situation and a work situation. Inability to balance work and family responsibilities, psychological disengagement from work and a lack of a healthy work environment all have a negative impact on family and well-being satisfaction. Similarly, Piotrkowski (1979) contends that employees regard their homes as garbage and, as a result, look to their homes as the source of happiness that is lacking in their jobs.

According to Kim (2014), evaluating work-life balance is a complex concept whose significance varies depending on a person's age, worth, interests, circumstances, and personality. However, the idea of work-life balance seeks to reduce the amount of work-family conflict that employees experience. There isn't a single, widely accepted definition of what constitutes a work-life balance practice (Ugwu, Amasue, & Onyedire, 2017). However, they list flexible work schedules (such as flex-time, which allows employees to change their start and finish times provided a certain number of hours are utilised; compressed work week, in which employees work a full week's worth of hours in four days and take the fifth off; tele-working; job sharing; family leave programmes (such as parental leave, compassionate leave, and adaptation leave); childcare and financial and informational assistance with childcare and eldercare services. In the views of Anyim *et al.* (2020), work-life balance indicates the degree at which employees derive some achievements and making sure that their desires are achieved in both work and outside work. Similar to this, Okolie *et al.* (2017) note that the idea of work-life balance supports employees' efforts to divide their time and attention between work and other important aspects of their lives. In addition to the demands of the workplace, it takes daily effort to find time for family, friends, community involvement, spirituality, personal growth, self-care, and other personal activities.

Work-life balance, according to Gokhroo and Sharma (2019), is the ability to balance obligations at work and at home. Work and family are increasingly competing spheres that require equal amounts of time and energy. Work-life balance, according to Al-Hasemi and Ali (2016), is a broad concept that includes a healthy balance between one's career and aspirations and their enjoyment, vacation, and family life. Employees are most concerned about two issues: long working hours and the level of difficulty of the work. According to Yadav and Jadhav-Tilekar (2021), work-life balance is the concept of striking a balance between one's personal and professional lives. Work-life

balance, according to De-Tiroina and Sulaiman (2021), is a type of balance that occurs in a person's life when the person does not forget his or her duties and obligations at work without neglecting all aspects of his or her personal life. According to Guest (2002), work-life balance is an employee's ability to manage both paid work and social life adequately. Employers' and employees' respective strategies are used to effectively manage both domains.

Work-life balance has three dimensions, according to Rumangkit and Suriana (2019), time balance, involvement balance, and satisfaction balance. The time balance refers to the amount of time allotted by the company for work to be done both inside and outside the office; the involvement balance addresses the employee's psychological work and extracurricular activities; and the satisfaction balance addresses the employee's level of satisfaction while working and participating in activities outside of the office. The physiological, psychological, and mental health of an employee can therefore be significantly impacted by work-life balance. Adisa, Osabutey, and Gbadamosi (2016) note that excessive working hours and job exhaustion cause a work-life imbalance and raise employee stress levels. Additionally, Khalid and Ibrahim (2018) assert that employers have turned to work-life balance initiatives because of the conflict between work and personal life engagement and the resulting job dissatisfaction and turnover intentions. Work-life balance (WLB) is therefore defined in the context of this study as employee satisfaction and adequate functioning at work and at home with some role conflict.

Organisational Commitment

The concept of commitment has attracted a lot of attention in recent times. As Okolie *et al.* (2017) noted, commitment is loyalty and attachment of an employee or employees to the organisation. Similarly, Khan, Tariq, Hamayoun and Bhutta (2014) conceptualised commitment as an attitude that reflects an employee's loyalty to the organisation and this is ongoing process through which members of organisation can express their concern for organisation and its continued success and well-being. The foregoing agrees with the comment by Meyer and Hercovitch, 2001 cited in Osagie (2019) that, commitment is a force that binds an employee to a course of action relevance to one or more targets in an organisation. Okolie *et al.*, (2017) affirm that "commitment had been used by organisations to predict desired employee's behavior in the areas of performance, absenteeism, job satisfaction, organisational citizenship and emotional attachment. In the context of this study therefore, commitment is an effective dedication to the purpose and values of the organisation. Organisational commitment according to Robbin and Judge (2015) is a condition in which an employee sided with the organisation and its goals and desires to maintain membership in the organisation. organisational commitment was described by Meyer and Allen (1991) as a psychological concept that marks the relationship between an employee and an organisation and lowers the likelihood that an employee will leave that organisation. In a similar vein, Asees, 2015, cited in Asees et al. (2017), defines organisational commitment as the sense of devotedness that employees have towards the organisation they work for. To what extent employees believe in the organisation's values, norms, orientations, and goals, as well as how personally involved they feel in the mission to make the organisation prosperous, is largely dependent on this definition. According to Wombacher and Felfe (2017), organisational commitment is a fundamental element in analyzing and deciphering an employee's behavior at work.

In the view of Abdirahman, Najeemdeen, Abidemi and Ahmed (2018), organisational commitment is a bond between an employee and organisation which can be describe as the feeling of duty that an employee has towards the mission of the organisation. In the same vein, According to Hasish (2017), organisational commitment entails having a strong belief in and acceptance of the organisation's goals and values, as well as a strong desire to take care of one's membership within the organisation. According to Nasimiyu and Egezza (2021), organisational commitment is a psychological state that characterizes the relationship between employees and the organisation and has an impact on their choice to remain a member or leave the organisation. According to Okolie and Ochei (2020), organisational commitment enables staff members to express their creativity and support organisational development initiatives. Feelings of affiliation, attachment, and citizenship behavior are all benefits of commitment that have been shown to increase organisational effectiveness and efficiency. This supports Meyer and Allen's (1997) claims that a committed employee frequently reports to work, is productive and effective throughout the

entire workday, sticks with the organisation through ups and downs, takes care of the organisation's assets, and ultimately shares its goals and values. Organisation commitment is a psychological construct used in the context of this study to describe how loyal and invested employees are in the goals and missions of the organisation.

Work-life Balance and Organisational commitment

It has been proven that balanced work and family is associated with increased organisational commitment (Thompson et al., 1999; Hughes & Busionelos, 2007; 2009; Cegarra-Leiva, Sanches-Vidal & Cegarra-Navarro, 2012; Arif & Farooq, 2014; Asees *et al.*, 2017; Oyewobi, Oke, Adeneye, Jimoh & Ohiani, 2019; Oyewobi, Oke, Adeneye, Jimoh & Windapo, 2020; Unaam, 2021). Diab and Suifan (2016) argue that work-life balance practices (flexible work schedules, flexible working hours, parental leaves, financial assistance and family-supportive services) have a direct relationship with organisational commitment. Similarly, Arif and Farooq (2014) affirm that work-life balance policies and career opportunities are correlated with organisational commitment. Unaam (2021) posit that availability of work-life balance practices produce positive results in terms of work related attitude. In addition, Khan et al. (2018) argue that work-life balance practices improve job related attitudes. According to Afsaar (2014), the quality of work-life is ensured upon satisfaction of seven needs namely, health and safety needs economic and family needs, social needs, economic and actualisation needs, knowledge needs and aesthetic needs. In fact, quality of work-life has two major objectives (i) to humanise the workplace and to improve the quality of job experience of employees and (ii) to improve productivity and efficiency of the organisation. Thus, the quality of work-life is both a response to the needs of employees as well as organisational needs. Work-life balance enables organisations to sustain their efficiency, reputation and prestige in the society.

Robbins, Judge and Sanghi (2009) identify two major categories of job attitudes-desirable and undesirable job attitudes. Desirable job attitudes are attitudes required for the promotion and attainment of organisational goals. Every leader expects such attitudes as commitment, engagement and job satisfaction from their employees. Positive worker's attitudes more often than not, elicits positive behaviours which could be in form of positive behaviours subordination, good interpersonal relations or improved efforts. Undesirable job attitudes on the other hand, constitute deviant attitudes which may impede growth and success of an organisation. Such attitudes may include absenteeism, turnover intentions, cynicism towards change and lack of commitment (Robbins et al., 2009). An employee's attitude may result from or be attributed to several things or situations such as observation and imitation or peers as well as some direct personal experience. But this study seeks to focus specifically on the relationship between work-life balance and organisational commitment which is the most important job attitudes.

Job attitudes comprises of organisational commitment, job satisfaction job engagement, while organisational commitment has been expressed as affective commitment, continuance commitment and normative commitment (Robbins *et al.*, 2009). The study of work-life balance in relation to organisational commitment is important because an increase in employees' workload adversely affects the time for families and other social activities. Hughes & Bosionelos (2007) argue that employers choosing to discard work-life balance practices must experienced unfavourable outcomes such as lower employee morale and decreased organisational commitment.

Work-life Balance and Affective Commitment

According to Meyer, Bobocel and Allen (1991), employees' affective commitment is an attitudinal response, which occurs with employment experiences and beliefs about the work environment. Experiences and beliefs related to work-life balance should positively affect the attitude of commitment, and employees' affective commitment to their organisation might keep them successfully performing their in-role behavior. Simbarido (1985) pointed out that when emotion is evoked, it leads to actions. It is possible that when employees are affectively committed to their organisation, this emotion motivates employees' behavior. Unaam (2021) argue that the experience of work-life balance satisfies employees' psychological demands to maintain the balance between work and non-work and that employees' experience of work-life balance contributes to favourable evaluation of their organisation and affective

commitment. Several empirical studies have shown that family interference with work and work interference with family are negatively related to affective commitment (Allen, Herst, Bruck & Sutton, 2000; Streich, Xasper & Salvaggio, 2008; Kin, 2014; Nguru & Gichuhi, 2018; Unaam, 2021).

Allen, 2001 cited in Unaam (2021) argue that perceptions of the organisation as being family-supportive mediate the link between work-life balance practice availability and both affective commitment and job satisfaction which translates to increased performance. Casper et al. (2011) posit that work-life balance has a positive effect on employees' affective commitment to their organisation. That is, the experience of work-life balance generates feelings of loyalty to the organisation and increase affective commitment (Kin, 2014). Norton (2000) investigated the relationship between work-life balance and employee organisational commitment in Australia. The findings revealed a significant positive relationship between perceived work-life balance and employees' affective commitment to their organisation. Li (2018) investigated the effects of work-life balance on organisational commitment in China's state-owned enterprise. The findings showed that there is a significant positive relationship with affective commitment. Also, the outcome of study conducted by Cegarra-Navarro, Cegarra-Leiva, Sanches-Vidal and Wensley (2015) indicated that work-life balance is positively and strongly linked to organisational commitment of all employees regardless of the types of profession. In their study, Adame-Sanches, Gonsales-Grus and Matines-Fuentes (2016) found that work-life balance decreases employees' desire to leave, increases involvement and commitment to the organisation and enhances organisational productivity.

Work-Life Balance and Continuance Commitment

According to Magnifi (2009), the experience of psychological well-being and harmony in life helps employees concentrate on their work, resulting in continuance commitment and better performance. Okolie *et al.* (2017) argue that organisation which encourages work-life balance in practice and principles will reap the benefits of increased productivity, employees' performance, enhanced organisational image, retention of desirable employees, better team work and employees' better team work and employees' continuance commitment. Evans, Carney and Wilkenson (2013) posit in their research study that work –life balance promotes employees' continuance commitment to their organisations. Several empirical studies have showed that the experience of work-life balance is positively related to continuance commitment (Parkes & Langford, 2008; Hoeven & Van-Soonen, 2015; Notiani, Nirmayanti & Surati, 2021). In addition, Norton (2009) pointed out that work-life balance is the major determinant of employees' continuance commitment to their organisation.

The outcome of study conducted by Li (2018) indicates that policies adopted by the organisation to help employees' balance their work and non-work demands is associated with increased continuance commitment. The study also revealed that there is significant positive relationship between work-life balance and employees' continuance commitment in China's State-owned Enterprise. Unaam (2021) carried out a survey on the relationship between work-life balance and employee commitment in the Port-Harcourt Area command of the Nigeria Police Force. The outcome of the research reveals significant relationship between work-life balance and employee commitment. The study also showed that a strong and supportive organisational culture increased employees' intent to remain in the organisation (continuance commitment). Khan *et al.* (2018) argue that "well-built and helpful organisational culture along with job nature increased employees' continuance commitment to their organisations.

Work-Life Balance and Normative Commitment

According to Onu, Akin and Adegbola (2018), managing work-life balance has become one of the most critical managerial strategies for ensuring employees' normative commitment to their organisations. Becker (1960) argues that the relationship between employee and organisation is based on the contract of economic exchange behavior, employees are committed because they have totally hidden or somewhat hidden investments they have made by remaining in a given organisation place restraints on a person option of leaving the organisation. Thus, it is difficult for work-life balance policies to help predict the degree of desire and responsibility to remain with the current

organisation. However, Salsstain et al. (2001) pointed out that experience of work-life balance increased the need and desire to remain with the current employer.

Khan et al. (2018) investigated the relationship between work-life balance and normative commitment of bankers in Bangladesh. The findings showed that work-life balance is positively correlated with employees' normative commitment towards their organisation. Similarly, Li (2018) found a significant positive relationship in his between work-life balance and normative commitment. Unaam (2021) also found a significant and positive correlation between work-life balance and normative commitment among Nigeria Police in Port Harcourt. The results of his study indicate that there is a significant relationship between work-life balance and normative commitment in the Port Harcourt Area Command of the Nigeria Police Force. In contrast, Salansan (2011) found that no significant relationship exist between work-life balance policies and normative commitment.

Empirical Review

According to Noor (2011), work-life balance policies and programmes are part of a high commitment work system that is required for high levels of employee commitment and innovation. According to Arif and Farooq (2014), work-life balance and organisational commitment are both important in today's dynamic environment because they influence organisational performance and family well-being. Similarly, Sarwar, Panatik, and Ur-Rehman (2019) argue that today's competitive environment has compelled organisations to seek ways to improve job satisfaction, organisational commitment, and stress reduction through work-life balance policies. Kim (2014) maintained that successful work-life balance is positively associated with lower turnover, organisational citizenship behavior, higher work engagement, increased productivity and organisational commitment. In addition, Kalliath, Kalliath and Chan (2017) affirm that the inability to combine work and non-work roles, psychological disengagement from work, work overload, inadequate work requirements, and lack of a healthy work environment has a negative effect on family, satisfaction with well-being and organisational commitment.

The relationship between work-life balance and organisational commitment has gained empirical attention. Using inferential (ANOVA and regression) and descriptive statistics to test data collected from 171 employees in Gujrat University, Pakistan through questionnaire, Arif and Farooq (2019) found that employees who experienced work-life balance reported a high level of job satisfaction and organisational commitment. Arif and Farooq (2014) also found that positive relationship exists between work-life balance and organisational commitment. The study conducted by Meyer and Allen's (1991) supported positive relationship between work-life balance policies and organisational commitment and Watanabe (2010) explored the effect of network integration and work-family balance on gender and race variation in job satisfaction and organisational commitment. The results showed that work-life policies and career opportunities are significantly correlated with organisational commitment.

Diab and Suifan (2016) surveyed 363 employees in private hospitals in Jordan; they found that more than half of the sampled employees experienced work-life balance. Also, they found work-life balance practices have significant relationship with job satisfaction and organisational commitment. Asees et al (2017) examined the relationship between work-life balance and organisational commitment among working postgraduate students of Lagos state University using correlation analysis to analyse the collected data from 138 sampled students. The findings of the study showed that work-life balance have a significant and positive relationship with organisational commitment. Berk and Gundogmus (2018) conducted a study on the effect of work-life balance on organisational commitment of accountants in Istanbul, Turkey using sample size of 380 accountants. They found that work-life balance statistically exert significant effect on organisational commitment. Their study also showed that here is a relationship between work-life balance and organisational commitment.

Again, Khalid and Ibrahim (2018) examined the relationship between work-life balance and employee commitment among radio journalists in Kano using correlation and simple regression analysis to analysed the collected data from 169 sampled journalists. Khalid and Ibrahim (2018) found that significant and positive relationship exists between work-life balance and employee commitment in radio stations in Kano State. Their study also indicates that journalists expressed employee commitment irrespective of their gender and age. The study conducted by Darko-

Asumada *et al.* (2018) on the influence of work-life balance on employee's commitment among bankers in Accra, Ghana using descriptive cross sectional survey. The findings showed that the relationship between work-life balance and employee commitment has a weak positive effect on employees because they are not satisfied with study leave, paternity leave and part-time work. The study also revealed that the policy of work-life balance does not have any significant influence on employees working in bank in Ghana.

Ashibekong and Ohiani (2019) conducted a survey on work-life balance practices and employee commitment in Heritage Bank across Victoria Island, Lagos State, Nigeria using a sample of 242 bankers and exploring descriptive and inferential analysis in analysing the data collected, their study showed that there is a significant relationship between work-life balance and employee commitment. Their study also revealed that telecommuting exerts significant influence on employee commitment.

Rumangkit and Suriana (2019) conducted a study on the relationship between dimensions of work-life balance (time balance, involvement balance and satisfaction balance) on organisational commitment in Bandarlampung hotels, Indonesia using to sampled employees. Having analysed the data collected through questionnaire, Rumangkit and Suruana (2019) found that time balance, involvement balance and satisfaction balance positively affected the organisational commitment of Bandarlampung hotels. Also, Marseno and Muafi (2021) investigate the effects of work-life balance and emotional intelligence on organisational commitment mediated by work engagement in Kebumen branch and unit of BRI bank, Indonesia. Sampling 118 employees, the study found that work-life balance has a positive and significant impact on the organisational commitment of the employees of Kebmen branch and Unit of BRI bank.

The study conducted by Afsar (2014) on the effect of the quality of work-life on organisational commitment among academicians in state and foundation universities in Turkey showed that the quality of work-life has a positive impact on affective commitment and normative commitment of the staff of the universities whereas it has a negative impact on the continuance commitment of staff. Also, the study conducted by Norton (2009) revealed that a positive correlation exists between work-life balance and affective commitment while negative correlation exists between perceived work-life balance and continuance and normative commitment. Vioeberghs (2002) examined the direct and indirect effects of work-life balance practices on multiple stakeholder outcomes in hospitals. The findings showed that work-life balance practices enhance outcomes for the hospitals, their employees and the patients they care for.

Theoretical Framework

Work-life balance and organisational commitment are global issues that have piqued the interest of some scholars, who have thus proposed some theories to gain a better understanding of the current study. While several theories may be appropriate for a discourse of this nature, the work enrichment theory provides us with a heuristic tool for interrogating the study's central issue. Powell and Greenhaus created "the work enrichment theory to investigate the phenomenon of enrichment processes that connect work to family and family to work" (Khateeb, 2021). Reiterating this, Rincy and Panchanatham (2014) and Bello and Tanko (2020) names Powell and Greenhaus as principal exponents of this theory and also identified other exponents, namely, Sedeck and Mosier; Morris and Madsen and Carlson, Kacmar, Wayne and Grsywacs who supported their arguments with divergent theoretical perspectives. Scholars, such as Rothbard (2001), Greennhaus and Powell (2006), Stoddard and Madsen (2007), Carlson, Baral and Sivuska (2009), Shein and Chen (2011), Powell and Eddleston (2013), Carlson, Hunter, Ferguson and Whitten (2014), and Bansal and Agarwal (2019), also did some work on the work enrichment theory (Khateeb, 2021).

Work enrichment theory according to Powell and Greenhaus (2006), refers to the degree to which experiences from instrumental sources (skills, ability, values or affective sources (mood, satisfaction) enhance the quality of the other domain which make every individual to be more committed towards attaining higher productivity level. Quoting Greenhaus and Powell, 2006 cited in Rincy and Panchanatham (2014) defined enrichment as a process that occurs when experience in one role improves the quality of life in another role. Alternatively, Carlson, Ferguson, Kacmar,

Grsywacs and Whitten (2011) see enrichment as an accumulation of psychological resources in a given role that are split over into another role. According to Morris and Madsen (2007), under a role accumulation perspective, a person can achieve balance by being able to regulate and have greater control over when, where and how to invest time and energy between work and non-work to ensure that the person perceive accumulating positive outcomes from both work and non-work.

Sieber (1974) opine that there are multiple benefits resulting from participating in different roles such as status security, personality enrichment, role privileges and status enhancement. Pradhan (2016) pointed out that work-family enrichment is considered to be multi-dimensional because work provides resource gain that enhances commitment and performance in the family domain and family provides resource gain that enhances commitment and performance in the work domain. Thus, the assumptions of the work enrichment theory are that work-life balance has instrumental and affective paths. The instrumental path focuses on how positive skills, behaviours and rewards from one domain (such as income, learning how to manage people or solve problems) can help employee or employees perform better in the other domain. Affective path on the other hand focuses on the degree to which mood and emotions from one domain can see in and positively impact how one feels, acts and behaves in the other domain (Rincy & Panchanatham, 2014). Therefore, if an employee has a good day at work, he/she will come home happy and have extra energy and emotions for non-work activities or if an employee has a wonderful family life, he/she will bring the positive emotions to work that will enhanced organisational commitment (Rothbard, 2001).

Carlson, Kacmer, Wayne and Grsywacs (2006) improving on Powell and Greenhaus's hard describe a four dimensional resource gain to ensure work-life enrichment namely, developmental, affective, efficiency and capital gains. According to Pradhan (2016), developmental takes place when work involvement leads to acquiring new skills, knowledge or behavior which enables an employee to become a better member of the family. Affective takes place when family involvement leads to a positive emotional attitude which in turn helps the employee to become a committed and better and committed employee. Capital takes place when work involvement facilitates levels of psycho-social resources such as sense of confidence, security, self-fulfillment or accomplishment which aids the individual to become a better family member. Therefore, work enrichment theory suggests that enhancement of role performance in one domain is dependent upon resources gained in another domain.

Talip, Hassan, Kasa, Sabil and Ibrahim (2021) affirm that the crux of the arguments of this theory is that "family to work enrichment happen when resource gains in family role produce positive organisational outcomes (job satisfaction, commitment, job engagement, organisational citizenship behavior and performance) in work. Hence, Kalliant, Kalliath, Chan and Chan (2019) pointed out that employees' well-being, job satisfaction and commitment can be negatively affected if employees frequently experienced stress from competing in work and non-work. Sedeck and Mossier (1990) concluded that good work outcomes lead to good family outcomes and vice versa. Nair and Milath (2020) posit that work enrichment theory demonstrates the relationship between work-life balance and organisational commitment". Lewis and Gambles (2007) argue that work enrichment theory attempted to explain the process by which employees' attached themselves to organisations through investments such as effect, reward and time that has been linked to increase in organisational commitment from employees. These investments according to Onu *et al* (2018) have costs which reduce to some degree of an employee's freedom in his/her future activities. Through these investments, employees get locked into organisations because of costs associated with leaving the organisation (e.g., senirotty, pension plans and organisational specific knowledge).

Criticism of the Theory

The promising outlook of the work enrichment theory is not without criticism. Shein and Chen (2011) stated that there are arguments that the theory does not take into account norms, guiding principles and beliefs contained in work-life balance policies that guide the attitudes of employees thereby ensuring that they uphold matters of organisational interest. In criticising the theory, Bateman and Snell (2011) argue that no matter how good employee's experiences, skills, moods and behaviour from non-work domain are, they will not make employees

truly motivated, committed and satisfied to do a good job. They further argue that the key to true job satisfaction and motivation to commitment and in-role performance lies in the nature of the job itself and the feelings of achievement the job provides and not on work-life policies that enhances commitment and performance. Iaga and Bagraim (2011) argue that organisational commitment was seen as an exchange between the employee and organisation for certain rewards in relation to work-life balance policies. They further argue that work enrichment theory, as with other theories in the field of work-life balance lays claims to exaggerated ideas but do not live up to expectations as projected. Greenhaus and Powell (2006) argue that younger employees may be more committed to an organisation because of their awareness that, with less experience, they often have fewer job opportunities. As they gain experience, alternate employment opportunities may increase which decreases the magnitude of one important cost of leaving the organisation, which is that of having no job.

In the light of these criticisms, work enrichment theory is still of utmost relevance in organisational policy formulation today and in relation to this study. Furthermore, even if the specifics of the theory do not hold up to scientific scrutiny, it represents the resources that are useful for employees facing work and family challenges (Khateeb, 2021). In supporting this theory, Turner (2013) posit that employers need to understand the basic need of employees in today's competitive business environment which is achieving better work-life balance.

Application of the Theory to the Study

Work enrichment theory is one of the major views that justify the relationship between work-life balance and organisational commitment. Work enrichment theory is sacrosanct to this study because it focused on the issue at hand. It sheds light on how work attitudes are shaped from employees' beliefs of the aspects of the working conditions that provides theoretical rationale to explain the link between work-life balance and organisational commitment (Rumangkit & Suriana, 2019). Work enrichment theory reminds us that organisational commitment is complex and continuous, and requires employers to discover ways of enhancing the work-life of their employees (Nguru & Gichuhi, 2018). Studies have also supported the effectiveness of the work enrichment theory on increasing employee's creative productivity, employee's self-efficacy, personal and social development, employee's self-regulation, positive perception of their working environment and increased goal evaluation (Greenhaus & Powell, 2006; Kim, 2014; Darko-Asumadu *et al.*, 2018; Ashibekong & Ohiani, 2019; Diab & Suifam, 2016; Unaam, 2021).

According to Pradhan (2016), work-family enrichment served as a barrier against negative events and it result in positive health for employees as well as providing help in strengthening social relationships. This is buttressed by Grsywacs and Marks (2000) who stated that if minimum business disruptions are to be considered, the major challenge faced by employers would be implementation of working practice relating to work-life balance. However, Ojo *et al.* (2014) pointed out that work-life balance is an area which has been flooded in Western literature, but far less attention has been given to the area in developing economics like Nigeria. This is because some aspects of work-life balance practices may be less applicable or require substantial adaptations in Nigeria because of institutional and cultural differences. The lack of understanding and importance of work-life balance and its impact on organisational commitment in the Nigerian business environment has made some organisations to go into extinction.

According to the work enrichment theory, employees had attitudes in respect of their world such as their working situations and this attitude affects their behavior; employees' experiences (perception) of work-life balance cause their positive response such as affective commitment and favourable attitude that promote their contributions to the organisation (Restuboy, Bordia & Tang, 2006). But, the Nigerian ports operations are enmeshed in the quagmire of undue governmental control or interference in the running of the ports in a bid to regulate their operations. As in the work enrichment theory, it seems as though while government concession the ports operations to enhance organisational commitment and public service delivery, it does not give the private terminal operators the leeway to succeed in meeting their employees' work-life balance needs. Ogar and Amanse (2019) argue that work enrichment

theory ‘empower employees to incorporate and cover work and family obligations which influence them to be adequately dedicated to performing and accomplishing the objectives of regulated organisations’. From the forgoing, it is important for organisations in Nigeria to ensure that their employees have a satisfactory level of balance between work and non-work in order to ensure that the employees maintain a high level of job quality that minimise errors which would be costly to the organisation. This theory also explain the link between work-life balance and organisational commitment better in a dynamic context such as Nigeria where employers do not care about their employees even with their level of awareness that work-life balance is important for employee’s psychological well-being, high self-esteem, fulfillment at work and home, and overall sense of harmony in life which ultimately have an effect on organisational commitment (Asees *et al.* 2017).

Research Methods

This study adopted the cross-sectional survey research design. This is because the measurements of the independent variable would be taken at the same time, as the measurements of the dependent variable, with the different subgroups without any attempt at altering, manipulating, distorting, or controlling the variables being studied (Obasi, 2000; Babbie, 2007; McNabb, 2012). In this case, the measurement of the independent variable, which is the work life balance and the measurements for the dependent variable (organisational commitment), was taken at the same time without directly or indirectly influencing, inducing, controlling, pre-empting or manipulating either or both variables, at any point in time. The goal was to ensure that data elicited from the field in the course of this study was primary and relevant as possible for analysis in order to understand and solve the problems at hand

The total population of the study was 3408 management and staff as well as the customers of the Tin Can Island Port Lagos State and this is broken down as follows: 397 management and staff of Tin Can Island Port Complex; 1459 customers of the Tin Can Island Port and the Private Terminal Operators in Lagos State, comprising 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); 494 management and staff of Ports and Cargo Handling Services (SIFAX, 2019); 183 management and staff of Five star logistics (NPA, 2018). The research population includes the management and staff as well as customers of the Tin Can Island Port terminals in Lagos State, which includes Kirikiri and Ikorodu Lighter Terminals, Lagos: Roro Terminal, Apapa Lagos; Container Terminal, Apapa Lagos; Josepdam Port Services (JPS): Port and Cargo Handling Services Limited (a subsidiary of SIFAX Group); Tin Can Island Container Terminal (TICT); Five Star Logistics Company; and Ports and Terminals Multi- Services Limited (PTML, a subsidiary of Grimaldi Group) in Lagos State.

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% Margin of Error		
Population Size	5	3	1
50	46	49	50
75	67	72	75
100	87	95	99
150	122	139	149

200	154	T 80	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	J770	12413
100000	656	1802	14172
250000	659	1821	15989 j
500000	660	1828	15984
1000000	660	1836	16244

Source: Gill and Johnson (2010)

Purposive sampling was employed in this research. According to Obasi (2000), purposive sampling is a method in which the researcher selects people purposely for the study because of their ability to make useful data available to meet the requirements of the interrogation. The purposive sampling method, therefore, was employed to specifically select terminal operators at the Tin Can Island Port, customers that patronise the cargo section of the ports (freight forwarders), and staff in the legal, monitoring and compliance section in the Tin Can Island Port Complex of the Nigerian Ports Authority. Also, simple random sampling was employed to select respondents from each of these categories. This involves the addition of respondents with specific characteristics relevant to the objective of this study.

Reliability determines the consistency and accuracy of respondents on a particular matter, having been subjected to similar assumptions and conditions (Obasi, 2000). Validity is “a statistical measure of the extent to which a selection or assessment technique actually measures what it sets out to measure. Validity measures the results of a technique against criteria such as present success of existing employees (un-current validity) and future performance of recruits (predictive validity)” (Bratton & Gold, 2007: 588). Content validity was employed for this study to ensure the validity of the instruments, by subjecting it to independent assessors for cross-examination. These assessors are the main research supervisors of this work, who are scholars in this field from the Department of Political Science and Public Administration, for their thorough and in- depth scrutiny, before it was applied. This is to ensure that this work attains a high level of accuracy and reliability in all of its content.

A pilot study was carried out to determine the reliability and test for internal consistency of the research instrument. Thirty (30) copies of the questionnaire were administered randomly to staff of the Nigerian Ports Authority and the Private Terminal Operators. This was to ascertain the respondents’ understanding of the contents of the questionnaire. It was also assessed for language, structure, relevance and biasness. The data gathered at this point did not form part of the data generated for this study. The Smart-PLS factors loading (FL), composite reliability (CR) Crombach’s alpha (CA) Average variance extract (ACE) and Larcker criterion were used to test the reliability and also the validity of the instrument as shown below.

Table 2: Reliability and Validity Matrix

Constructs	Items	FL	CR	CA	AVE
	WLB1	0.845			
	WLB2	0.860			
	WLB3	0.863			
	WLB4	0.911			
	WLB5	0.874			
	WLB6	0.883			
	WLB7	0.790			
Work-Life Balance	WLB8	0.800	0.945	0.917	0.723
	WLB9	0.780			
	WLB10	0.796			
	WLB11	0.833			
	WLB 12	0.807			
	WLB 13	0.777			
	WLB 14	0.796			
	WLB 15	0.865			
	AFC1	0.976			
	AFC2	0.900			
Affective Commitment	AFC3	0.862			
	AFC4	0.799	0.930	0.909	0.741
	AFC5	0.840			
	AFC6	0.888			
	CNC1	0.765			
	CNC2	0.798			
Continuance Commitment	CNC3	0.943	0.932	0.913	0.727
	CNC4	0.858			
	CNC5	0.845			
	CNC6	0.766			
	NMC1	0.954			
	NMC2	0.829			
Normative Continuance	NMC3	0.910	0.945	0.925	0.723
	NMC4	0.755			
	NMC5	0.872			
	NMC6	0.831			

Source: Researcher’s field work, 2022

Table 2 showed that all the loading items are above 0.7. Thus, all the items loadings are at an acceptable level. Additionally, the reliability constructs was accessed by CR and CA with cut-off level for both of the indicators equal to or above 0.7. All the five constructs were above the standard threshold of 0.70. The reliability results were supported by the discriminant validity values of Average Variance Extract (AVE) which are also above the standard threshold of 0.50 (Hair, Hult, Ringle & Sarstedt, 2017). Therefore, the results showed that the instruments for the study were reliable and valid.

This study applied the mixed method of sourcing data, which includes quantitative and qualitative methods. This guarantees studies the opportunity to achieve a balanced data generation that would be more encompassing and detailed (Creswell, 2009). Data was sourced through primary and secondary means. Primary data was obtained from

the respondents through the administration of questionnaire. Questionnaire was given to respondents to fill out, retrieved and collated to source for useful information about work-life balance and its impact on organisational commitment in Tin Can Island Port, Lagos State. The Questionnaire was a modified form of the research instrument used by Khan *et al.* (2018), Li (2018), Nguru and Gruchuhi (2018) and Chepkemoi (2021). This was necessary to better address the new respondents in a different environment. These respondents were drawn from senior staffs at the Tin Can Island Port, the private terminal operators at the Tin Can Island Port, Lagos State. Secondary data was obtained from official press releases of the Nigerian Ports Authority, journals, newspaper publications, online publications, printed texts and books and various documents were retrieved from reliable sources. The data gathered from primary source was subjected to quantitative analysis. This was necessitated by the fact that this work adopted the descriptive perspectives to the issues being interrogated. The data collected from the questionnaire was collated, coded and imputed into the Statistical Package for Social Sciences (SPSS version 23.0, 2020) for data analysis. Percentage and frequency was used to analysed the socio - demographic data content of the respondents, which include gender, age, marital status, education, occupation, organisation, employment status, and years of service in the organisation, etc. Mean, standard deviation and Pearson’s product moment correlation, simple and multiple regression analysis was employed to test the hypotheses at a 0.05 levels of significance. These were found suitable for the nature of the study of this work.

Results

This study investigated the causal link between work-life balance and organisational commitment in Tin Can Island Port Terminals, Lagos State. To achieve this, five hundred and forty one (541) questionnaires were administered across private terminal operators (PTOs), the Tin Can Island Port Complex wing of the Nigerian Ports Authority and service receivers who are the customers (freight forwarders) that patronise the Tin Can Island Port terminals in Lagos State. Of the five hundred and forty one (541) questionnaires distributed, only three hundred and eighty nine (389) were found usable, representing seventy one point nine percent (71.9%) response rate.

Table 3: Respondents’ Demographic Information

S/N	Variables	Category	Frequency	Percentage
1	Gender Respondents of	Male	237	60.9
		Female	152	39.1
		Total	389	100.0
2	Job status of Respondents	Junior staff	73	18.8
		Supervisory cadre	87	22.4
		Middle management	91	23.4
		Senior management	75	19.2
		Top management	63	16.2
		Total	389	100.0
3	Age of Respondents	21-30 years	79	20.3
		31-40 years	98	25.2
		41-50 years	80	20.6
		51-60 years	73	18.8
		Above 60 years	59	15.1
		Total	389	100.0
4	Marital status of	Single	87	22.4

S/N	Variables	Category	Frequency	Percentage
	Respondents	Married	253	65.0
		Divorced	21	5.4
		Widowed	28	7.2
		Total	389	100.0
5	Educational Qualification of Respondents	College degree	26	6.7
		National diploma degree	49	12.6
		Higher national diploma degree	67	17.2
		Bachelor of science degree	132	33.9
		Master, doctoral/professional degree	115	29.6
		Total	389	100.0
6	Work experience of Respondents	1-5years	82	21.1
		6-10years	69	17.7
		11-15 years	131	33.7
		16 years and above	107	27.5
		Total	389	100.0
7	Dependent children/relatives of Respondents	Yes	326	83.8
		No	63	16.2
		Total	389	100.0

Source: Researcher’s fieldwork (2022)

Gender

The table above shows that majority of the respondents are male, which are 237 in number making it a total of 60.9% of the respondents, indicating that they are more concerned about work-life balance and organisational commitment. Female respondents were 152, which consisting 39.1%.

Job Status

Majority of the respondents were middle management staff. This accounted for 91 respondents representing 23.4% indicating that a sizeable percentage of staff has an in-depth knowledge of work-life balance and organisational commitment. 87 respondents which constituted 22.4% of total respondents were supervisory cadre. Senior, junior and top management staff accounted for 75 (19.2%), 73(18.8%) and 63(16.2%) respondents respectively.

Age of Respondents

Age group of 31-40 years which comprised of 98 (25.2%) accounted for majority of respondents indicating that they are mature enough to realise how work-life balance can affect organisational commitment. The remaining respondents which fell into age bracket of 41-50 years, 21-30 years, 51-60years and above 60years accounted for 80(20.6%), 79 (20.3%), 73(18.8%), and 59(15.2%) respectively.

Marital Status of Respondents

Most respondents, representing 253(65.0%) are married. This suggests that most of the workers were married. As a result, it was more probable that the employees experienced work-life balance consistently, which could increase their commitment to the organisation's stated aims and objectives. 87 respondents are single, this group constituted

22.4% of the entire respondents. Respondents that are widowed were 28, which constituted 7.2% of the entire respondents, while widowed were 21, representing 5.4% of the total respondents.

Educational Qualification of Respondents

Respondents with college degree were 26 which represent 6.7% of the total respondents. Those with National Diploma were 49 constituted 12.6% of the entire respondents. Respondent with Higher National Diploma degree were 67 (17.2%), while those of Bachelor of Science degree were 132 constituted 33.9% of the entire respondents and those with Master, Doctoral/Professional degree were 115 which represent 29.6% of the total respondents. The majority of the respondents were Bachelor of Science degree holders. As a result, their understanding of work-life balance policy and organisational commitment may consistently improve organisational effectiveness.

Work Experience

Respondents with 1-5 years of experience accounted for 82 or 21.1% of the respondents. Those with 6-10 years work experience were 69 representing 17.7% of the total respondents. Respondents with 11-15years work experienced were 131 accounted for 33.7% of the entire respondents and those who have worked for 16 years and above accounted for 107 constituting 27.5% of the total respondents. This implies that the vast majority of respondents had been in their current jobs for 11 to 15 years. Additionally, it was discovered that a sizeable percentage of the workers have spent enough time at their jobs to comprehend workplace challenges such as work-life imbalance and poor organisational commitment.

Dependent Children/Relatives

Respondents with dependent children/relatives accounted for 326 or 83.8% of the respondents and those with no dependent children/relatives living with them were 63 representing 16.2% of the total respondents. This suggests that the majority of survey participants had dependent children/relatives living with them. As a result, employee that experienced satisfactory level of balance between work and non-work would definitely maintains psychological well-being, fulfillment at work and home and overall sense of harmony in life which ultimately have an effect on affective commitment, continuance commitment and normative commitment.

Bivariate Analysis (Test of Relationship)

The bivariate analysis involves the test for the bivariate relationship between the dependent and independent variables. The decision rule which applies for all bivariate test outcomes is stated as follows: where $P < 0.05$, reject hypothesis on the basis or evidence of insignificant relationship and where $P > 0.05$, accept hypothesis on the basis of significant relationship between the variables.

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

Table 4: Correlation of Work-Life Balance and Affective Commitment

	Variables		Work-Life Balance	Affective Commitment
Spearman's rho	Work-Life Balance	Correlation Coefficient Sig. (2-tailed) N	1 389	.873** .000 389
	Affective Commitment	Correlation Coefficient Sig. (2-tailed) N	.873** .000 389	1 389

** Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output, 2022

Table 4 showed the relationship between work-life balance and affective commitment using Spearman’s Rank-order correlation coefficients techniques. From the analysis the result showed that work-life balance has a very strong positive and significant relationship with affective commitment at ($\rho = 0.873$, and $P-v = 0.000 < 0.05\%$). The null hypothesis was therefore rejected and restated that there is a very strong positive and significant relationship between work-life balance and affective commitment of employees in Tin Can Island Port, Lagos State.

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

Table 5: Correlation of Work-Life Balance and Continuance Commitment

	Variables		Work-Life Balance	Continuance Commitment
Spearman's rho	Work-Life Balance	Correlation Coefficient Sig. (2-tailed) N	1 389	.796** .000 389
	Continuance Commitment	Correlation Coefficient Sig. (2-tailed) N	.796** .000 389	1 389

** . Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output, 2022

Table 5 showed the relationship between work-life balance and continuance commitment using Spearman’s Rank-order correlation coefficients techniques. From the analysis the result showed that work-life balance has a very strong positive and significant relationship with continuance commitment at ($\rho = 0.796$, and $P-v = 0.000 < 0.05\%$). The null hypothesis was therefore rejected and restated that there is a very strong positive and significant relationship between work-life balance and continuance commitment of employees in Tin Can Island Port, Lagos State.

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

Table 6: Correlation of Work-Life Balance and Normative Commitment

	Variables		Work-Life Balance	Normative Commitment
Spearman's rho	Work-Life Balance	Correlation Coefficient Sig. (2-tailed) N	1 389	.735** .000 389
	Normative Commitment	Correlation Coefficient Sig. (2-tailed) N	.735** .000 389	1 389

** . Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output, 2022

Table 6 showed the relationship between work-life balance and normative commitment using Spearman’s Rank-order correlation coefficients techniques. From the analysis the result showed that work-life balance has a very strong positive and significant relationship with normative commitment at ($\rho = 0.735$, and $P-v = 0.000 < 0.05\%$). The null hypothesis was therefore rejected and restated that there is a very strong positive and significant relationship between work-life balance and normative commitment of employees in Tin Can Island Port, Lagos State.

Influence of Work-Life Balance on Organisational Commitment in Tin Can Island Port, Lagos State

Since correlation does not imply causation, a simple and multiple regressions analysis was done to verify the influence of work-life balance on individual and joint components of organisational commitment. A simple regression was used to estimate the impact of work-life balance on organisational commitment that was decomposed into three dimensions of affective commitment, continuance commitment and normative commitment. The simple regression analysis which was conducted at 5% level of significance was used to further test hypotheses formulated for this study. Summary result of test is presented in Table 4.8.

Table 8: Summary of a Simple Regression Analysis of Work-Life Balance and Organisational 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, 2022

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 account 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 result in 42.7 (%) percent increased 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 account 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 increased 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 account 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 increased in normative commitments in Tin Can Island Port, Lagos State.

Table 9: Multiple Regression Analysis of Work-Life Balance and Organisational 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' organisational commitment is caused 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 mode is significant ($F = 13.805$; $p < .05$); in terms of the influence of work-life balance on each of dependent variables, the model showed that work-life balance significantly influenced 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 ($\beta = .099$; $p > .05$). However, only affective commitment and continuance commitment made a unique statistical contribution to the model.

Discussion of Findings

The study examined the causal link between work-life balance and organisational commitment in Tin Can Island Port, Lagos State. Findings revealed more male than female employees in the study; most employees were middle management staff; most employees were between the ages of 31 - 40 years; there were more married respondents; most of the employees had first degree; majority had 11 - 15 years' experience and most of the employees had dependent children/relatives living with them.

There were four hypotheses formulated for the study and the result of hypothesis one was supported by the findings of Casper *et al.* (2011) which to them improving work-life balance enhances employees' both affective commitment and job satisfaction which translates to increased performance. Kin (2014) collaborating with this finding opined that work life balance remains fundamental to the employees' affective commitment to their organisation and for this reason, placing emphasis on what can help enhance employee commitment is imperative. This finding is consistent with the study of Li (2018) conducted in China's state-owned enterprise that work-life balance increases employees' affective commitment and job satisfaction. Consistent with the findings of this study, Norton (2000) found that work-life balance has a positive effect on employees' affective commitment in Australia. In support of this finding, Adame-Sanches *et al.* (2016) also demonstrated that work-life balance decreases employees' desire to leave, increases involvement and commitment to the organisation and enhances organisational productivity.

Moreover, Nayak and Sahoo (2015) opine that work-life balance create an organisational climate whereby caring about employees concerns, fostering employee engagement, involvement and retention at workplace become a normal. This suggests the need for vibrant businesses to promote work and family integration to enhance the commitment of workers. Therefore, as companies aim at reducing cost and increasing profit in the global market, it is crucial for employers to implement policies to help workers balance paid work and non-work roles. Overall quality of life improves and businesses also benefit from employees' higher morale and commitment. For employers the capacity to negotiate flexible work arrangements provides an antidote to loss of skills and experience and the high cost of recruitment and retention in a competitive labour market. Employers who provide flexible work options immediately gain a competitive edge in the labour market by becoming 'employers of choice. The higher an employee's quality of work-life, the more positive his/her feelings about the organisation he/she works for. It is assumed that if an employee is feeling positive about the organisation he/she works for, this positive emotion will results in affective commitment (Sirgy, Reilly, Wu & Efrat, 2008).

With respect to the second objective of this study, we found that work-life balance had significant and positive influenced on employees' continuance commitment in Tin Can Island Port, Lagos State. This finding validates the work of Evans *et al.* (2013) on work-life balance for men and counselling implications. Evans and his colleagues found that work-life balance promotes employees' continuance commitment to their organisations. In support of this, Hoeven and Van-Soonen, 2015 and Notiani et al. (2021) found positive impact of work-life balance on continuance commitment. The result of this study which showed positive influence of work-life balance on continuance commitment in Tin Can Island Port, Lagos State agreed with previous studies conducted by Parkes and

Langford (2008) and Norton (2009) which showed that work-life balance is the major determinant of employees' continuance commitment to their organisation.

Li (2018) also demonstrated that policies adopted by an organisation to help employees balance their work and non-work demands is associated with increased continuance commitment. His study also revealed that there is significant positive relationship between work-life balance and employees' continuance commitment in China's State-owned Enterprise. Similar results were found by Unaam (2021) on his work on the relationship between work-life balance and employee commitment in the Port-Harcourt Area command of the Nigeria Police Force. The outcome of the research reveals significant relationship between work-life balance and employee continuance commitment. This corroborates with Khan *et al.* (2018) who found that well-built and helpful organisational culture along with job nature increased employees' continuance commitment to their organisations.

Furthermore, hypothesis three showed that work-life balance had significant and positive influenced on employees' normative commitment in Tin Can Island Port, Lagos State. This corroborates with Salsstain *et al.* (2001) who found that work-life balance increased the need and desire to remain with the current employer. This finding was also in line with Li (2018) who found a significant positive relationship between work-life balance and normative commitment. Unaam (2021) also found a significant and positive correlation between work-life balance and normative commitment among Nigeria Police in Port Harcourt. The result of his study indicates that there is a significant relationship between work-life balance and normative commitment in the Port Harcourt Area Command of the Nigeria Police Force. The study by Afsar (2014) on the impact of the quality of work-life on organisational commitment in Turkey universities revealed that the quality of work-life has a positive impact on affective and normative commitment in both state and foundation universities and negative impact on continuance commitment.

In contrast, Becker (1960) argue that the relationship between employee and organisation is based on the contract of economic exchange behavior, employees are committed because they have totally hidden or somewhat hidden investments they have made by remaining in a given organisation place restraints on a person option of leaving the organisation. Thus, it is difficult for work-life balance policies to help predict the degree of desire and responsibility to remain with the current organisation. Salansan (2011) collaborating with this finding found that no significant relationship exist between work-life balance policies and normative commitment.

Conclusion and Recommendations

The study was necessary because employees' commitment to their organisations and personal lives are both affected by poor work-life balance. Work-life balance significantly influenced organisational commitment in Tin Can Island Port, Lagos State, according to the study's findings, which also identified barriers to the implementation of work-life initiatives in Tin Can Island Port. Work-life balance policies must be incorporated into the strategic plans of Nigerian organisations. As it assists organisations in gaining a competitive advantage by attracting and retaining individuals with exceptional skills and experience, as well as providing a variety of flexible working patterns to help improve the efficiency and effectiveness of their employees. It should be noted that an organisation needs to have a well-structured work-life balance policies in order to increase its employees' commitment and enable them to compete locally and globally. Employee commitments and work-life balance improve organisational performance. Therefore, in order to effectively improve employee performance, it becomes crucial to support policies and structures that will enhance workplace commitments. One of the most crucial indicators of successful organisational behavior is the degree of employee commitment to their jobs and organisations. Higher-commitment Employees are committed to their careers and organisations, have high expectations for themselves, produce superior results, and demonstrate superior work performance. When designing work-life balance for their workforce, organisations must consider the factors that influence employee morale, commitment, efficiency, and effectiveness. As a result, providing fair and reasonable flexible work arrangements strengthens employees' commitment to the organisation.

According to the research findings, an inadequate work-life balance affects an employee's commitment to his or her organisation, including his or her personal life, and the implementation of work-life balance programmes would help

reduce the high turnover rate in organisations. Specific policies in various sectors may be difficult to implement. As a result, it is critical that organisations conduct pilot programs to determine which policies best suit individual organisations. On this basis, the need to develop appropriate flexible working arrangements in work settings in order to enhance organisational commitment of employees is becoming critical. Therefore, a well-conceived work-life balance practices or flexible work arrangements such compressed working hours, flexi-time schemes, telecommuting, job-sharing, Part-time work arrangement, self-rostering, Shift working arrangement, job autonomy, maternity, paternity and parental leave, career breaks and sabbaticals in line with organisational tenets will eventually results to organisational commitment of employees on the one hand and organisational competitive advantage on the other. On the basis of findings of this study and conclusion, the following recommendations for policy-making are made:

- Management of Tin Can Island Port should design and effectively implement flexible work arrangements to enable employees' manage and reduce the conflicts they face with their personal life. This will not only benefit the employees but it will also enhance employees' job-autonomy and increase their capacity to perform well both in work and family domains. A successful convergence between work and non-work domains can be a win-win situation for employers and employees alike. This will help the management gain competitive edge through been able to attract and retain individuals with the great skills and experience.
- Management of Tin Can Island Port should be consistent in the implementation of work-life balance options or employee assistance programmes and develop high adaptive performance skills in the area of handling work stress, capacity of coping with unpredictable situations in technology environment, and ability to deal with uncertain work situations to create a balance work-life. This will go a long way to enhance organisational commitment and help employees achieve their targets.
- Management of Tin Can Island Port and other related organisations in Nigeria should help their employees reduce personal life interference with work by engaging the employees in trainings, work-related social programmes and periodic counselling to enable them have a good balance between work and personal life. This will afford all employees the opportunity of total concentration on their work that promote affective, continuance and normative commitments in the workplace.
- Management of Tin Can Island Port and other related organisations in Nigeria should put more effort in coming up with suggestions and useful decisions and endeavor to incorporate them into the organisation's decisions and policies with regard to management style, growth and development opportunities, work life balance and organisational climate and desist from unethical behaviour such as abusive treatment, unfair treatment, and breach of trust and manipulation that may encourage workers' counterproductive behaviour such as absenteeism, lateness, turnover intention and actual turnover.

Contributions to Knowledge

The study contributed to knowledge in the following ways:

- The study added to the emerging body of knowledge by taking a critical and holistic view of work life balance practices in Nigeria and the strength to which its influence employee's affective commitment, continuance commitment and normative commitment in the workplace. This knowledge would assist organisations and management practitioners to develop and implement work-life balance initiatives that will help employee achieve a satisfactory work-life balance, allocation of time and commitment between work and personal life.
- This study contributed to the understanding of the causal link between work-life balance and organisational commitment in Nigeria. This knowledge would assist organisations to provide a variety of flexible work pattern to help improve efficiency and effectiveness of their employees.
- The study has further established that most of the available studies focus on the introduction of work-life balance policy in the organisation as a way of satisfying both the employee's desire, such as having more time with their family and the organisation's needs such as increasing organisational in-role and extra-role

performance. This study therefore provides empirical evidence on the influence of work-life balance on organisational commitment of employees in Nigeria.

- This study will serve as a reference material for future researchers who may deem it fit to carry out study on the subject matter and the findings of this study would be of utmost importance to the management of Tin Can Island Port, employees, academic community, the government and society at large.

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