

Work-Life Balance Practices and Employee Commitment of Commercial Banks in Rivers State

Tombari Judith Adiukwu (Ph.D)

Department of Management, Faculty of Management Sciences
Ignatius Ajuru University of Education
Port Harcourt, Rivers State
adiukwutombarij@gmail.com

Christian Ereh Queen

Department of Management, Faculty of Management Sciences
Rivers State University
queenereh@gmail.com

Dr. Tolofari, Daniel Tamunokediari

Department of Management, Faculty of Management Sciences
Ignatius Ajuru University of Education
Port Harcourt, Rivers State
danieltolofari@gmail.com

DOI [10.56201/ijebm.v10.no3.2024.pg15.30](https://doi.org/10.56201/ijebm.v10.no3.2024.pg15.30)

Abstract

This study investigated the relationship between work-life balance and employee commitment of commercial banks in Rivers State. This study examined the work-life balance dimensions as flexible work arrangement and wellness programmes, while affective, normative and continuance commitment were used as measures of employee commitment. Organizational culture was used as the moderating variable. The study adopted the cross-sectional survey in its investigation of the variables. The population of (282) was adopted as the sample size since the population was not much. Data were obtained through the distribution of structured questionnaire copies which were distributed personally by the researcher to the target organizations. The research instrument was validated by academicians while the reliability of the instrument was achieved through the use of Cronbach Alpha coefficient aided with SPSS and all the items scoring above 0.70. Data generated were analysed using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation at a 0.05 significance level. Findings from the study revealed that there is a significant relationship between work-life balance and employee commitment of commercial banks in Rivers State. All the dimensions of work-life balance with all the measures of employee commitment were positively and significantly correlated. This study concluded that when commercial banks in Rivers State adopt work-life balance practices, employee commitment will be positively enhanced. The study therefore recommended that

management of these commercial banks in Rivers State should endeavor to create flexible work arrangement, wellness programmes, family responsibility and work-life conflict for their employees especially for the married ones with children, giving considerations for unseen circumstances as regards running a day to day family life.

Keywords; *Work-life balance, Employee Commitment, Flexible Work Arrangement, Wellness Programmes and Commercial bank*

INTRODUCTION

Background to the Study

The dramatic changes in the business environment over the last four decades have forced organizations to respond in a strategic manner in order to survive and progress. Every strategic response made by any organization presupposes the involvement of people. People have a role to play in the implementation of strategic responses for they impact significantly on firm performance (Kandula, 2006). Organizations get their work accomplished through employees who perform different tasks. Therefore, in order to improve the performance of organizations, employee commitment is necessary as it promotes level of individual employee performance. An employee who is committed in the work place is of great value to the organization as they may need little or no supervision to accomplish the tasks assigned to them (Brow & Taylor, 2011 cited in Kamau, 2015). John & Elyse (2010) asserted that there is no firm that can achieve peak performance in the current competitive business environment unless it makes optimal use of its employees. Every employee needs to be committed to the company's goals and objectives, performs their duties as effectively as a member of the team in order to realize organizational objectives.

Work life balance which refers to organizational support for dependent care, flexible work options and family (Estes & Michael, 2005) is a very important phenomenon that is of great concern today to various employees and organizations in both private and public sector. The term gained importance at the beginning of the 21st century in Europe and the United States of America with the argument that workers were having a problem balancing between what they wanted to do, that is caring for their families and their careers at work place especially young mothers. In the Late 1960's the aspect of work life balance was increased due to concerns about the effects of work on the general wellbeing of employees, up until the mid-1970's, where employers concern was on work design and working conditions improvement (Cummings & Worley, 2005).

Work life balance is a very important phenomenon that is of great concern to various employees in both private and public sector. It goes beyond prioritizing the work role and one's personal life. It also affects the social, psychological, economical and mental well-being of the individual. All these is been reflected in the output of the individual, which affects his or her performance in the work place on the long run. Work life balance has implication on employee attitudes, behaviours, wellbeing as well as organizational effectiveness (Eby, Casper, Lockwood, Bordeanx & Brindley, 2005). The competition for market leadership in the banking sector, may lead to bank managers giving their employees excessive work load in order to meet up with their target. Employees try their best to be retained in the organization by putting in more time at work which may be at

detriment of their personal life. All these may affect the upbringing of children, lead to broken and unhappy homes and poor social life.

There is a total of 22 (Twenty-two) commercial banks in Nigeria, accredited by Central Bank of Nigeria. The Central Bank of Nigeria (CBN) has categorized these banks into Tier 1, Tier 2 and Tier 3. Consequently, commitment of employees is a variable that is essential for organizations survival and growth.

Several studies have been conducted which examined employee commitment using several predictor variables, few studies have considered work-life balance as a predictor of employee commitment, hence this as its point of departure while some authors have also argue that there certain aspects of work-life balance that is still not clear and unresearched which is an indication of a lacuna in literature or knowledge in which our study seeks to fill the space through evaluating the relationship between work-life balance and employee commitment of Commercial Banks in Rivers State, Nigeria.

Statement of Problem

The twenty-first century managers are faced with several challenges as a result of the instability in the business environment and one of such is employee retention; this has a direct bearing on intention to stay. The major reasons why employees quit their jobs are inadequate monetary or non-monetary motivation, inadequate support from their senior colleague, unconducive work environment, lack of training and development, absent of rewards for job well done, lack of leadership style, culture of the organisation, climate of the organisation, wrongful job design, inadequate compensation plans, non-availability of work life balance (Johanim, Tan, Zurina, Khulida & Mohamad, 2012).

The Nigeria banking industry is dominated by the new practice of contract staffing which employees are poorly involved. The non-involvement of employees in the decision-making process within the banking sector leads to job dissatisfaction which eventually would lead to lost man hours, low productivity among others, that would adversely affect the fortunes of the banking industry and eventually the gross domestic product of the nation at large. Lack of employees' representation within the banking sector does not give the employees the opportunity to establish a channel for workers voice to be heard on key decisions within the banking industry which effectively deny workers the opportunity for effective communication, consultation, negotiations as well as the protection of workers' employment rights. It is also a concern when employees are not properly empowered to take certain decisions within their level of authority and are not seen as partners in the scheme of banking operations. This development is enough to cause disconnect of the employees from the organization (Nwinyokpugi & Modey, 2019).

Commercial banks are characterized by long working hours often working late at night and very early morning reporting. Much of the work requires employees to be constantly at work and customer interactions can be stressful, as employees may be verbally abused for service problems that are none of their doing and completely out of their control. In addition, many of them have problems maintaining a work-life balance. These factors individually or in combination lead to ill-health, low morale, conflicts and high levels of stress. In an effort to help employees cope with such issues, organizations have shifted attention to issues of creating work-life balance. Therefore,

based on the foregoing argument, this study provided ways in which the challenges of commitment of employees at workplace can be resolved or reduced through the study of work-life balance practices and employee commitment commercial banks in Rivers State.

Aim and Objectives of the Study

the aim of this study was to examine the relationship between work-life balance and employee commitment of commercial banks in Rivers State.

Specifically, the objectives of the study are to:

1. Examine the relationship between flexible work arrangement and employee commitment of commercial banks in Rivers State.
2. Ascertain the relationship between wellness program and employee commitment of commercial banks in Rivers State.
3. Examine the moderating effect of organizational culture on the relationship between work-life balance and employee commitment of Commercial Banks in Rivers State.

Research Questions

In order to guide the researcher within the context of this study, the following research questions were posed for answers

- i. What is the relationship between flexible work arrangement and employee commitment of commercial banks in Rivers State?
- ii. What is the relationship between wellness program and employee commitment of commercial banks in Rivers State?
- iii. What is the moderating effect of organizational culture on the relationship between work-life balance and employee commitment of Commercial Banks in Rivers State?

Research Hypotheses

In the light of the above research questions, study hypothesized thus:

H₀₁: There is no significant relationship between flexible work arrangement and affective commitment of commercial banks in Rivers State.

H₀₂: There is no significant relationship between flexible work arrangement and normative commitment of commercial banks in Rivers State.

H₀₃: There is no significant relationship between flexible work arrangement and continuance commitment of commercial banks in Rivers State.

Significance of Study

The study in the banking sector highlighted impacts of adopting or not adopting work-life balance practices that are appropriate hence this would be useful in improving current public policy and individual's companies' policies on work life balance.

Scope of Study

This content scope was focused on the relationship between work-life balance and employee commitment. The geographical scope is Rivers State while commercial banks constitute the data base. Unit of analysis; our study unit for data generation and analysis would be at the level of the micro level (individual).

REVIEW OF RELATED LITERATURE

Work-Life Balance

The concept work life balance is commonly used in a comprehensive way to describe policies that were previously known as family friendly, though they have been extended beyond the scope of the family (Obiageli, Uzochukwu & Ngozi, 2015). Different researchers have defined the term work-life balance differently using diverse dimensions (Poulose & Sudarsan, 2017). Initially, the concept of work-life balance was conceived to refer to the conflict between family and work Bloom, Kretshmer & Van Reenen (2006) and work family enhancement Grzywacz & Marks (2000). According to Greenhaus, Collins, and Shaw (2003), work life balance is the absence of work-family conflict or the intensity or rate of recurrence with which family interferes with work and work interferes with family. According to Greenhaus & Allen (2006) work-life balance is the degree to which an individual's satisfaction and effectiveness in the roles of work and family domain are well-matched with the individual's life priorities.

On their part, Grzywacz & Carlson (2012) defined work-life balance as "accomplishment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains." The employees dedicate more hours to their work as a result of business competition and uncertainty in the economy. As a result, other important issues like parenting suffer and there is an increased rate of burn-out of employees especially in large organizations (Litting, 2008). However, many organizations are gradually coming to terms with the issues of work life balance and its effects on staff's performance as well as the challenge of attracting and retaining the best employees.

Flexible Work Arrangement

Flexible work arrangements can be defined as an alternative to the standard working day where employees are able to choose when they work and where they work from so long as they fulfil their working obligations in doing so (Rau & Hyland, 2002; Grzywacz, Carlson, and Shulkin, 2008). It usually comprehends to organizational initiatives which enhance employees' flexibility on the time and place where work has to be accomplished and also various policies exerting influence on the number of hours worked (Hill *et al.* 2008). The common flexibility arrangements includes; flexi-time, permanent part-time work, absence autonomy, job sharing, compressed work weeks, reduced schedule, telework, extra vacation days, limited schedule of meetings (meetings cannot be scheduled too late at the end of the day), flexible holidays and keeping with the schedule (employees work the mandatory 8 hours /day and do not extend their schedules longer (Rau *et al.* 2002; Hartel *et al.* 2007). Hill, Hawkins, Ferris & Weitzman (2001) and Kelliher & Anderson (2010) investigated the extent to which flexible hours and flex-place arrangements resulted in benefits for individuals (more satisfactory work family balance) and organizations (longer work hours). They reported that given a reasonable work week which they considered to be between 40 and 50 hours) per week, employees who perceived flexibility in the timing and location of their work, had less difficulty with work-family balance. From a business perspective, Hill *et al.* (2001) suggested that given a heavy workload, perceived flexibility in the timing of work enables employees to work an extra day a week which translates to 60 hours a week, compared to 52 hours without flexible hours.

Wellness Programmes

Workplace wellness emerged during the 1990's as a major concern for employers, especially in the U.S., marking an evolution away from the traditional occupational health and safety focus on

injury and disease prevention. Programs designed to promote employee health and well-being is now found in an estimated 80 to 90 percent of medium and large size U.S. workplaces (Aldana, 2001; Riedel et al. 2001). The motivation for most employers is to bring down or contain the rising cost of health benefits, with the alternative being cut backs in benefits coverage. Some firms also view these programs as contributing to a culture that is supportive of employees. Less often, the main objective is to boost productivity (Powell, 1999; Leonard, 2001).

Employee Commitment

In recent time, several scholarly research works have been conducted in the area of employee and organization commitment. Commitment is a difficult concept to define (Meyer & Allen 1997; Meyer & Hercovitch, 2001). They defined commitment is a force that binds an individual to a course of action that is of relevance to a particular target. Meyer & Maltin (2010) are of the opinion that the binding force can be experienced in different ways (i.e. can be accompanied by different mindsets), including an affective attachment and involvement with the target and an awareness of the cost associated with discontinuing involvement with the target and that in its pure form, these mind set are referred to as affective commitment (AC), normative commitment (NC) and continuance commitment (CC) respectively.

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. In the view of Ongori (2007), employee commitment is described as an effective response to the whole organization and the degree of attachment or loyalty employee feels towards the organization.

In the same vein, Zheng, Sharan & Wei (2010) saw employee commitment as simply employee attitude to organization.

Affective Commitment (AC)

According to Meyer and Allen (1997) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment includes perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi et al. 2012).

Normative Commitment (NC)

According to Madi et al. (2012) normative commitment refers to an employee's feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization. Normative commitment is said to reflect a sense of obligation on the part of the employee to maintain membership in the organization (Bal et al. 2014). It has also been conceived that the potential antecedents for normative commitment include co-worker commitment where it includes affective and normative dimensions as well as commitment behaviour, organizational dependability and participatory management. And that co-worker's

commitment is expected to provide normative signals that influence the development of normative commitment. It is worthy to mention that organizational dependability and participatory management are key issues that will foster and install a sense of moral obligation to reciprocate to the organization. Normative commitment is said to reflect a sense of obligation instilled in the employee to sustain membership in the organization (Bal et al. 2014).

Organizational Culture

According to Magee (2002) organizational culture is the set of assumptions that members of an organization subscribe to. The assumptions are mainly beliefs and values. Beliefs focus on reality and they come from experience while values are about ideals that are desirable and worth striving for. It is the specific assortment of principles that are shared by everyone in the organization. This in turn controls the way these people intermingle with each other and with outsiders. The sharing of these beliefs and values create a business culture (Azhar, 2003). Robbins (2012) views organizational culture as a homogeneous discernment of the organization based on outstanding uniqueness separating one organization from the other.

Organizational culture has a pervasive effect on an organization because it defines who its relevant employees, customers, suppliers, and competitors are, and how to interact with these key actors (Barney, 2012). The culture's intensity or strength, and its adaptiveness are the components that enable organizations to meet the twin demands of internal consistency and external flexibility (Schein, 2011). When employees are made aware of the culture of their company they will appreciate both the organization's past and present system of operation. This gives direction about the way to behave in the future and also promote the organization's way of life by enhancing shared feelings. Therefore, any organization that has a well stipulated culture often works toward common goals and can achieve efficiency because workers share success oriented ideals.

Theoretical Review

Component Theory, Spill over Theory and Work/Family Border Theory were used.

Empirical Review

A study of the '100 Best Companies for Working Mothers' by Meyer, Mukerjee and Sestero (2001) revealed that organizations offering work-life balance practices enjoyed increased profit rates. This was particularly the case for the practices of family sick leave and telework, which were related most strongly to increased profits. The authors posited that telework encouraged longer work hours by employees who were constantly available for work and who no longer needed to commute.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Data for this study were gathered from two hundred and eighty-two (282) respondents of twenty-two (22) commercial banks in Rivers State, Nigeria. More so, because the population was not much and there was need to get more response, the population of (282) was adopted as the sample size. Data were obtained through the distribution of structured questionnaire copies which were distributed personally by the researcher to the target organizations. The research instrument were validated by supervisor's vetting and approval while the reliability of the instrument was achieved through the use of Cronbach Alpha coefficient aided with SPSS and all the items scoring above 0.70. Data generated were analysed using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation. While the partial correlation

was used to test the moderating effect of organizational culture. The tests were carried out at a 0.05 significance level.

DATA PRESENTATION AND ANALYSIS

Table 1: Administration and Retrieval of Questionnaire

	Number of Cases	Percentage
Copies of Questionnaire Administered	283	100
Copies of Questionnaire Retrieved/Returned	232	81.99
Copies of Questionnaire not Retrieved/Returned	51	18.01
Completed but Unusable Copies of Questionnaire	11	4.74
Completed and Usable Copies of Questionnaire	221	95.26

Source: Field Work (2021)

Items and Scores on Flexible Work Arrangement

In the questionnaire, four research statements were stated on flexible work arrangement and the response mean scores and standard deviations presented in Table 4.7.

Table 2: Response Rate and Descriptive Statistics for Flexible Work Arrangement

	N	Minimum	Maximum	Mean	Std. Deviation
My company allows us time to start work at varying times	221	1	5	3.00	1.245
My company always gives us time off to attend to critical personal matters	221	1	5	3.23	1.056
Flexible work schedule has enabled me want to work for this organization	221	1	5	3.33	1.024
The organization provides flexible career planning to its employees which encourages me to stay.	221	1	5	3.32	1.062
Valid N (listwise)	221				

Source: SPSS Output version 23.0

Table 2 was to determine the manifestation of flexible work balance as a dimension of work-life balance in which four research statements were stated in the questionnaire. It represents the accumulated sum from the respondents indicating the mean score and standard deviation. The first item was to ascertain that their company allows them time to start work at varying times; had a mean score (\bar{x}) of 3.00 and Std. Dev. 1.245. The second item sought to know if their company

always gives them time off to attend to critical personal matters, the result showed a mean score of (x) of 3.23 and Std. Dev. 1.056. Similarly, the third item was to know if Flexible work schedule has enabled them want to work for their organization; the mean score was 3.33 and the Std. Dev. was 1.024. Similarly, the last item was to know if the organization provides flexible career planning to its employees which encourages them to stay, the responses generated were in the affirmative with a mean score (x) of 3.32 and Std. Dev. 1.024. Table 2 shows that the respondents agreed on all items of flexible work arrangement as dimension of work-life balance with a mean score > 2.50, indicating a substantial and adequate level of affirmation. The results also indicate a low-level disparity in the responses (SD \leq 2.00).

Items and Scores on Wellness Program

In the questionnaire, four research statements were stated on wellness and the response mean scores and standard deviations presented in Table 4.8.

Table 3: Response Rate and Descriptive Statistics for Wellness Programs

	N	Minimum	Maximum	Mean	Std. Deviation
Employees get subsidized gym membership fees at a place of their choice	221	1	5	3.04	1.184
Employees are given training and education on importance of good health	221	1	5	3.41	1.039
Management supports employees by providing them with subsidized balanced meal in the company	221	1	5	3.29	1.190
My manager cares about our personal health and conditions of work hence provides comfortable tools of work.	221	1	5	3.10	1.153
Valid N (listwise)	221				

Source: SPSS Output version 23.0

Table 3 was to determine the manifestation of wellness program as a dimension of Work-Life Balance in which four research statements were stated in the questionnaire. It represents the accumulated sum from the respondents indicating the mean score and standard deviation. The first item was to ascertain how Employees get subsidized gym membership fees at a place of their choice and the results showed a mean score (x) of 3.04 and Std. Dev. 1.184. The second item sought to know if the Employees are given training and education on importance of good health., the result showed a mean score of (x) of 3.41 and Std. Dev. 1.039. Similarly, the third item was to ascertain if the Management supports employees by providing them with subsidized balanced meal in the company, the responses generated were in the affirmative with a mean score (x) of 3.29 and Std. Dev. 1.190. and finally, the last item sought to find out if their manager cares about their personal health and conditions of work hence provides comfortable tools of work, the responses gotten were also in affirmative with the mean score (x) of 3.10 and Std. Dev. 1.153. Table 3 shows

that the respondents agreed on all items of wellness program as dimension of work-life balance with a mean score > 2.50, indicating a substantial and adequate level of affirmation. The results also indicate a low-level disparity in the responses ($SD \leq 2.00$).

RESEARCH HYPOTHESES

Flexible Work Arrangement and Employee Commitment Measures

Table 4 Correlations Matrix Between Flexible Work Arrangement and Employee Commitment

			Flexible Work Arrangements	Affective Commitment	Normative Commitment	Continuance Commitment
Spearman's Rho	Flexible Work Arrangements	Correlation Coefficient	1.000	.690**	.765**	.204**
		Sig. (2-tailed)	.	.000	.000	.002
		N	221	221	221	221
	Affective Commitment	Correlation Coefficient	.690**	1.000	.864**	.151*
		Sig. (2-tailed)	.000	.	.000	.025
		N	221	221	221	221
	Normative Commitment	Correlation Coefficient	.765**	.864**	1.000	.267**
		Sig. (2-tailed)	.000	.000	.	.000
		N	221	221	221	221
	Continuance Commitment	Correlation Coefficient	.204**	.151*	.267**	1.000
		Sig. (2-tailed)	.002	.025	.000	.
		N	221	221	221	221

** . Correlation is significant at the 0.01 level (2-tailed).

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

Source: SPSS Output version 23.0

H₀₁: There is no significant relationship between flexible work arrangement and affective commitment of Commercial Banks in Rivers State.

From the result in the table above, the correlation coefficient (rho) shows that there is relationship between flexible work arrangement and affective commitment. The *correlation coefficient 0.690* confirms the magnitude and strength of this relationship and it is a moderate correlation between the variables. The correlation represents is significant at $p\ 0.000 < 0.05$. Therefore, based on the study findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus,

there is a statistically significant relationship between flexible work arrangement and affective commitment of Commercial Banks in Rivers State.

H₀₂: There is no significant relationship between flexible work arrangement and normative commitment of Commercial Banks in Rivers State.

From the result in the table above, the correlation coefficient (ρ) shows that there is relationship between flexible work arrangement and normative commitment. The *correlation coefficient 0.765* confirms the magnitude and strength of this relationship and it is a strong correlation between the variables. The correlation represents is significant at $p\ 0.000 < 0.01$. Therefore, based on the study findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a statistically significant relationship between flexible work arrangement and normative commitment of Commercial Money Banks in Rivers State.

H₀₃: There is no significant relationship between flexible work arrangement and continuance commitment of Commercial Banks in Rivers State.

From the result in the table above, the correlation coefficient (ρ) shows that there is relationship between flexible work arrangement and continuance commitment. The *correlation coefficient 0.204* confirms the magnitude and strength of this relationship and it is a moderate correlation between the variables. The correlation represents is significant at $p\ 0.000 < 0.01$. Therefore, based on the study findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a statistically significant relationship between flexible work arrangement and continuance commitment of Commercial Banks in Rivers State.

DISCUSSION OF FINDINGS

Flexible Work Arrangements and Employee Commitment

This study examined the relationship between flexible work arrangement and employee commitment of commercial banks in Rivers State. This finding supports the earlier finding in a study by Chow and Keng-Howe's (2006) whose study of workers in Singapore revealed that the more flexible their schedules, the greater their self-reported productivity. With regard to contextual performance, the perceived usefulness of available practices has been found to predict increased organizational citizenship behaviour (Lambert, 2000). Shepard, Clifton and Kruse (1996) collected information from 36 pharmaceutical companies in the U.S.A covering an 11-year period, which indicated that the use of flexible work hours is associated with an increase of approximately 10% in firm productivity.

Findings by Porter, Bingham and Simmonds (2008) argued that flexible work arrangement and demand for services substantially increases performance. As work becomes more flexible, there is demand for new management skills, hence better and reliable service delivery, as well as more responsive and excellent services. These results also agree with De-Tumi (2005) who argued that understanding the nature of the flexible work one provides to the employee allows for an appreciation of how the workers see the services provided. In any work flexibility, the employee's performance is crucial to one's ability to ensure that they are satisfied beyond expectation. This helps in giving employees not what is obvious but also fulfils a multitude of less obvious employee's needs (De-Tumi, 2005).

These results are consistent with previous studies investigating the influence of work-life balance on performance. The findings of studies by several researchers examining flexible working arrangements has associated employee participation in these arrangements with higher levels of self-reported focus, concentration, and motivation (Williams, Ford, Dohring, Lee & Macdermind, 2000).

Conclusion

The idea which necessitated this research was to clearly establish that work-life balance associates or relates with employee commitment. On the other hand, due to the dynamic and competitive nature of business in the banking sector, many banks are making efforts to satisfy their employees which would leads to better productivity expected of them. It has been established by scholars and professionals that work life balance is an essential components of employee productivity and performance. Due to rivalry, improvement in technology and intangibility nature of services, it is a continuous battle to retain employees and get better income through them. Therefore, commercial banks have to continuously improve employee satisfaction or commitment programs so as to keep yielding good proceeds in the industry. Hence, this brings in the concept of work life balance and situations where employees are allowed to decide flexible work arrangement plans enhances good outcomes rather than job stress, burnout etc. This study therefore concludes that Work Life Balance significantly influences employee's commitment of commercial banks in Rivers State, Nigeria. It was also observed that building a culture that support the inspiration of workers enhances their commitment to do well on the job.

Recommendations

Based on the findings, the conclusions and implications of the study, the following recommendations were made:

- i. Flexible work arrangement enhances employee commitment; therefore, management should consider it to enhance performance of workers.
- ii. Since wellness programmes influences employee commitment, there should be creation of programmes such as recreational or sporting activities to help increase their physical and mental health.
- iii. The family responsibility of the employees should be considered in the day to day running of the employee's activities, as it influences workers commitment.

REFERENCES

- Akintayo, D. I. (2010). Work-family role conflict and organizational commitment among industrial workers in Nigeria. *Journal of Psychology and Counselling*, 2(1), 1-8. <http://www.academicjournals.org/JPC>.
- Aldana, S. G. (2001). Financial impact of health promotion programs: A comprehensive review of the literature. *American Journal of Health Promotion*, 15(5), 296-320. <https://doi.org/10.4278/0890.1111-15.5.5.296>.
- Allen, T. (2001). Family-supportive work environments: The role of organizational perceptions. *Journal of Vocational Behaviour*, 58(3), 414-435. <https://doi.org/10.1006/jvbe>.
- Bal, A., Sullivan, A., & Harper, J. (2014). A situated analysis of special education disproportionality for systemic change in an urban school district. *Remedial and Special Education*, 35(1), 3-14. <https://doi.org/10.1177/0741932513507754>.
- Bloom N., & Van Reenen, J. (2006). Management practices, work life balance and productivity: A review of some recent evidence. *Oxford Review of Economic Policy*, 22(4), 457-482. <https://doi.org/10.1093/oxrep/grj027>.
- Bloom, N., Kretschmer, T., & Van Reenen, J. (2009). Work-life balance, management, practices and productivity, in R. Freeman and K. Shaw (Eds): *International Differences in the Business Practices and Productivity of Firms*. University of Chicago Press.
- Cummings, T. A. & Worley, C. G. (2005). *Organizational development and change*. South Western College Publishing.
- Eby, L. T., Casper, W. J., Lockwood, A., Bordeaux, C., & Brinley, A. (2005). Work and family research in IO/OB: Content analysis and review of the literature. *Journal of Vocational Behaviour*, 66, 124-197. <https://ibs.colorado.edu>.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10, 76-88. <https://www.jstor.org/stable/258214>
- Greenhaus, J. H., & Powell, G. (2006). When work and family are allies: A theory of work-family enrichment. *Academy of Management Review*, 31, 72-92. <https://www.tandfonline.com/doi/abs/10.1080/13668800802049899>.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behaviour*, 63, 510-531. <https://doi.org/10.15410/aijm/2018/v7i1/119882>.
- Greenhaus, J. H., Collins, K. M., Singh, R., & Parasuraman, S. (1997). Work and family influences on departure from public accounting. *Journal of Vocational Behaviour*, 50, 249-270. <https://doi.org/10.1080/13668800802049899>.
- Greenhaus, J. H., Collins, K.M., & Shaw, J. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behaviour*, 63, 510-531. [http://dx.doi.org/10.1016/S0001-8791\(02\)00042-8](http://dx.doi.org/10.1016/S0001-8791(02)00042-8).

- Grzywacz, J. G., & Carlson, D. S. (2007). Conceptualizing work–family balance: Implications for practice and research. *Advances in Developing Human Resources*, 9(4), 455-471. <https://doi.org/10.1177/1523422307305487>.
- Grzywacz, J. G., Carlson, D. S., & Shulkin, S. (2008). Investigating workplace flexibility using a multi-organization database: a collaboration of academics and practitioners. *Journal of Community, Work and Family*, 199-214. <https://doi.org/abs/10.1080/13668800802049899>.
- Grzywacz, J., & Marks, N. F. (2000). Family, work, work-family spill-over, and problem drinking during midlife. *Journal of Marriage and Family*, 62(2), 336–348. [http://dx.doi.org/10.1016/S0001-8791\(02\)00042-8](http://dx.doi.org/10.1016/S0001-8791(02)00042-8).
- Grzywacz, J. G., & Marks, N. F. (2000). Re-conceptualizing the work-family interface. An ecological perspective on correlates of positive and negative spill-over between work and family. *Journal of Occupational Health Psychological Methods*, 5, 155-174. <https://doi.org/10.1037/1076-8998.5.1.111>.
- Hill, E. J., Erickson, J. J., Holmes, E. K., & Ferris, M. (2010). Workplace flexibility, work hours, and work-life conflict: Finding an extra day or two. *Journal of Family Psychology*, 24(3), 349–358. <https://scholarsarchive.byu.edu/cgi/v>.
- Hill, E. J., Ferris, M., & Martinson, V. (2003). Does it matter where you work? A comparison of how three work venues (traditional office, virtual office and home office) influence aspects of work and personal/ family life. *Journal of Vocational Behaviour*, 63, 220-241. <https://scholarsarchive.byu.edu/cgi/v>.
- Hill, E., Grzywacz, J., Allen, S., Blanchard, V., Matz-Costa, C., Shulkin, S., PittCatsouphe, M. (2008). Defining and conceptualizing workplace flexibility in Community. *Work, and Family*, 11(2), 149-163. <https://scholarsarchive.byu.edu/cgi/v>.
- Hill, J., Martinson, V. K., Ferris, M., & Zenger Baker, R. (2004). Beyond the mommy track: The influence of new-concept part-time work for professional women on work and family. *Journal of Family and Economic Issues*, 25, 121–136. <https://scholarsarchive.byu.edu/cgi/v>.
- Johanim, J., Tan, F. Y., Zurina, A., Khulida, K. Y., & Mohamad, N. A. (2012). Promoting employee turnover: Do human resource management practices matter? *International Journal of Economics and Management*, 6(2), 396– 416. <https://citeseerx.ist.psu.edu/viewdoc/>
- Kamau, R. W. (2015). Factors influencing employee commitment and its impact on organizational performance: A case study of Kenya airports authority. A *Research Project Report Submitted to Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Masters in Business Administration (MBA)*
- Kamau, S., Tuwai, B., & Kuria, S. (2015). Effect of corporate wellbeing practices of employee’s performance among commercial banks in Kenya. *International Journal of Scientific & Research Publications*, 5(5), 2250-3153. <https://citeseerx.ist.psu.edu/viewdoc>.

- Kandula, S. R. (2006). *Performance management. In Performance management. Strategy. Intervention. Drivers.* Asoke K. Ghosh.
- Kelliher, C. & Anderson, D. (2009). *Flexible working and engagement: the importance of choice. Strategic HR Review, 8(2)*, 13–18. <http://dx.doi.org/10.1108/14754390910937530>
- Madi, M., Hamilton, A., Squirrell, D., Mioulet, V., Evans, P., Lee, M., & King, D. P. (2012). Rapid detection of foot-and-mouth disease virus using a field-portable nucleic acid extraction and real-time PCR amplification platform. *Vet. J.*193, 67–72. [https://doi: 10.1016/j.tvjl.2011.10.017](https://doi:10.1016/j.tvjl.2011.10.017).
- Meyer, J. P., & Parfyonova, N. M. (2010). Normative commitment in the workplace: A theoretical analysis and re-conceptualization. *Human Resource Management Review, 20 (3)*, 283–294. <https://doi.org/10.1016/j.hrmr.2009.09.001>.
- Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: A conceptual analysis and integrative model. *Journal of Applied Psychology, 89*, 991-1007. <http://www.ijhssnet.com/journals>.
- Meyer, P. J., & Allen, J. N. (1997). *Commitment in the workplace: Theory, research, and application.* Sage Publication.
- Meyer, P. J., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review, 11*, 299–326. [https://doi.org/10.1016/S1053-4822\(00\)00053-X](https://doi.org/10.1016/S1053-4822(00)00053-X).
- Nwinyokpugi, P. N., & Modey, C. I. (2019). Employee engagement: A corollary for bank's productivity in Nigeria. *Research and Analysis Journal, 21(2)*, 57-69. <https://www.iosrjournals.org/iosr-jbm>.
- Obiageli, O. L., Uzochukwu, O. C., & Ngozi, C. D. (2015). Work life balance and employee performance in selected commercial banks in Lagos State. *European Journal of Research and Reflection in Management Sciences,3(4)*,63-77. <https://www.idpublications.org/wp>.
- Obiageli, O., Uzochukwu, C., & Ngozi, D. (2015). Work life balance and employee performance in selected commercial banks in Lagos State. *European Journal of Research and Reflection in Management Sciences, 3(4)*, 2056-5992. <https://www.idpublications.org/wp>.
- Ongori H. (2007). A review of the literature on employee turnover. *African Journal of Business Management, 49-54*. <http://www.academicjournals.org/ajbm>.
- Rau, B. L., & Hyland, M. M. (2002). Role conflict and flexibility arrangements: The effects on attraction applicant. *Personnel Psychology, 55*,111-361.[https:// doi: 10.1016/j.jbusres.2011.07.010](https://doi:10.1016/j.jbusres.2011.07.010).
- Zeb-Obipi, I., & Agada, J. T. (2018). Workplace social infrastructure and employee commitment. *International Academic of Science, Engineering and Technology, 7(2)*, 1-12. <https://www.iosrjournals.org/iosr>.

Zheng, W., Sharan, K., & Wei, J. (2010). New development of organizational commitment: A critical review (1960-2009). *African Journal of Business Management*, 4(1), 12-20. <https://www.iosrjournals.org/iosr>.