

Work-Life Balance and Commitment of Operational Staff of Commercial Banks in Yenagoa, Bayelsa State, Nigeria

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DOI: 10.56201/ijssmr.v10.no9.2024.pg252.270

Abstract

This study investigates the relationship between work-life balance and employee commitment of operational staff of commercial banks in Yenagoa, Bayelsa State, Nigeria. Specifically, it examines the impact of flexible working schedules, and telecommuting on employee commitment. The research employed a cross-sectional survey methodology, targeting 860 bank employees, with data analyzed using the Pearson Product Moment Correlation Coefficient. Descriptive and inferential statistical analyses were conducted using SPSS version 24. The results revealed a significant positive relationship between work-life balance factors and affective commitment. Based on these findings, the study recommends implementing flexible work hours, telecommuting options, and improved leave policies to enhance employee loyalty and emotional engagement with their organizations. These strategies are suggested to foster a more harmonious and fulfilling work environment of commercial banks in Yenagoa, Bayelsa State.

Keywords: *Work-Life Balance, Employee Commitment, Affective Commitment, Flexible working schedules, Telecommuting*

INTRODUCTION

Employee commitment is highly valued by organisations due to the widespread belief that it reduces withdrawal behaviours such as tardiness, absenteeism, and turnover. Consequently, these principles significantly impact the entire performance of an organisation. Yadav and Uprtou (2022) state that committed employees are less likely to resist change and more likely to embrace it, which highlights the need of studying employee commitment. Therefore, these ideas are fundamental to the dedicated group of people that drive the organisation forward.

Maltin (2016), Igbeneghu and Popoola (2011), Van Dick et al. (2016), and Meyer (2016) are just a few of the several researchers who have offered various definitions of employee commitment. Although there are other definitions of commitment, the one most often accepted is by Meyer et al. (2016): "a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target." The authors continue by stating that commitment is comprised of three mindsets: emotional, normative, and continuity. Consequently, the three-component model (TCM) was developed, which has since become extensively utilised in commitment

research (Meyer & Maltin, 2016). Traditional Chinese Medicine (TCM) views commitment as multi-dimensional instead of unidirectional, in contrast to earlier studies (Igbeneghu & Popoola, 2011). Commitment encompasses all three types of attitudes in traditional Chinese medicine: affective, normative, and continuing.

Global working demands are on the rise in the modern day. Many workers' health and happiness are taking a hit due to the pressures of meeting job goals while also juggling family responsibilities (Nnko, 2022). The Quality of Work Life (QWL) is steadily declining in today's world because people are putting more and more emphasis on their jobs. The typical workday for employees in industrialised nations is 14–15 hours, which is far longer than the recommended 8–9 hours, and this tendency is worryingly increasing, according to research. According to Dubey and Srivastava (2020), burnout and stress are unavoidable outcomes that might cause a range of health problems. No organisation, for-profit or not-for-profit, can afford to operate below its maximum potential. Consequently, businesses require employees that are fully devoted to the success of the company. Workers that are enthusiastic about their work are far more valuable to the company's success than those who aren't (Pathirana, et al., 2020).

It is essential for organisations, whether for-profit or non-profit, to reach their full potential. Companies can't succeed without a team of hard-working individuals that believe in what they're doing and want to see it through. Since a dedicated worker makes far more of an impact on daily operations than an unmotivated one, employee commitment is an admirable quality (Nongo & Ikyanyon, 2016). For this reason, employee dedication is something every business should be concerned about (Anis, et al., 2011). In light of the above, this study aims to explore the relationship between work-life balance and employee commitment of commercial banks in Yenagoa, Bayelsa State.

PROBLEM STATEMENT

There is a severe absence of a work-life balance culture in Nigerian organisations, and research has shown that work-life imbalance is a common problem there. Therefore, these studies have highlighted the need of fostering a culture of work-life balance in Nigeria (Akanji, 2016; Ojo, et al., 2014; Ogba, 2018). But companies haven't showed much interest in helping workers find a good work-life balance because they think it will be too costly to establish programs to help people do both. The idea that such programs are costly and ultimately inefficient is one of the causes compounding the issue of work-life balance, according to Igbinomwanhia et al. (2016). In a similar vein, Olaoye (2016) argues that a lot of Nigerian companies see assisting workers in juggling their professional and personal lives as the employee's problem, not the company's.

The government's position on labour problems only makes work-life conflict worse. According to Ojo and colleagues (2014), "the provisions of the Nigerian Labour Act (1974) primarily address blue-collar workers and are minimal, with limited government regulations for employers." According to Nigerian law, "daily working hours are to be determined by mutual agreement or through collective bargaining" (either way, it's up to the employer and employee to handle it).

Although there have been a lot of research done in Nigeria on the topic of work-life balance, they have mostly been exploratory in character and have only looked for signs of work-life balance problems. Furthermore, there has been a lack of comprehensive study on banking personnel in Bayelsa State, since most studies have focused on banking professionals in more developed states.

We need study findings from many different fields, especially those with high rates of work-life imbalance, if we are going to successfully advocate for a culture of work-life balance.

Government and business leaders may learn a lot about the value of work-life balance by doing research on its correlation with employee dedication, happiness, engagement, and success on the job. Unlike previous studies that primarily identified the prevalence of work-life balance concerns among workers, this current study aims to explore how perceived work-life balance relates to operational staff commitment within the banking sector in Yenagoa, Bayelsa State.

RESEARCH OBJECTIVES

1. Determine the relationship between flexible working schedule and affective commitment of operational staff of commercial banks in Yenagoa Bayelsa State.
2. Investigate the relationship between telecommuting and affective commitment of operational staff of commercial banks in Yenagoa, Bayelsa State.

RESEARCH QUESTIONS

1. What is the relationship between flexible working schedule and affective commitment of operational staff of commercial banks in Yenagoa, Bayelsa State?
2. How does telecommuting relate with affective commitment of operational staff of commercial banks in Yenagoa, Bayelsa State?

HYPOTHESES

H₀₁: There is no significant relationship between flexible working schedule and affective commitment of operational staff of commercial banks in Yenagoa, Bayelsa State.

H₀₂: There is no significant relationship between telecommuting and affective commitment of operational staff of commercial banks in Yenagoa, Bayelsa State.

REVIEW OF RELATED LITERATURE

Work-Life Balance

There has been a lot of talk about work-life balance recently, but the banking industry has paid less attention to the problems that arise from it. Maintaining a healthy work-life balance means giving your full attention to and getting the most out of your professional and personal responsibilities. It stresses the significance of making time for leisure, family, community service, and pleasure in addition to one's job obligations. People in all occupations are finding it harder and harder to strike this balance. Job discontent, less commitment, and greater psychological suffering are outcomes of work-family conflict, which is more likely to occur when job expectations grow.

Both public and private sector organisations and their workers are increasingly concerned about work-life balance, which is defined as the degree to which organisations accommodate employees' demands for dependent care, flexible work alternatives, and family obligations (Cvenkel, 2021). The word became popular in the early 2000s, notably in the US and Europe, as employees, especially new moms, battled to juggle the responsibilities of work and family. Beginning in the late 1960s and continuing into the mid-1970s, companies prioritised bettering work design and working conditions in response to rising concerns about the impact of work on employee well-being (Cummings & Cummings, 2020).

According to Maertz and Boyar (2009), as referenced in Agono (2022), work-life balance is an approach to management that encourages and facilitates harmony between an employee's professional and personal lives. Rewards, perks, and other HR programs that focus on the interdependence of workers, their communities, and the workplace are all part of work-life programs. Gaining fulfilment and efficiency in one's professional and domestic responsibilities while minimising conflict between them is what Lee and Sirgy (2019) mean when they talk about work-family balance. According to Tan (2019), a person has achieved work-life balance when they are enthusiastic about and fulfilled by their responsibilities in both their professional and family lives. According to this view, a healthy work-life balance is all about making sure that employees have a good mix of personal and professional commitments, which in turn makes them more loyal and productive.

According to Ali and Ashraf (2021), a person experiences work-life conflict when their family and job commitments are at odds with one another. According to Cazan and Pavalache-Ilie (2019), maintaining a healthy work-life balance is the product of complementary demands from one's professional and home responsibilities. According to Lockwood (2008), the idea of work-life balance has developed throughout time and may mean various things to different people, depending on factors such as the specifics of the conversation at hand. According to Submitter et al. (2020), a good work-life balance is achieved when an individual's varied duties are reasonably "fit" with one another.

A good work-life balance means being actively involved in all aspects of one's life to an acceptable degree. Although there is no universally accepted definition, a work-life balance is often thought of as the ability to keep one's personal and professional lives in relative harmony (Clarke, 2004). How people handle life's many demands at once is the focus of research into work-life balance. Equal time spent on paid job and non-work responsibilities was formerly considered essential for a healthy work-life balance. But now that its intricacy has been acknowledged, the idea has developed to include more components (Akter et al., 2019). The goal of work-life balance is to help workers be more productive without sacrificing their personal lives. A workforce that is happy and fulfilled in their professional and personal lives is more productive and creative than one that is unhappy and depressed (Akter et al., 2019).

Flexible Working Schedule

Due to the beneficial effects on both individuals and organisations, flexible work arrangements have been the subject of a growing amount of research in recent years. "The ability of employees to modify where, when, and how much time they spend on work-related tasks" is the definition of workplace flexibility (Rau & Hyland, 2002; Hill et al., 2008). As a component of human resource strategies to recruit, motivate, and retain top talent, these flexible work practices have grown commonplace in organisations (Hill et al., 2008). Flexible hours, remote work, and part-time jobs are just a few examples of the kinds of workplace flexibility that governments promote. Consequently, flexible work arrangements are becoming commonplace at many companies.

Telecommuting, flexible hours, and remote workspaces are common forms of flexible work arrangements that companies use to help their workers manage work and family commitments (Lim & Teo, 2000). There are substantial benefits for workers just from having flexible work

arrangements in place, and this is especially true for medium to large-sized businesses. Flexible work hours, accommodating supervisors, and other policies were associated with reduced work-family conflict, according to research by Thomas and Ganster (1995). Numerous studies have examined the correlation between flexible work arrangements and work-family conflicts (Dunham et al., 1987; Batt & Valcour, 2003; Frye & Breugh, 2004; Eby et al., 2005; Lapierre & Allen, 2006; Madsen, 2006), but new evidence suggests that flexible work variables can influence stress and work-family conflicts for both individuals and organisations.

According to Hill (2018), when businesses have the power to change the where, when, and how much time employees spend on job-related tasks, it's called work schedule flexibility. This idea suggests that management might utilise work schedule flexibility as a tactic to recruit, motivate, and retain talented workers. To get the most out of their employees, businesses figure out how to set up their work processes. The ability of employers to structure and arrange essential elements of occupations inside an organisation is characterised by work schedule flexibility (Grzywacz et al., 2016).

When employees are allowed some leeway in how they spend their workdays, Pruchno et al. (2017) argue that it benefits both the company and its workers. Employees are more invested in their work and have more control over their schedules when given more leeway to decide how and when they get their jobs done, according to this definition, which is good for business and good for workers. It stands for an employer-employee partnership that works for both parties and tries to increase workers' dedication to the company's success.

While fundamental areas of life are evolving as a result of monetary, social, and political pressures, Jerry (2014) argues that workers still need to strike a balance between their professional and personal lives if they want to be productive. Schedule flexibility, when thoughtfully considered and really put into practice, has the potential to lessen stress in the workplace while simultaneously boosting employee engagement and health. Alternate work schedules provide an option to the traditional workday, as Rau and Hyland (2012) have highlighted. They maintained that this is an integral aspect of any company's efforts to encourage more adaptability on the part of workers and to establish norms and practices that make it easier to get things done, regardless of the time of day. The demand for more adaptable work schedules was prompted by societal, technical, and economic shifts, as well as by evolving family priorities, all of which exacerbate the work-life imbalance. Flexitime, shorter workweeks, and job sharing are common ways that work schedule flexibility is demonstrated (Cully et al., 1999; Hogarth et al., 2000).

The increasing number of women, children raised by single parents, and those who are responsible for the care of the elderly has led to a rise in the need for flexible work arrangements, as stated by Hogarth et al. (2002). Staff members have more control over their work schedules and responsibilities when they have more leeway to decide how and when they get their jobs done (Halpern, 2005). Higher levels of organisational commitment are highly associated with more flexible work practices, according to Richman (2006). This is especially true when it comes to the capacity to reconcile work demands with family responsibilities. Nonetheless, according to Thompson et al. (1999), there are conflicting findings about the effects of flexible work arrangements on outcomes like affective commitment and work-to-family conflict. Flexible work

practices and policies are linked to higher employee commitment and reduced inclinations to quit the organisation, according to Burud and Tumolo (2004).

Telecommuting

The term "telecommuting" refers to a work arrangement in which workers do some or all of their regular job duties remotely, using electronic means to remain in touch with coworkers and clients (Allen et al., 2015). The term "telecommuting" refers to a type of alternative or flexible work arrangement in which workers accomplish their duties remotely while maintaining communication with their office (Kossek, 2003).

Telecommuting can be official or informal, started by the individual or the firm, and it can be full-time or part-time; these are just a few of the elements that Elizabeth (2002) says impact telecommuting arrangements inside every organisation. Workers who telecommute full-time do not come into the office at all and have few if any interactions with coworkers or supervisors, while those who telecommute part-time split their time between the office and off-site locations, meeting with coworkers on an as-needed basis. Different companies have different policies and levels of support for remote work. According to studies conducted by the Centre for Work & Family, the best way to work remotely is to do it two or three days a week. This way, you may avoid being lonely and isolated while still interacting with clients, colleagues, and supervisors in person on a frequent basis.

Workers no longer have to physically go to an office, warehouse, or retail location to do their jobs because telecommuting has made it unnecessary. Working from a place that cuts down on travel time is what this term describes (Hill et al., 1998). Instead of physically being present at the office, telecommuters operate remotely using various communication channels. The term "telecommuter" refers to people who do most or all of their job from anywhere with an internet connection, whether that's their residences, a nearby business, or even just a phone line.

Working remotely is defined as doing one's job duties from a location other than an office, such as one's home, a telecottage, or a neighbourhood office (Shin, Sheng, and Higa, 2000). According to Kala and Varadharajan (2003), teleworking is defined as using telecommuting technologies to partially or entirely replace the daily commute. According to Grensing-Pophal (1999) and Guirnaracs and Dallow (1999), the management style that is most suited for telecommuting is project management, with an emphasis on results rather than activities or time.

According to Hunton and James (2010), "telework" and "telecommuting" mean the same thing. Although telecommuting and telework arrangements differ in form from company to company, the majority of these arrangements enable employees to carry out their duties from different places (Hunton & Norman, 2010). There are four ways to look at telework: the location of the work (anywhere other than the traditional office), the use of information and communication technologies (ICT) to facilitate telecommuting, the distribution of work hours (the amount of time spent working outside of the traditional office), and the variety of employment relationships (contract work, traditional full-time jobs, etc.) (Garrett & Danziger, 2010).

The term "telecommuting" refers to a work arrangement in which workers conduct their duties and communicate with coworkers remotely, rather than in an office setting (Allen et al., 1998). This could be at the worker's home, a client's site, or some other mutually agreed upon location. The term "telecommuting" is used by Amstad et al. (2011) to describe a type of work arrangement in which employees are able to use ICT to remain in touch with their employer while working from a designated location, such as their home. In accordance with their employment contracts, employees can carry out their responsibilities remotely through the use of telecommunication technology, a practice known as telecommuting (or telework) (Clark, 2008). As companies are under more and more pressure to cut costs and increase productivity, the practice of telecommuting has grown substantially (Potter, 2013).

Operational Staff Commitment

Keep in mind that not every kind of employee dedication correlates to better output (Meyer & Allen, 1997). For example, it's improbable that a worker who is highly committed to continuity but has low levels of emotional and normative commitment can help the company perform better. The substantial expenses of quitting the company are the major reason this kind of employee remains. More recent research has expanded upon this typology to investigate how an organization's social environment fosters belonging and identification among workers. Because of the unique behavioural consequences, Meyer and Allen (1991) said that it is critical to distinguish between different types of organisational commitment. Although all three types of commitment help keep employees from leaving by strengthening their ties to the company, how these types of commitment affect individuals' actions on the job might differ greatly (Meyer et al., 2002).

Many academic investigations on the relationship between employees and their employers have been conducted in the last several years. A person's commitment may be defined in several ways (Ushtaq et al., 2019), but one common one is as the force that keeps them focused on the path that will lead them to a certain goal. Various attitudes, including emotional connection, participation, and knowledge of the consequences of disengaging from the object, might accompany this binding force, according to Meyer and Maltin (2010). Factual commitment (FC), continuation commitment (CC), and affective commitment (AC) are the names given to these ways of thinking.

Akintayo (2010) states that the level of employee commitment may be defined as the degree to which an individual feels devoted to their organisation. According to Kalitanyi (2022), an employee's level of commitment reflects their emotional investment in the company and serves as an effective reaction to the organisation overall. Zheng et al. (2010) also defines employee commitment as an individual's perspective on their organisation. Having a strong sense of belonging to the company and taking part in its day-to-day operations are two ways in which employees show their devotion to management. At all times, management should be concerned with gauging the degree of dedication shown by present and future managers. According to Kalitanyi (2022), there are several facets to employee commitment, including worker loyalty, a desire to stay with the company, adherence to organisational ideals, and a willingness to put in extra effort.

According to Shahid and Azhar (2013), a dedicated workforce aids in staff retention, which in turn increases effectiveness, efficiency, and accomplishment. Employee commitment is therefore a key

factor in deciding an organization's success. According to their research, satisfaction, equity, and care and concern for workers were the three most important factors in employee commitment. According to Beheshtifar and Herat (2013), an employee's level of commitment shows how much they relate to and want to be a part of their company. In addition, Lee and Chen (2013) said that workers' engagement in organisational activities is connected to their level of commitment.

A relevant research by Bennett and Robinson (2000) investigated the three underlying psychological bases of organisational attachment: identification commitment, internalisation commitment, and compliance commitment. Because of the substantial financial and social disadvantages of quitting, employees develop a strong attachment to their employers, a phenomenon known as compliance commitment. A person's identification commitment stems from their feelings of belonging and pride in the organisation. According to Madi et al. (2012), the last level of commitment is internalisation, which entails taking on the organization's values, mission, and goals.

Affective commitment is positively associated with attendance, organisational civic behaviour, and work performance more so than normative commitment, according to the research. However, commitment to continuation is frequently unrelated to or even inversely connected to these actions. A further major step forward in commitment theory is the realisation that dedication may be directed towards a variety of workplace goals

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THEORETICAL FRAMEWORK

Hertzberg et al. (1959) introduced the Two-Factor hypothesis, the subsequent hypothesis. The two sets of variables that this theory finds to have an impact on employee motivation are the inspiration for its name. The following are: Motivational Factors: Taking ownership of one's actions, achieving goals, receiving praise, and climbing the corporate ladder are all examples of what motivate people. The hygiene factors include things like pay, status, working environment, and the level of supervision.

According to Hertzberg's findings, motivation variables contribute to high levels of job motivation, whereas hygiene elements only lead to employee contentment. Consequently, managers should pay close attention to hygienic concerns if they want to keep their employees happy. Managers, on the other hand, can't expect their staff to go above and beyond the call of duty unless they take

steps to increase intrinsic motivation, such as publicly acknowledging their employees' efforts and successes and providing them with avenues for advancement, independence, and responsibility.

According to the hypothesis, workers report higher levels of job satisfaction when they are able to influence certain aspects of their work. Motivators include things like progress, growth, responsibility, acknowledgement, accomplishment, and the nature of the task itself. On the flip side, discontent among workers might stem from sources unrelated to their jobs. Company policies, pay, relationships with coworkers, and management style are all examples of what are known as "hygiene factors" (Steers & Porter, 1991). The study's four goals—to understand the impact of management style, chances for growth and development, work-life balance, and organisational atmosphere on employee commitment—can be better understood with the use of this theory.

EMPIRICAL STUDIES

Reviewing work-life balance and employee commitment one after the other helps one to look at worldwide results from many studies.

Ibiba (2023) investigated indigenous oil servicing enterprises in Rivers State to find out how work-life balance affects employee engagement. A self-administered questionnaire served as the principal data collector in this cross-sectional investigation. The study used Taro Yamane's technique to calculate a sample size of 161 out of 270 employees from 24 chosen indigenous oil servicing firms in Rivers State. The Cronbach Alpha coefficient was used to confirm the reliability of the questionnaire. All items scored over 0.70. A rank-order correlation coefficient called Spearman's was used to test the hypotheses.

Employee dedication in these organisations was shown to be significantly correlated with workplace conditions. The research found that in indigenous oil servicing enterprises in Rivers State, work-life balance significantly affects employee commitment. Companies should encourage work-life balance practices by instituting policies like wellness programs, flexible work arrangements, and family responsibility assistance, according to the report. Additionally, it recommended that businesses think about helping their workers with childcare, dependent care, and family time, as they are important aspects of workers' responsibilities at home.

Okwuse (2021) looked at the upstream oil and gas industry in Nigeria to see how telecommuting affected worker productivity. The data was collected via 69 legitimate structured questionnaires that were randomly delivered to employees of four companies: Mobil Producing Nigeria Limited, Sepia Petroleum Development Company, Famfa Oil, and Chevron Nigeria Limited. The research team used SPSS to analyse the data, which included correlation and multiple regression. According to the results, telecommuting systems have a major impact on productivity in the workplace. The research found that digital work environments, flexible work arrangements, cellphones, and information technology all had a favourable effect on employee performance. It was suggested that in order to boost performance, workers should be given the resources and education they need. Managers should also remedy the professional and physical isolation of telecommuters by scheduling frequent office visits and meetings with coworkers, and only trustworthy and highly-motivated staff should be allowed to telecommute.

In Pakistan, Malik et al. (2021) investigated how work-life balance affected employees' happiness on the job and their appreciation for their benefits package. Employees at both public and private business schools in Pakistan were the subjects of this study, which sought to determine the link between job satisfaction and employment benefits, as well as the role that work-life balance (WLB) had in mediating this relationship. Multiple regression analysis was used to compile data from 329 respondents who filled out a structured questionnaire. Job satisfaction and benefits are mediated by work-life balance, according to the research. The study concluded that financial compensation, health insurance, and paid time off should not be the sole determinants of work happiness, but rather should help employees strike a healthy work-life balance. Staff morale and output might take a hit in the absence of this equilibrium.

METHODOLOGY

This study used the cross-sectional survey methodology. The population of a study is anything and everyone who might be of interest to the researcher is considered part of the study's population. The people that make up the population in this study are the operational staff members of the chosen commercial banks in Bayelsa State. The human resources departments have given preliminary information that suggests a total of eight hundred and sixty (860) personnel. Due to the study's exclusive emphasis on banking industry work-life balance policies, this sample of employees was chosen on purpose. The Pearson Product Moment Correlation Coefficient was utilised for inferential analysis, in order to evaluate the connections between the study hypotheses, which encompass both dimensions and measurements, with Statistical Package for the Social Sciences (SPSS version 24).

RESULTS AND DISCUSSION

After coding, collation, and analysis using SPSS application, the result is presented below:

Correlation Result Between Flexible working schedule and Affective commitment of commercial banks in Yenagoa, Bayelsa State.

| | | Flexible Working Schedule | Affective Commitment |
|---------------------------|---------------------|---------------------------|----------------------|
| Flexible Working Schedule | Pearson Correlation | 1 | .594** |
| | Sig. (2-tailed) | | .000 |
| | N | 204 | 204 |
| Affective Commitment | Pearson Correlation | .594** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 204 | 204 |

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

Source: SPSS Output, 2024.

Displayed is the results of the correlation analysis between flexible working schedules and affective commitment in commercial banks located in Yenagoa, Bayelsa State. The Pearson

Product-Moment Correlation Coefficient was utilized to assess the strength and direction of the relationship between these variables. The coefficient obtained was 0.954**, indicating an exceptionally strong positive correlation. This result suggests that as flexible working schedules become more prevalent, there is a significant increase in affective commitment among employees in these banks. The p-value associated with this correlation is 0.000, which is significantly below the standard significance level of 0.05. This low p-value indicates that the observed correlation is statistically significant.

The result is consonance with the result of Nwekpa et al. (2020) who investigated the connection between flexible work schedules and employee commitment at Nigerian Breweries in Ama, Enugu, Nigeria; their findings are in line with ours. Affective commitment was positively and significantly correlated with flexible work hours ($r=0.62$) in their study. Furthermore, they found that job sharing was associated with continuous commitment ($r=0.72$) and that reduced workweeks were significantly related to normative commitment ($r=0.56$). These findings have important ramifications for the future of work: they show that more flexible work arrangements, such flexi-time, shorter workweeks, and job sharing, lead to more employee commitment, which boosts organisational success.

Correlation Result Between Telecommuting and Affective commitment of commercial banks in Yenagoa, Bayelsa State.

| | | Correlations | |
|----------------------|---------------------|---------------|----------------------|
| | | Telecommuting | Affective Commitment |
| Telecommuting | Pearson Correlation | 1 | .564** |
| | Sig. (2-tailed) | | .000 |
| | N | 204 | 204 |
| Affective Commitment | Pearson Correlation | .564** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 204 | 204 |

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

Source: SPSS Output, 2024

The Pearson Product-Moment link Coefficient was used to analyse the link between affective commitment and telecommuting in commercial banks in Yenagoa, Bayelsa State. At these financial institutions, there is a highly favourable association between emotional commitment and telecommuting ($r=0.564^{**}$). This indicates that employees' level of emotional commitment rises in tandem with the effectiveness of telecommuting techniques.

With a p-value of 0.000, this correlation coefficient is statistically insignificant at the 5% level, which is the standard level of significance. The statistical significance of the link is confirmed by this finding. The results show that there is a substantial association between emotional commitment and telecommuting in commercial banks in Yenagoa, Bayelsa State. Therefore, we reject the null hypothesis. We agree with the null hypothesis as it proves that these banks do in

fact have a positive and statistically significant correlation between telecommuting and emotional commitment.

This result agrees with what Onyemaechi et al. (2020) found when they investigated how telecommuting affected worker productivity. The need of comprehending remote work within the framework of ever-changing business settings and consumer demands was highlighted by their research. While there was a moderate but positive correlation between work quality and telecommuting arrangements that let workers do some of their jobs from home, there was a strong correlation between faster service delivery and arrangements that let workers do some of their jobs from predetermined places. Consistent with previous research showing that telecommuting can boost organisational emotional commitment, this study found that telecommuting had a favourable effect on staff performance.

CONCLUSION

The purpose of this research was to examine how work-life balance relates to operational staff commitment in commercial banks in Yenagoa, Bayelsa State. From the inferential analysis the study proves that there is a significant and positive relationships between the dimensions of work life balance (flexible working schedule and telecommuting) with the measure of employee commitment (affective commitment). From the results, the study concludes that there is a strong correlation between work-life balance and commitment among operational staff of commercial banks in Yenagoa, Bayelsa State.

RECOMMENDATIONS

Given the finding that work-life balance significantly impacts commitment, the following recommendations are suggested:

1. It is highly recommended that employees strive for more flexible work hours and actively participate in job sharing. Affective commitment, the strengthening of employees' emotional ties to and loyalty to the company, is the goal of team effort.
2. Companies should think about instituting more flexible work arrangements or letting workers work longer hours on some days in return for a day off if they want to promote work-life balance. Such actions are greatly appreciated by workers and can help create a more harmonious and fulfilling work environment.
3. Managers and upper-level executives of commercial banks should to embrace telecommuting policies, because this would greatly benefit their staff. Workers' devotion and contentment in their work lives might be greatly enhanced by the option to telecommute.

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