



WORK LIFE BALANCE AND EMPLOYEE COMMITMENT IN THE PORT HARCOURT AREA COMMAND OF THE NIGERIA POLICE FORCE

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ABSTRACT

This study examined the relationship between work life balance and employee commitment in the Port Harcourt Area Command of the Nigeria Police Force. The study adopted a cross-sectional survey research design. The primary source of data was a structured self-administered questionnaire. The population of this study consisted of Senior Police officers from the rank of Assistant Superintendent of Police (ASP) and above, and the other ranks made up of Inspectors and Non-Commissioned Officers (NCOs) working in the twenty-seven (27) Police Divisions distributed in four (4) Local Government Areas of Rivers State, Nigeria which had a total staff strength of 14,886. Due to the large size of the population, the Taro Yamane Sample Size determination techniques were used to determine the sample size of 390 employees, which were selected through stratified random sampling. Internal reliability of the instrument was achieved through the Cronbach Alpha coefficient with items being above 0.70. The Spearman Rank Order Correlation tool was used for hypothesis testing. The study findings revealed that there is a significant relationship between work life balance and employee commitment in the Port Harcourt Area Command of the Nigeria Police Force. The study recommended the Nigeria Police should adopt policies that encourage work life balance practices such as flexible work arrangements, family responsibilities support, and wellness programs.

Keywords: *Work Life Balance, Affective Commitment, Normative Commitment and Continuance Commitment*

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INTRODUCTION

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 and 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. Employees need to partner with the entrepreneurs as they rely on the efforts of the entrepreneur to deliver on the organizational objectives. This is due to the fact employees want to be part of an organization that is successful, which pays well and offers opportunities for development and security of tenure (John & Elyse, 2010). Brow and Taylor (2011) argued that committed employees remain within the organization therefore saving the organization of the costs required to recruit, train and develop new staff. In addition, high staff turnover increases customer satisfaction due to discontinued service delivery (Scott, 2007). To attain this level of commitment, organizations strive to create a favourable work life balance.

Police services have always been one of the most challenging and stressful services in the world and with changing times it is becoming even more so. The major brunt of this job is borne by constables as they are the foot-soldiers of Police in Nigeria. They have to deal with angry mobs, counter-insurgency operations, traffic control, VIP security, political rallies, religious festival (activities), crowd control, and various other law

and order duties without losing their composure and sensitivity. They have to face potentially hazardous situations that can result in physical or mental trauma or even death in the line of duty. Their work stress can be further aggravated because of their personality traits or wrong coping methods. Majority of international studies have found high stress levels in Police, which is disturbing as psychiatric morbidity in Police can have many direct and indirect negative consequences for society. Therefore, apart from physical fitness, they have to be mentally fit to do full justice to their duties (Deb, *et al*, 2018).

Severe stress can become dangerous and damaging because of the physical, behavioral, and harmful effects on its victims (Akindenwa & Ehigie, 2017). Fighting terrorism, explosions, oil spills, accidents, and bomb attacks can also contribute to stress among police officers (Ogunsola & Ogundele, 2001). Since 2009, the Nigerian Police Force (NPF) has deployed over 4,000 police officers to fight insurgencies in Borno State and other North Eastern parts of the country as well as kidnappings, banditry, and armed robberies in the South Western and South Southern regions (Nigeria Police Force; NPF, 2017). And from 2019 till date, the Nigeria Police Force and other security agencies have been contending with emerging crimes like banditry, kidnapping, armed robbery and violent secessionist movements by outlawed groups in the South Eastern and South Western Nigeria. The 2020 ENDSARS protest alone claimed the lives of several Policemen in the Southern States of Nigeria.

Police officers in dealing with stress greatly affect how they carry out their daily lives and how they treat family and friends. Some officers who cannot cope with stress turn to alcohol and other vices that can lead to family conflict. In extreme cases, suicide is the end result of stress. There are some aspects of policing which can overwhelm Police officers; signs of depression are possible if coping and general help are not sought out. Olson and Surette (2014) explain the causes and effects of stress in relation to anxiety and depression. In general, people who become depressed with their jobs also experience a decrease of care in

their lives. Consequently, in their jobs, satisfaction decreases, work days are missed, and more mistakes are made than usual (Lindholm, & Segovis, 2015). Also, while on the job the employee becomes less efficient and may be close to quitting or being fired. Outside the job, the employees may lose interest or withdraw from friends and from their overall support system. Because of the stressful environment in which police officers work, there is a possibility they will suffer stress and therefore be ineffective. This brings to the fore, the need for work life balance.

According to Baral and Bhargava (2010) work-life imbalance is often correlated with tensions, stress, job dissatisfaction and anxiety. On the contrary, a well-balanced integration of personal and professional life is seen as both a private and organizational purpose which catalyzes the employees' effectiveness (Hyman & Summers, 2007). The examination of work-related variables within the work-life balance theory approaches issues like work schedule flexibility, task variety, autonomy and complexity, the number of worked hours (Nordenmark, Vinberg, & Strandh). They further pointed out that working longer hours is linked to a greater work-life imbalance and that the power to act autonomously is positively correlated with work-life balance.

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 and 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.

Statement of the Problem

Police officers in Nigeria are confronted with difficult working conditions including dealing with problematic criminals, and numerous occupational stresses that make the police profession stressful. Occupational stress may cause emotional weakness, mood fluctuation, unstable sleep patterns, lack of concentration, depression, anxiety, and suicidal ideation (Mogadeghrad, 2014). In the Nigeria Police Force, there are cases of police officers confronted with occupational stress in performing their civic duties of protection of lives and properties (Rose & Unnithan, 2015). Sixty-five percent of police officers in Nigeria are exposed to occupational stress, and they suffer severe cognitive dysfunction, drunkenness, divorce, lower levels of job satisfaction, aggression, job burnout, poorer levels of commitment, generalized disorders, psychiatric illnesses, and an increased likelihood of resigning from the force (Gutshall et al., 2017; Halevi et al., 2016). Giga and Hoel (2003) argued that lack of effective treatment of work life balance among police officers may increase post-traumatic stress disorder (PTSD) among them.

In Nigeria, some police officers exhibit little or no enthusiasm towards job duties and perform below the standard police expectation as a result of the occupational stress associated with police service (Yun, & Borhanian, 2013). Ninety-one percent (91%) of police officers in Nigeria are confronted with psychological illness and injuries as a result of occupational stress (Adegoke, 2014; Rose & Unnithan, 2015). Lack of attention to police officer welfare by government, insufficient annual leave, and poor salaries demotivate police officers in performing their civic duties (Rose & Unnithan, 2015).

Purpose of the Study

This study examined the relationship between work-life balance and employee commitment in the Port Harcourt Area Command of the Nigeria Police Force. Furthermore, the study was also guided by the following research questions:

- What is the relationship between work-life balance and affective commitment in the Port Harcourt Area Command of the Nigeria Police Force?

- What is the relationship between work-life balance and normative commitment in the Port Harcourt Area Command of the Nigeria Police Force?
- What is the relationship between work-life balance and continuance commitment in the Port Harcourt Area Command of the Nigeria Police Force?

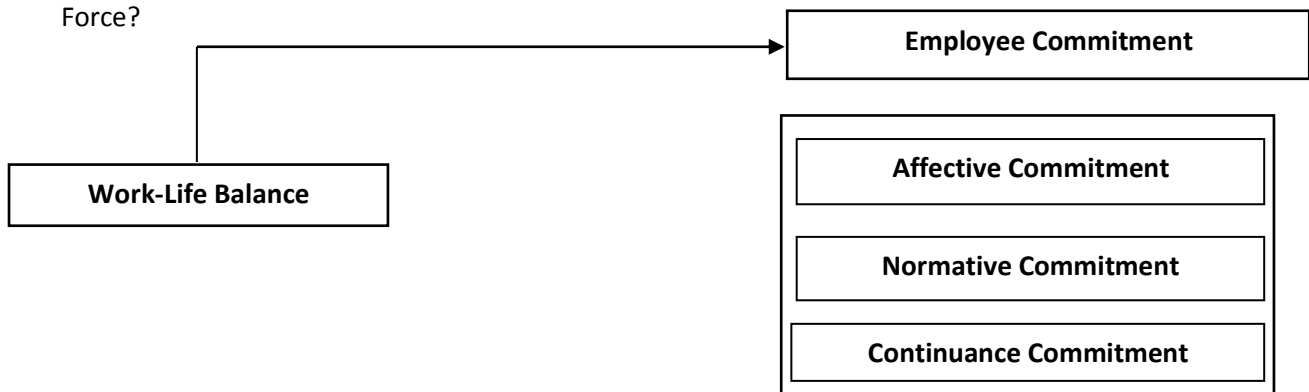


Figure 1: Conceptual Framework for the relationship work-life balance and employee commitment

Source: Desk Research (2021)

LITERATURE REVIEW

Theoretical Foundation

Work/Family Border Theory

This study was guided by work family border theory according to Clark's (2000). The theory aims at explaining how individuals manage and negotiate the work and family spheres and the borders between them in order to attain balance. The concept of "work" and family constituting different domain or spheres which influence each other is central to the model. The theory states that each person's role takes place within a specific domain of life, and these domains are separated by borders that may be physical, temporal, or psychological. The theory addresses the issue of "crossing borders" between domains of life, especially the domains of home and work. Hence, this theory shows that there should be a proper balance between work and non-work activities like social life, family life, health and so on. According to the theory, the flexibility and

permeability of the boundaries between people's work and family lives will affect the level of integration, the ease of transitions, and the level of conflict between these domains. Boundaries that are flexible and permeable facilitate integration between work and home domains. When domains are relatively integrated, transition is easier, but work family conflict is more likely. Conversely, when these domains are segmented, transition is more effortful, but work family conflict is less likely (Bellavia & Frone, 2005).

Clark (2003) defines balance as satisfaction and good functioning at work and at home with a minimum role conflict stating that although many aspects of work and home are difficult, to alter, individuals can shape to some degree the nature of the work and home domains and the borders and bridges between them in order to create a desired balance. Also, Clark (2003) notes that it is this proactive shaping of domains (work and family) by individuals which differentiates work/ family border theory from much of the literature on work and family conflict that

assumes individuals to be purely reactive to their situation. Work and family are seen as separate domains or worlds which are associated with different rules, thoughts, patterns and behaviour. Borders are a delineating between domains indicating the points at which domain-specific behaviour can begin and end. However there are three main forms of border; physical border (borders defining where domain – relevant behaviour can take place such as location of paid employment), temporal border (which divides when tasks can be done such as set working hours) and psychological border (borders defining thinking patterns behaviours or emotions such as thinking about family issues when at work). It is the recognition of tangible, physical and temporal as well as psychological borders which makes work-family border theory distinct from that of boundary theory (Desrochers & Sargent, 2003).

However, whilst work/family border theory is a useful way of conceptualizing work life balance, it has been critiqued. The theory is largely gender blind as noted in study of gender and work life balance amongst women and men in midlife (Emsline & Hunt, 2009). He noted that the border between work and family may be of more importance to men than women because women may be more frequently border crossers than men when it comes to issues of caring for children and elderly relatives. With respect to outcomes of people's daily lives based on the concept of the border theory, some scholars have expressed concern about women's double burden due to the blurring of the boundary between work and family (Jacobs & Gerson, 2004).

Work and family border theory focuses on the domains of work and family to the exclusion of any other areas of life such as wellness, leave benefits for personal reasons and or friends or leisure. Clark justifies this by stating that work and family are the two most important aspects of people's lives. Whilst this theory allows for individuals to attach different values to the domain of work and family, it appears to be

largely focused on the needs of parents, care givers; failing to take account of importance attached to other domains such as leisure, sport for wellness and socializing of which this study sought to find their influence on performance of banking industry. This study has added more insight above family responsibilities and work life activities. The study has shown the importance of promotion of preventive care to employees which means that if employees take preventive measures their health will be sound which may spill over not to family, work alone but also to other spheres of life such as leisure and other personal matters which will be improved.

Work-Life Balance

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).

Maertz and Boyar (2009) defines work-life balance as a specific set of organizational practices, policies, programmes, plus a philosophy, which actively supports efforts to help employees achieve success both at work and at home. Work-life programmes cover reward, gains and other human resource programmes all of which tackle the significant connections of employees, their families, communities, and the workplace. Clark (2000) describes work family balance as satisfaction and good functioning at work and at home, with a minimum of role conflict. Collins and Shaw (2003) define work-life balance as the extent to which an

individual is equally engaged in – and equally satisfied with – his or her work role and family role. Work-life can be viewed from the lenses of creating and supporting healthy environment which will enable employees have balance between work and personal responsibilities that tends to strengthen employee loyalty and productivity. Aslam, Shumaila, Azhar and Sadaqat (2011) defines work-life conflict as inter-role conflict arising due to conflicting roles required by organization and from one's family. Roehing (2003) defines work-life balance as a direct result of compatible pressure from an individual family roles and work domain. Lockwood (2008) observes that the meaning of work-life balance has changing features since it implies various things to various groups, and its meaning is frequently determined by the perspective of the discussion and the belief of the author. Clarke, Koch and Hill (2004) contend that in a wide sense, work life balance has to do with an acceptable degree of 'fit' between the numerous responsibilities in an individual's life.

Work-life balance is a satisfactory level of involvement between the multiple roles in a person's life. Although definitions and explanations vary, work-life balance is generally associated with equilibrium, or maintaining an overall sense of harmony in life (Clarke, 2004). The study of work-life balance involves the examination of people's ability to manage simultaneously the multifaceted demands of life. Although work-life balance has-traditionally been assumed to involve the devotion of equal amounts of time to paid work and non-work roles, more recently the concept has been recognized as more complex and has been developed to incorporate additional components (Greenhaus, 2003). Work life balance aims at providing quality of life for an employee at the same time retaining the productivity levels of an employee at the work place. The balance work life score provides an organization with a productive and innovative employee, whereas disparity in the work life

balance tends to develop depressed and dissatisfied staff (Greenhaus, Collins & Shaw, 2003).

Lockwood (2003) defined work life balance as a process of managing work and personal responsibilities. Work-life programs require support from senior management. For work/life benefits in work environment it is helpful to have a corporate culture that encourages employees to look at business in an entirely different way and supports and accepts employees as individuals with priorities beyond the workplace. Work life balance programs increases employee motivation and productivity. Bird (2003) contends that one's best individual work-life balance would vary over time, often on a daily basis. The right balance for one person today will probably be different for the same person tomorrow. The right balance for a single person will be different when he/she marries, or if one has children; when a new career is started versus when one is nearing retirement. According to him, there is no perfect, one-size fit all, balance that should be strived for. The best work-life balance is different for everyone because we all have different priorities and different lives. Similar to the explanation of work-life balance by Bird (2003) is that of Lockwood (2003), who in her article states that: "The meaning of work-life balance has chameleon characteristics. It means different things to different groups, and the meaning often depends on the context of the conversation and the speaker's viewpoint.

Work– life balance reflects an individual's orientation across career roles and non-career life roles as an incompatible inter-role phenomenon (Duxbury & Higgins, 2003). According to

(Greenhaus & Beutell, 1985), the balance of work and life is a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. Greenhaus, Collins & Shaw (2002) explain that work–life balance contains three components: time balance, involvement balance and satisfaction balance. Time balance means devoting an appropriate amount of time to work and life roles. Involvement balance means deriving an equal level of psychological

engagement in work and life roles. Satisfaction balance means deriving an equal level of satisfaction from work and life roles.

Felicity (2013) concluded that work life balance is important in enhancing employee performance at work and home. Gender difference exists in work life balance needs because work and non-work responsibilities are different for male and females.

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 mindset 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 and Wei (2010) saw employee commitment as simply employee attitude to organization. Therefore, employee loyalty to management is shown in how committed they are to their job in the organization. It shows identification with involvement in the day to day activities of the organization and management of organization should be concern with determining

the level of commitment displayed by managers and would-be managers at all times. According to Meyer & Allen (1997) employee commitment is multi-dimensional in nature, encompassing workers loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization.

Measures of Workers Commitment

Affective Commitment (AC): According to Meyer & 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 include 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-life balance and other uses of concern to them (Madi Abu-Jarad & Alqahtani, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

It has also been seen in the view of Bal, Bozkurt and Ertemsir (2014) that affective commitment reflects an emotional attachment and involvement in the organization. But earlier, Allen & Meyer (1997) defined affective component as an emotional attachment to the organization via identification, involvement and enjoyed membership. It has also been said that affective commitment shows commitment that depends on emotional ties the employee develops with the organization through work experiences that are positioned. The 'work experience relates to the boss-driven development as a dimension in management development.

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-workers' 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). Also, Lee & Chen (2013) asserted that normative commitment relates to obligation employee may feel they owe the organization for being given a job when they need it most. That in no small measure will increase or boost the employee level of commitment especially in a society where there is an army of unemployed people.

Continuance Commitment (CC): Bal *et al.*, (2014) opined that continuance commitment is based on the perceived costs associated with discontinuing employment work with the organization. Kanter (1968) referred to continuance commitment as a cognitive orientation where costs are considered when leaving or remaining with the organization. Continuance commitment is seen as the commitment that is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave. Age and tenure can be seen as adopted predictors

of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997). In the view of Madi *et al.*, (2012), tenure indicates non-transferable investments that means close working relationship with co-workers, retirement investments, career investments and skills peculiar to the particular organization while age can be negatively related to the number of available job opportunities. Career satisfaction was said to provide a more direct measure of career related investments which could be at risk if the individual leaves the organization. They went further to assert that whatever employees perceive to as sunk costs, resulting from leaving the organization, are antecedents of continuance commitment. Continuance commitment is further developed as the result of accumulated investments, or side-bets that would be lost if the individual discontinued a course of action, and as a result of lack of alternative to the present course (Powell & Meyer, 2004).

Work-Life Balance and Employee Commitment

A number of studies have established that employees who benefit from child care centers, referral services and other family supportive practices report higher levels of organizational commitment (Roehling, Roehling & Moen, 2001; Houstone & Waumsley, 2003). Availability of work life balance practices appear to produce similarly positive results in terms of work related attitudes.

Allen (2001) who indicated that perceptions of the organization as being family-supportive mediated the link between work-life practice availability and both affective commitment and job satisfaction which translates to increased performance. As evidence shows, the subjective wellbeing of the parents strongly decreases after the birth of a child, while tendencies to adjust are not always observable few years after the birth. Why subjective well-being decreases on average after the birth of a child is still a contemporary research issue. However, it is clear that one of the most challenging issues that parents face after the transition to parenthood is finding a satisfactory balance with their involvement in family

and working tasks (Tausig and Fenwick, 2001). The new demanding role as parents subtracts time and energy to both paid work and leisure time. Strategies to reconcile childbearing and job-related tasks are especially important for mothers, which traditionally are the ones in charge of caring the child (Hill et al., 2004; Sayer et al., 2004). The facilitation of childcare support services enables workers who are parents to be able to balance their work roles and those of parenthood and in this way, possibly enhances their levels of commitment.

Sakthivel, Kamalanabhanb, & Selvarania (2011) investigated work life balance reflections on employee satisfaction. The construct used for this research consists of career opportunity, recognition, work tasks, payments, benefits, superior subordinate relationship, employee satisfaction, and work/life balance. Questionnaire was filled by 210 respondents working in IT organization. The Statistical Package for Social Sciences (SPSS) was used to analyze the quantitative data including multiple correlation and regression. Findings of the empirical test show that high correlation exists between work task and employee satisfaction with a mediator variable. The study concluded from the data that the individuals work/life balance correlates significantly with his/her level of satisfaction. The study recommends that further research be done to determine and assess the employees' satisfaction over a period of time by considering the drawbacks. These draw backs included where the career satisfaction and life satisfaction was not examined, data on respondents work status beyond their specific exempt or non-exempt job category was not gathered and where some of the relationships identified might be potentially differ for part-time, temporary and contract employees as well as the limitation from the fact that the study was conducted within a single organization and a single industry.

Smith and Gardener (2007) did a study on factors affecting employee use of WLB initiatives using a

sample of 153 employees in a large New Zealand organization. Analysis of company policies identified sixteen WLB initiatives (paid special leave to care for dependents, unpaid special leave to care for dependents, paid special leave for other purposes, unpaid special leave for other purposes, flextime, compressed work schedules, telecommuting, part-time work, on-site childcare, job sharing, paid maternity leave, paid paternity leave, eldercare, study assistance – time off for study, study assistance – financial assistance, and time off to attend non-work events (making up the time elsewhere) currently being offered. It was found that female employees and younger employees used more WLB initiatives while employees reporting higher levels of management support and supervisor support, and perceiving fewer career damage and time demands also used more WLB initiatives. No support was found for the role of co-worker support on WLB initiative use. Initiative use was related to reduced work-to-family conflict. Work-to-family conflict, family-to-work conflict, and commitment to the organization were related to intention to turnover. The results highlight the importance of workplace culture in enabling an environment that is supportive of WLB and consequently use of initiatives that are offered by the organization. The study concluded that organizational climate and demographic differences affect employees' needs for WLB initiatives and their willingness to use them.

The study postulates the following hypotheses to be tested:

- Ho₁:** There is no significant relationship between work-life balance and affective commitment in the Port Harcourt Area Command of the Nigeria Police Force.
- Ho₂:** There is no significant relationship between work-life balance and normative commitment in the Port Harcourt Area Command of the Nigeria Police Force.
- Ho₃:** There is no significant relationship between work-life balance and continuance commitment in the Port Harcourt Area Command of the Nigeria Police Force.

METHODOLOGY

The study adopted the cross-sectional survey method in the generation of data. The population of the study consisted of Senior Police officers from the rank of Assistant Superintendent of Police (ASP) and above, and the other ranks made up of Inspectors and Non-Commissioned Officers (NCOs) working in the twenty-seven (27) Police Divisions distributed in four (4) Local Government Areas of Rivers State, Nigeria which had a total staff strength of 14,886. Due to the large size of the population, the Taro Yamane Sample Size determination techniques were used to determine the sample size of 390 employees, which were selected through stratified random sampling. The internal reliability of the instrument

was ascertained through the Cronbach Alpha Coefficient with all items being above the benchmark of 0.70. After data cleaning, only data of 332 respondents were finally used for data analysis. The Spearman Rank Order Correlation tool was used for hypothesis testing with the aid of the SPSS Package version 23.0

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The Spearman Rank Order Correlation coefficient is calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable.

Table 1: Correlations Work Life Balance and the Measures of Employee Commitment

			Work Life Balance	Affective Commitment	Normative Commitment	Continuance Commitment
Spearman's rho	Work Life Balance	Correlation Coefficient	1.000	.868**	.722**	.585**
		Sig. (2-tailed)	.	.000	.000	.000
		N	117	117	117	117
	Affective Commitment	Correlation Coefficient	.866**	.868**	1.000	.779**
		Sig. (2-tailed)	.000	.000	.	.000
		N	117	117	117	117
	Normative Commitment	Correlation Coefficient	.722**	1.000	.868**	.853**
		Sig. (2-tailed)	.000	.	.000	.000
		N	117	117	117	117
	Continuance Commitment	Correlation Coefficient	.585**	.853**	.779**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	117	117	117	117

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

Source: Research Data 2021 and SPSS output version 23.0

Table 1 illustrated the test for the last set of three previously postulated bivariate hypothetical statements. The results showed that;

Ho₁: There is no significant relationship between work life balance and affective commitment in the Port Harcourt Area Command of the Nigeria Police Force.

The correlation coefficient (r) showed that there is a significant and positive relationship between work life balance and affective commitment. The *rho* value 0.866 indicated this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Based on this empirical finding, the null hypothesis earlier stated is hereby rejected and the alternate

upheld. Thus, there is a significant relationship between work life balance and affective commitment in the Port Harcourt Area Command of the Nigeria Police Force.

Ho₂: There is no significant relationship between work life balance and normative commitment in the Port Harcourt Area Command of the Nigeria Police Force.

The correlation coefficient (*r*) showed that there is a positive relationship between job design and normative commitment. The *rho* value 0.722 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation indicating a strong relationship. Based on this empirical finding, the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work life balance and normative commitment in the Port Harcourt Area Command of the Nigeria Police Force.

Ho₃: There is no significant relationship between work life balance and continuance commitment in the Port Harcourt Area Command of the Nigeria Police Force.

The correlation coefficient (*r*) showed that there is a positive relationship between job design and continuance commitment. The *rho* value 0.585 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a moderate correlation. Based on this empirical finding, the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between work life balance and continuance commitment in the Port Harcourt Area Command of the Nigeria Police Force.

DISCUSSION OF FINDINGS

The test of hypotheses seven, eight, and nine, showed that there is a significant positive relationship between Work Life Balance and each of the measures of employee commitment.

Therefore, this suggests that a significant and positive relationship exists between work life balance, affective commitment, normative commitment and continuance commitment. This finding corroborates the earlier study of Ojo (2012) who examined work life balance practices and policies managers and employees experience in Nigeria banking sector and found that there is need to enlighten employee about the various work life balance practices.

The current finding also aligns with Muleke, Obino and Wagoki (2013) who carried out a study on work life balance practices on employee job performance at Eco bank in Kenya and found a significant correlation between work life balance practices and employee job performance.

Similarly, the study also supports the findings from an earlier study conducted by Obiageli, Uzochukwu and Ngozi (2015) who examined work life balance and employee performance in selected commercial banks in Lagos state and found that work life balance is an important factor that brings about employee performance. The study recommended that managers of these commercial banks should prioritize creating different work life balance incentives that will improve employee performance.

Employees' attitudes toward their organizations and life are affected by work-life balance. Work-life balance is especially important when organization has to manage highly technical professional because their high commitment and loyalty is needed for success of the organization. According to Susi (2010) work life balance is drive for satisfaction of employees. Many organizations feel the need of work life balance which leads to retention of valuable work force, reduce work family conflict, and reduce employee stress, job satisfaction and better life balance. Strong and supportive organizational culture increase employee intent to remain in the organization. Employees' attitude toward their organizations and life are affected by work-life balance. Work-life balance is especially important when organization has to manage highly technical professional because their high commitment and loyalty is needed for success of the organization.

CONCLUSION AND RECOMMENDATIONS

The pattern of relationship between the variables investigated shows that the contributions of work-life balance correlate significantly with employees' commitment. This seems to be the scenario in the Nigeria work-life balance where either employees are denied these privileges or administrators/employers of labour don't give considerable attention to them. This suggests the importance of employers of labour to give premium attention to these areas since it affects employees' commitment. This is because the work-life balance is very vital and can greatly

affect employees' morale and therefore commitment.

Based on the foregoing conclusions, the following recommendations were suggested.

- The Nigeria Police should adopt policies that encourage work life balance practices such as flexible work arrangements, family responsibilities support, and wellness programs.
- The Nigeria Police should give considerations of childcare, dependent care and allowing employees more time with their families which are issues that characterize employee's role at home should be encouraged.

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