

## Impact of Work-Life Conflict on Employees' Commitment In Imo State, Nigeria

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**Abstract:** This study examined work-life conflict (WLC) and its impact on the commitment of workers of Imo State Civil Service Commission Board, Nigeria. Through a purposive sampling method a total of seventy-one (71) copies of questionnaire were distributed, but sixty-one (61) copies were duly completed and returned, recording 87% success rate. The followings were the objectives of the study: to determine the effect of family-to-work interference on affective commitment; to examine the effect of family-to-work interference on normative commitment and finally to determine the effect of family-to-work interference on continuance commitment. Data were analyzed using SPSS 23.0. Descriptive statistics such as frequencies and percentages were applied to examine the research questions. The hypotheses were tested using the Pearson Correlation Coefficient ( $r$ ) to find the relationship between WLC variables and employees' commitment. The result revealed a high rate of work-life conflict among the study population. Equally, there was negative relation between work-life conflict and employees' commitment variables which was responsible for the overall low commitment observed. Therefore, the study recommends that adequate work-life balance initiatives should be established to enhance workers well-being in order to increase the commitment needed for optimal performance in the organisation. There should be workshops and seminars organized by the commission to help their workers reduce WLC and to know how best they should handle their WLC as to enhance their commitment and productivity.

**Keywords:** Work-life conflict, Commitment, Civil Service, Nigeria

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### I. Introduction

#### 1.1 Background to the Study

The primary aim for which individuals work is to earn a living and to bring societal and environmental development. In a bid to achieve such, workers are confronted with work-life conflict (WLC). WLC is a term described by many researchers in psychology (Allen, Herst, Bruck, & Sutton, 2000; Hammer, Bauer, & Grandey, 2003; Patel, Govender, Paruk, & Ramgoon, 2006; Akintayo, 2010), sociology (Anderson, 2003, Rendon, 2016; Sobia, Iram, & Akhtar, 2019), Health (Anderson, 2003; Jansen, Kant, van Amelsvoort, Kristensen, Swaen, & Nijhuis, 2006; Higgins, Duxbury & Lyons, 2007) and management (Dilworth, Jane & Nancy 2005; Noor & Maad, 2008; Nadeem & Abbas, 2009; Aslam, & Sadaqt 2011; Chaudhry, Malik, & Ahmad, 2011; Morinsola, & Olawumi, 2018) to express the inter role conflict between family domain and work domain. This conflict arises due to role-overload which spills over to the other domains of life and adversely affects the employees' progression, productivity, health, and dependents/subordinates.

Organizational changes occur due to globalization. Globalization itself has subjected organization to competition such that those that can withstand both internal and external forces become extant and those that cannot survive due to less competitive advantage goes into extinction. Because of that, employees are then confronted with conflicts and in an attempt to meet the current trends in globalization and the ever competitive business environment, this invariably affects organizational culture (Nadeem, & Abbas, 2009). Because of the foregoing, organizations need committed and innovative employees in order to achieve the organizational goals and to scale through in the ever competitive business arena. However, the greatest challenge for the organizations is recruiting, acquiring, maintaining and retaining the best, committed and innovative workforce in this competitive era for them to succeed. Such workforce must contribute toward competitive edge through offering optimal performance to the organization. Employees' commitment therefore, becomes essential to the organization and it is also necessary for the employees' growth and success. Employee's commitment is therefore, the sensitivity of accountability of employees toward their organization and this is very crucial for any organizations as well as for employees because it affects the employees' performance as well as the organizational performance (Ricketta, 2002) and effectiveness (Lashinger, 2001).

WLC is an inter-role conflict in which work and family demands are mutually incompatible. In this situation, meeting the demands in one domain makes it difficult to meet the demands in the other domains and vice versa (Greenhaus & Beutell 1985). A situation in which an individual's work interferes with his family or life and makes it difficult for him/her to attend to the demands of his/her family/life responsibility is known as work-to-family interference, on the other hand, when family or life demands makes it difficult to attend to work issues is, the condition is called family- to-work interference. WLC and its antecedents is very critical and needs urgent attention by the organization as well as by the employee because if it is not given adequate attention or reduced, it subsequently leads to employees' absenteeism, high rate of turnover, lower job satisfaction and reduces employee's commitment which ultimately affects the employees as well as the organizational performance and productivity. Soon, Quazi, Tay & Kelly (2005) state that work life-agreement is an important and serious business strategy targeted to decrease employees' turnover, and to increase employees' commitment and to enhance the overall organizational performance as well as productivity.

WLC is inevitable in human existence and is one of the major challenges confronting human resource management (Nadeem, & Abbas, 2009). According to Casper, Harris, Taylor-Bianco, & Wayne, (2011) employees experience more conflict between work and personal life as they continue to pursue the quality of life they need.

### **1.2 Statement of Problem**

Globally, with the advent of modern and sophisticated technology both in the private and public sectors, it was widely expected that technology will bring enhancement in working conditions, employees' attitude, perception, commitment, job satisfaction and equally improve employees' productivity and life activities thereby adding fulfillment to the employees. But instead, advancement in technology and the use of modern technology for example computers and smart phones have left civil servants and corporate employees with little time free from paid work thus increasing the level of conflict originally experience by the workforce as they struggle to handle office schedules or work issues from their homes and anywhere even during the evening and weekends. Because of the above and work pressures, modern employees are prone to unethical work practice or behaviours, increased absenteeism and this lead to reduced employees' commitment and subsequently decrease in performance and productivity.

### **1.3 Objective of the Study**

The broad objective of this study was to examine WLC and employee commitment in Imo State civil service commission board. The specific objectives were to:

- ✓ Determine the effect of family- to-work interference on affective commitment.
- ✓ Examine the effect of family- to-work interference on normative commitment.
- ✓ Determine the effect of family- to-work interference on continuance commitment.

### **1.4 Research Questions**

The followings were the research questions examined in this study:

- ✓ What is the effect of family- to-work interference on affective commitment?
- ✓ To what extent does family- to-work interference affect normative commitment?
- ✓ What is the effect of family- to-work interference on continuance commitment?

### **1.5 Statement of Hypotheses**

Based on the literature of this very study, the following hypotheses were developed.

HO<sub>1</sub>: There is no relationship between family- to-work interference and affective commitment.

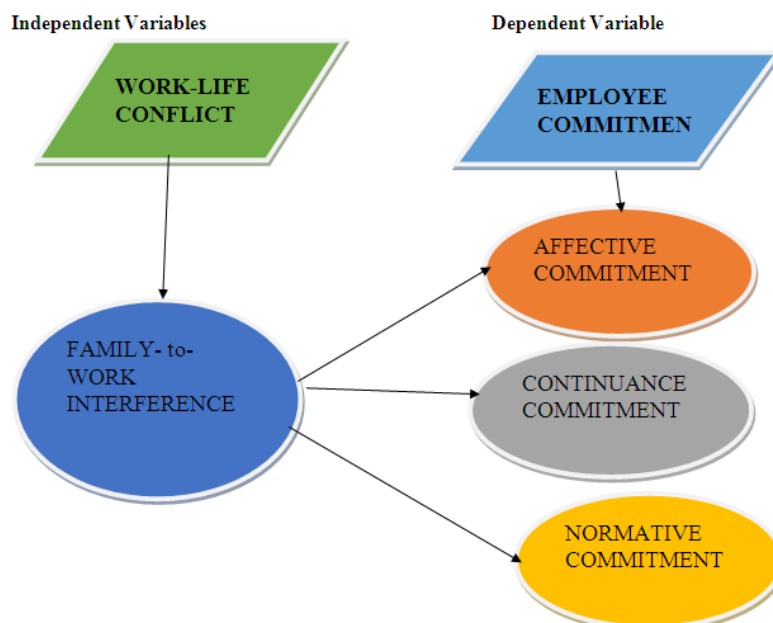
HO<sub>2</sub>: There is no relationship between family- to-work interference and normative commitment.

HO<sub>3</sub>: There is no relationship between family- to-work interference and continuance commitment.

## II. Review of Literature

### 2.1. Review of Key Concept

The conceptual framework for this study was developed by the researchers based on literature survey. This conceptual framework depicts the independent variables and the dependent variable (see figure 1).



**Figure 1:Independent Variables of WLC and the Dependent Variables of Employee Commitment**

**Source:** Work-life conflict variable adapted from Greenhaus, J.H., and Beutell, N.J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*. 10, 76-88, while employee commitment variables was adopted from Meyer, J. P., Stanley, L. J., & Parfyonova, N. M. (2012). Employee commitment in context: The nature and implication of commitment profiles. *Journal of Vocational Behaviour*, 80(1), 1-16.

The history of WLC has existed for a relatively long period of time. During barter system, the concept of work was not explicitly defined. In that era, work was not considered as employment rather it was just a source of survival. The WLC was not a social problem or concern, as the conflict between the work and family was very small (Nadeem & Abbas 2009). However, during the industrial revolution (18th century) both the concept of work settings and social setup changed. The changes observed during this era were setting up of many industries and functional designs of many factories which led to the separation between employees and the employer. Also, organizations were structured and employees' loyalties were created on the efforts to maximize profit by the organization and the satisfaction of the organization rather than the workers welfare and fulfillment; this period and the following years intensified WLC and its bi-directional nature, because profit maximization was the bedrock of many economy of nations (Nadeem & Abbas 2009).

WLC exists when time and energy demands to satisfy one role make it difficult to participate in other (Duxbury, & Higgins, 2001). WLC is also defined "as push and pull between family and work responsibilities", (Lockwood, 2003).

Greenhaus & Beutell (1985) defined work family conflict as: "a form of inter role conflict in which the role pressures from work and family domains are mutually incompatible in some aspects. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role."

Higgins, Duxbury, & Lyons (2008), conceptualized WLC broadly to include: Role overload, Work-to-family interference, Family-to-work interference, and Caregiver strain.

Carlson, Kacmar & Williams (2000) in their study identified three types of antecedents or sources of work-family conflict, which are time-based conflict, stress-based conflict, and behavioural-based conflict.

The outcomes of conflict between work and life roles or responsibilities are associated with a number of factors that have been reported by the following researches: Anderson, Coffey, & Byerly, (2002) reported lower levels of job satisfaction and job performance; Hammer, Bauer, & Grandey, (2003) reported withdrawal from work by employees; Jansen, Kant, van Amelsvoort, Kristensen, Swaen, & Nijhuis, (2006) reported that WLC makes employees to experience greater absence to work due to sickness while intentions to leave the organization by employees was reported by O'Neill, Harrison, Cleveland, Almeida, Stawski, & Crouter, (2009). Furthermore,

Jansen, Kant, van Amelsvoort, Kristensen, Swaen, & Nijhuis, (2006) observed that imbalance between work and family domain results in dysfunctional consequences in the physical and social wellbeing of employees.

Bronwyn, (2019) noted that employees' commitment can take different forms. As a result it is often seen as a Human Resources (HR) variable which is difficult to define. However many researcher have given commitment various definition as stated below.

- Connection to a goal- being bound to a goal or the determination in respect of a goal, regardless of the origin of the goal (Locke, Latham, & Erez, 1988). Believing in a goal and wanting to achieve it also reflects a certain degree of commitment (Bronwyn, 2019).
- Connection to an organization- a psychological state that binds an individual to the organization (Allen, & Meyer, 1990). As a result employees are more loyal to an organisation and less likely to leave it.
- Connection to a job- the probability that someone continues to work in that job and feels psychologically bound to it (Rusbult, & Farrell, 1983). Regardless of whether it is fulfilling or not (Bronwyn, 2019).
- Someone's attitude towards their work (Blau, 1985).

Therefore commitment directs behaviour (Meyer, Vandenberghe, & Becker, 2004). Meyer, Stanley & Parfyonova (2012), looked at commitment as having three perspectives: affective, continuance and normative perspectives and as such, it is multidimensional. To Meyer and colleagues, affective commitment refers to an emotional attachment to and involvement with an organization; continuance commitment denotes the employee perceived costs of leaving an organization and normative commitment refers to the felt responsibility to support and remain a member of an organization.

Employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and also feel that they understand the goals of the organization. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support (Bronwyn, 2019).

## 2.2. Theoretical Review

Many theories (Segmentation theory, Boundary theory and Spillover theory) have been propounded by many scholars of WLC. For the purpose of this study, spill over theory was adopted.

**Spillover theory:** This theory is mainly based on the carry-over of attitudes from one role to another or from one domain to another. Individuals who are motivated and committed in one role will always have carry over effect on the other role. "Spillover theory" believes that emotions and behaviours in one domain would transfer to the other domain of life. For instance, if an employee is stressed or had a bad day at work place, that employee is more likely to carry the irritation at work to the home and *vice versa*, which will invariably affect the family domain and its members and *vice versa* (Staines, 1980).

### Boundary theory

Boundary theory is a general cognitive theory of social classification (Zerubavel, 1991, 1996) that focuses on outcomes such as the meanings people assign to home and work (Nippert-Eng, 1996) and the ease and frequency of transitioning between roles (Ashforth et al., 2000). This theory views relationships between the home and the work domain as a continuum ranging from segmentation to integration (Voydanoff, 2005a). Though segmentation and integration lie on a continuum, it is rare that any employee would display complete segmentation or complete integration Boundary theory Boundary theory is a general cognitive theory of social classification (Zerubavel, 1991, 1996) that focuses on outcomes such as the meanings people assign to home and work (Nippert-Eng, 1996) and the ease and frequency of transitioning between roles (Ashforth et al., 2000). This theory views relationships between the home and the work domain as a continuum ranging from segmentation to integration (Voydanoff, 2005a). Though segmentation and integration lie on a continuum, it is rare that any employee would display complete segmentation or complete integration Boundary theory Boundary theory is a general cognitive theory of social classification (Zerubavel, 1991, 1996) that focuses on outcomes such as the meanings people assign to home and work (Nippert-Eng, 1996) and the ease and frequency of transitioning between roles (Ashforth et al., 2000). This theory views relationships between the home and the work domain as a continuum ranging from segmentation to integration (Voydanoff, 2005a). Though segmentation and integration lie on a continuum, it is rare that any employee would display complete segmentation or complete integration Boundary theory Boundary theory is a general cognitive theory of social classification (Zerubavel, 1991, 1996) that focuses on outcomes such as the meanings people assign to home and work (Nippert-Eng, 1996) and the ease and frequency of transitioning between roles (Ashforth et al., 2000). This theory views relationships between the home and the work domain as a continuum ranging from segmentation to integration (Voydanoff, 2005a). Though segmentation and integration lie on a continuum, it is rare that any employee would display complete segmentation or complete integration Boundary theory Boundary theory is a general cognitive theory of social classification (Zerubavel, 1991, 1996) that focuses on

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### **2.3 Empirical Review**

Riaz&Hunjra (2015) worked on "Evidence of organizational commitment and work-life conflict". This study examined the impact of work-life conflict on organizational commitment among faculty members of different universities in Pakistan. WLC was measured through WLCscale and organizational commitment was measured through organizational commitment scale. Questionnaires were distributed among 300 faculty members of different universities in Pakistan. Out of 300 questionnaires distributed 260 questionnaires were received back with source rate of 86.67%. The results of the study revealed negative and significant impact of WLC on organizational commitment. WLC also has negative and significant influence on organizational commitment. The study provided an important tool for managers to enhance the organizational commitment by reducing the WLC and introducing work-life balance in the organizations.

Andrew (2017) worked on "Employees' Commitment and Its Impact on Organizational Performance". The purpose of his study was to identify the impact of Employees' Commitment on Organizational Performance in Eravurpatru Divisional Secretariat in the district of Batticaloa, Sri Lanka. The three commitments (Affective, Normative and Continuance) were taken as independent variables and Organizational Performance as the dependent variable. Both descriptive and explanatory research methodologies were adopted in the study. A five point Likert-Type scaled questionnaire was constructed and administered among selected Staff of Eravurpatru Divisional Secretariat. The results of the study indicate that the Employees' Commitment (Affective, Normative and Continuance) were significantly related to Organizational Performance in Eravurpatru Divisional Secretariat. The research findings revealed that there exists positive relationship between the three commitments and organizational performance. Strong correlation between the three independent variables and organizational performance was also established.

Kim (2014) investigated the effect of work-life balance on affective commitment and in-role performance and explored the mediating role of affective commitment to link work-life balance and in-role performance in the Korean context. Using data gathered from 293 Korean workers, their hypotheses were tested using structural equation modeling (SEM) and regression analysis. The results showed no direct effect of work-life balance on in-role performance. However, he found that employees' experience of work-life balance increases affective commitment and that affective commitment has a positive influence on in-role performance.

Morinsola&Olawumi (2018) examined the effect of work-family role on the level of employees' commitment and organizational performance in AKLAD Interlink concept, Ibadan, Nigeria. The research design adopted was a survey type, based on a population of 1047. A total of 155 employees were subsequently selected using stratified random sampling techniques. The result of the study reveals a significant influence of work-family role conflicts on both employee commitment and organizational performance. In addition, the mediating influence of employees' commitment in prediction of organizational performance as a result of work-family role conflicts was also validated by their findings. Moreover, work-family role conflict also had significant influence on gender. Lastly, the independent variable (work-family role conflict) also significantly influenced both married and single employees, as well as, the difference between the job commitment of both male and female staff of the organization. The study concluded that work-family conflicts affect the organizational performance and effectiveness of the organization. Their study strongly recommended strict adherence to balanced social lives, by organizational leaders and that special attention should be given to gender and marital issues of employees so as to balance their family-work relationship.

Mukanzi&Senaji (2017) investigated the relationship between work-family conflict (work-to-family conflict (WFC) and family-to-work conflict (FWC) and employee commitment (EC) in banking institution in Kenya. The study also focused on exploring the moderating effect of perceived managerial support (PMS) on

the relationship between work–family conflict and EC. The study was a cross-sectional survey of 334 employees working in banking institutions and data were collected using self-reported questionnaires. Result showed that WFC had a positive relationship with affective commitment (AC), continuance commitment (CC), and normative commitment (NC); and that PMS and gender significantly moderated the relationship between WFC and FWC and construct of EC.

Akintayo (2010) in his study investigated the impact of work-family role conflict on organizational commitment of industrial workers in Nigeria. The descriptive survey research method was adopted for the study. A total of 247 respondents were selected for the study using proportionate stratified sampling technique. Instruments used for data collection were: work-family role conflict scale and organizational commitment scale. Linear regression analysis and t-test were used to test hypotheses that were generated for the study at 0.05 alpha levels. Finding reveals that there was a significant contribution of work-family role conflict to organizational commitment. Also, it was found that a significant difference exists between married and single respondents' experience of work-family role conflict. Moreover, the finding shows that there was a significant difference between organizational commitment of male and female respondents based on work-family role conflict. Based on the findings of the study, it was recommended that organizational support programme needs to be introduced and provided for all levels of workers in order to reduce the burden of work-family role conflict interface and virtually induced employee commitment.

Rehman&Waheed (2012) worked on commitment and work-to-family conflict among faculty members of different sector, Universities of Pakistan and found negative influence of work-to-family interference on commitment level of any sectors of the organization. The level of work-to-family interference was higher in married respondents as compared to single status faculty members. It is also noted that WLC is same for both men and women and also it is same for public sector and private sector faculty members.

### **III. Research Methodology**

#### **3.1 Type of Research**

This study adopted a survey research design which has to do with the investigation of activity, program(s), opinion and other manifestations of a group of people, the institutions' environment and getting information and facts from them.

This study used two types of data. These include primary data and secondary data. The researcher sourced the primary data from opinions, suggestions and responses from the respondents while secondary data refers to established reports and materials already existing in the establishment (Imo State civil service commission).

Questionnaire was the major means used for data collection. The use of questionnaire was most appropriate due to the number of respondents that were involved and also the best means that assured them of their privacy and confidentiality.

#### **3.2 Population of the Study and Sample Size Determination**

The study covered the entire employees of the Imo State civil service commission board. The sample size determination was based on the selection of those respondents that were in a position to and knowledgeable enough to provide the necessary and adequate responses needed and was statistically determined using the formular below (Yamen 1964 in Singh, &Masuku (2014).

$$n = \frac{N}{1 + Ne^2}$$

Where n =sample size

N= Total population

e=allowable error limit

$$n = \frac{87}{1 + 87(0.05)^2}$$

$$= \frac{87}{1 + 0.22}$$

$$= \frac{87}{1.22}$$

$$n = 71$$

The population of the study is depicted in table 1 below.

**Table 1: Population of the Study**

DEPARTMENTS	NUMBER OF EMPLOYEES
Administrative	40
Accounts	14
Planning	18
Procurement	15
Total	87

**Source:** Imo State Civil Service Commission Board record July, 2020.

**3.3 Sampling Techniques**

Purposive also known as judgmental sampling technique was used in selecting the respondents from the study population. Validity refers to the quality of information/data gathering instruments/procedure that enables it measure effectively and accurately what it is supposed to measure.

**3.4 Validity of Instruments**

In this study, content validity was used with the help of experts in the field; also a test-pre-test was conducted using twenty (20) respondents from the sample size in order to ensure that no irrelevant questions were present in the questionnaire and hence assess the content validity.

**3.5 Reliability of Instrument**

The reliability of the questionnaire was measured with internal consistency coefficient Cronbach alpha, 0.7, which indicated a quite high internal consistency (Hair, Anderson, Tahtam, & Black, 1998). Value of Cronbach alpha closer to one (1) was considered better in terms of reliability.

**3.6 Data Analysis Techniques**

The data for the study were analyzed using SPSS 23.0. Descriptive statistics such as frequencies and percentages were used in answering the research question.

The hypotheses were tested using the Pearson Correlation Coefficient (r) to find the relationship between WLC variables and employees' commitment in the Imo State civil service commission. The Pearson's correlation coefficient 'r' measured the strength and direction of a linear relationship between the variables.

**3.7 Ethical considerations**

The study was in line with the ethical guidelines of Abia State University, Uturu, Nigeria.

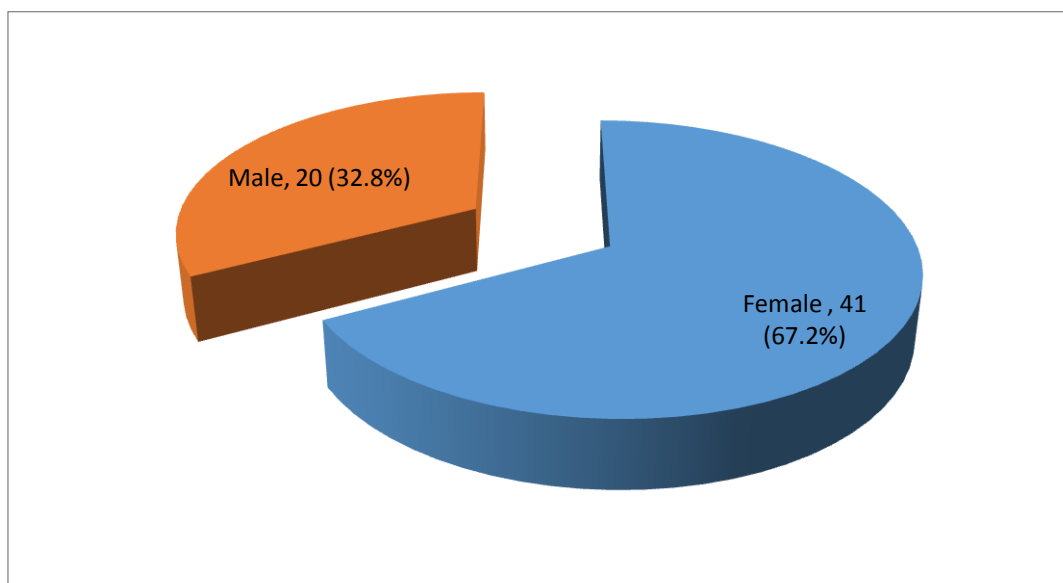
Participation in the survey was voluntary. Confidentiality and anonymity of the information provided by all the respondents were strictly safeguarded.

**IV. Result**

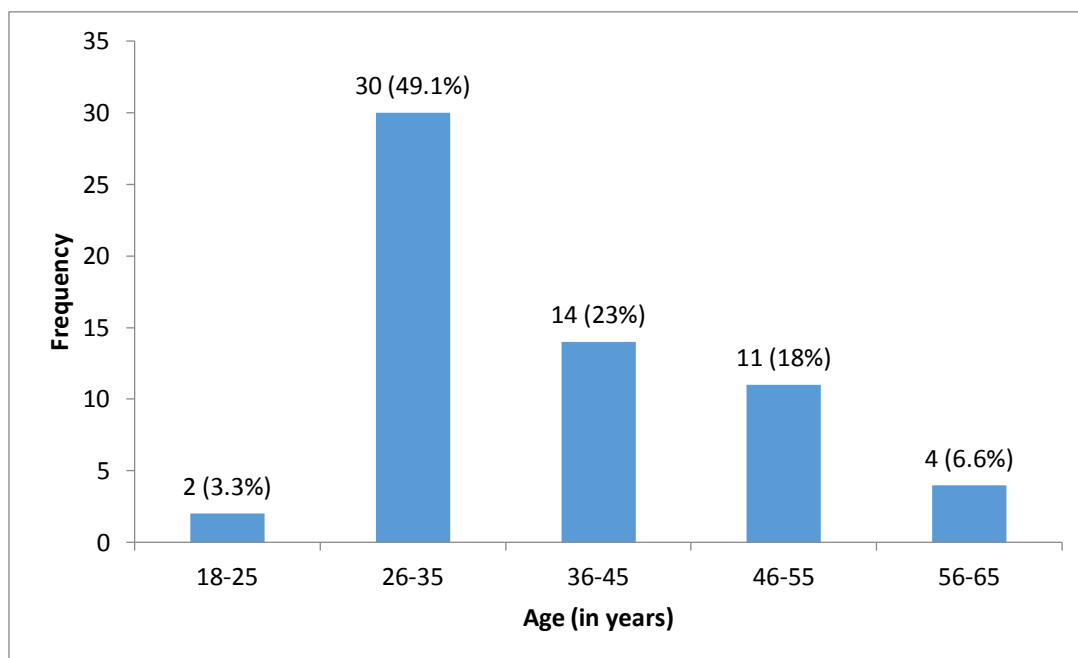
Out of the 71 copies of the questionnaire distributed to the respondents, 61 were returned while 10 copies were not returned. Therefore the success rate of the administered questionnaire was 86% (table 2).

**Table 2: Distribution of Questionnaire**

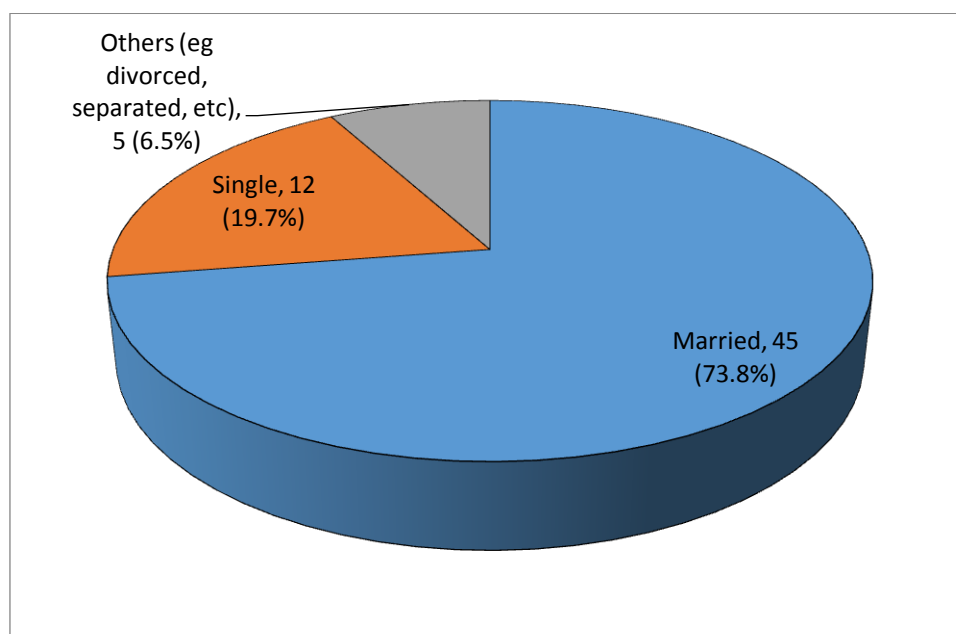
Number of Questionnaire Administered	%	Number of Questionnaire Returned	%	Number of Questionnaire Not Returned	%
71	100%	61	86%	10	14%



**Figure 2: Gender of the Study Participants**

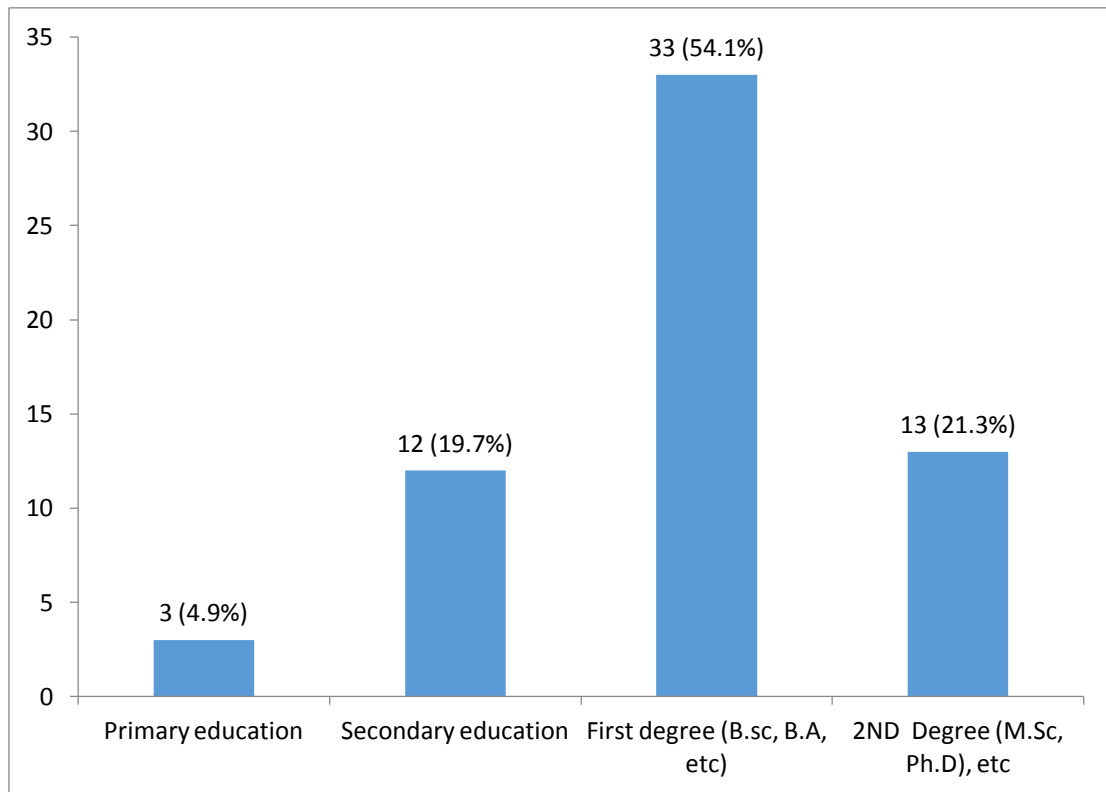


**Figure 3: Age of the Study Participants**

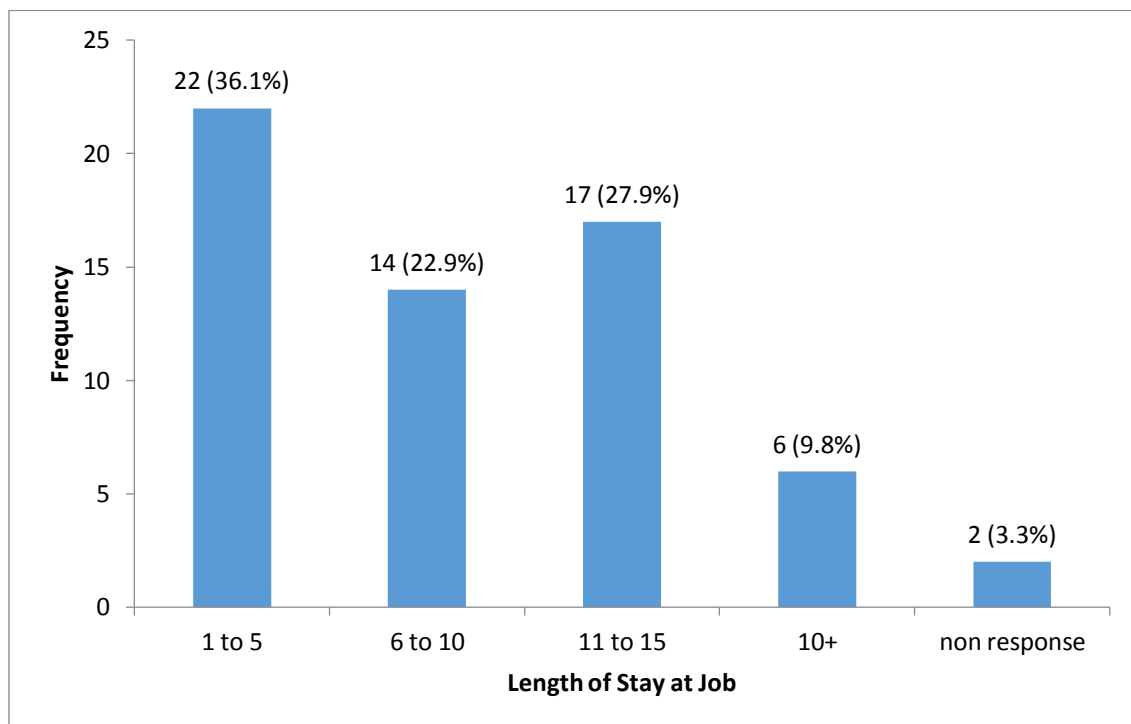


**Figure 4: Marital Status of the Study Participants**





**Figure 5: Educational Qualification of the Study Participants**



**Figure 6: Distribution of Study Participants by Job Duration**

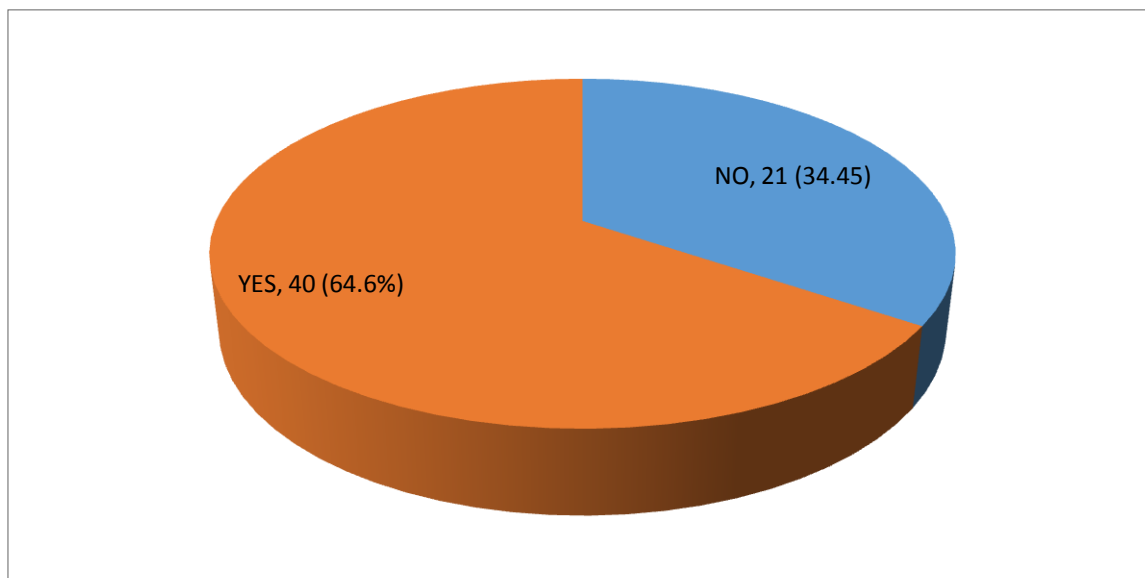


Figure 7: Distribution of Study Participants by children

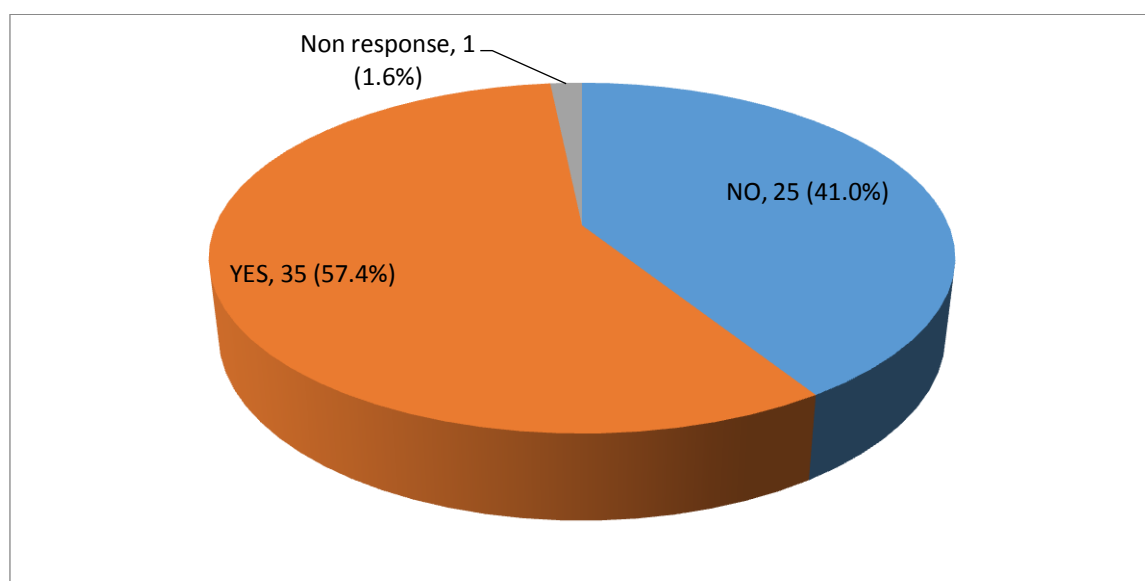


Figure 8: Distribution of Study Participants looking after any elderly relatives

The socio-demographic characteristics of the population are presented on figures 2-8. In terms of gender, 41(67.2%) were female and 20 (32.8%) were males (figure 2). 49.1% of the respondents were within 26-25 years while 2 (3.3%) were between 18- 25 years .The 56-65 years old were 4 (6.6%) in all (figure 3). On marital status, 73.8% of them were married while 19.7% were singles (figure 4).

54.1% of the respondents had first degree; 21.3% had additional second degree while only 4.9% and 19.7% respectively were primary and secondary school certificate holders (figure 5). Considering the length of service of respondents, 22 (36.1%) have worked for 1-5 years, 27.9% have worked for 11-15 years and 22.9% have worked for 6-10 years (figure 6).

Considering the possession of children by the respondents, 40 (65.6%) have children (figure 7) while 57.4% of the respondents look after any elderly relatives (figure 8 above).

Table 3: Employee Commitment of the respondent

Employee Commitment	SD	D	N	A	SA		
	freq x 1	freq x 2	freq x 3	freq x 4	Freq x 5	Mean	S.dev
<b>AFFECTIVE COMMITMENT</b>							
Feel very happy being a member of this organization	18	16	33	32	80	2.9	2.1

Enjoy discussing about my organization with people outside it.	26	22	42	32	10	2.2	1.0
Really feel as if this organization's problems are my own.	27	28	27	16	30	2.1	0.5
<b>CONTINUANCE COMMITMENT</b>							
I am loyal to this organization because I have invested a lot in it, emotionally, socially, and economically	18	36	24	48	25	2.5	1.0
Sometimes I worry about what might happen if something was to happen to this organization and I was no longer a member	21	24	51	20	30	2.4	1.0
I am dedicated to this organization because I fear what I have to lose in it.	20	42	30	28	15	2.2	0.8
<b>NORMATIVE COMMITMENT</b>							
<b>Normative Commitment (Indebted Obligation Dimension)</b>							
Feel that I owe this organization quite a bit because of what it has done for me.	18	34	45	32	15	2.4	1.0
My organization deserves my loyalty because of its treatment towards me	18	38	39	36	10	2.3	1.1
Feel I would be letting my co-workers down if I wasn't a member of this organization	21	30	42	28	20	2.3	0.7
<b>Normative Commitment (Moral Imperative Dimension)</b>							
I am loyal to this organization because my values are largely its values	23	24	30	40	30	2.4	0.6
This organization has a mission that I believe in and am committed to.	16	32	36	48	25	2.6	1.0
I feel it is 'morally correct' to dedicate myself to this organization.	27	26	24	28	25	2.1	0.1

**SD= strongly disagree, D=disagree, N=neutral, A=agree, SA= strongly agree; Scores = frequency x point attached; cut point mean score  $3.0 \pm 1.58$**

The employee commitment of the study group is considered in Table 3. None of the mean scores obtained was up to 3 point score, which is a clear indication of negative effect of work life conflict on employee commitment.

For affective commitment, the mean score on whether the employees feel very happy being a member of the organization was slightly below the cut point (mean  $\pm$  stdev =  $2.9 \pm 2.1$ ). Low mean score was also obtained in terms of enjoying discussion about their organization with outsiders (mean  $\pm$  stdev =  $2.2 \pm 2.1$ ); which clearly showed that the employees do not greatly enjoy discussing about their organization with people outside it. The mean score was even slightly lower when asked if they really feel as if their organization's problems are theirs (mean  $\pm$  stdev =  $2.1 \pm 0.5$ ).

The result on continuance commitment was such that the average scores were all lower than 3.0 on each of the items assessed. The highest average score was  $2.5(\pm 1.0)$ , which was the score obtained on loyalty to the organization by the employee based on the fact that they may have invested a lot in it, interns of emotional, social, and economical. The mean score for continuance commitment was lowest at dedication to this organization because of fear of what they may lose in it (mean  $\pm$  stdev =  $2.9 \pm 2.1$ ).

In terms of normative commitment on indebted obligation dimension, many of the respondents do not actually feel that they owe the organization quite a bit because of what it has done for them as low mean score was found (mean  $\pm$  stdev =  $2.4 \pm 1.0$ ). Similarly normative commitment was low as the study participants indicated that the organization do not strongly deserves their loyalty because of its treatment towards them (mean  $\pm$  stdev =  $2.3 \pm 1.3$ ). In the same poor mean score (mean  $\pm$  stdev =  $2.3 \pm 0.7$ ), the employees firmly demonstrated that they do not feel that they would be letting their colleagues down assuming they were not a member of the organization.

Normative commitment based on moral imperative dimension showed that on average, the respondents do not really believe that loyal to the organization was because the organizational values are largely their values (mean  $\pm$  stdev =  $2.4 \pm 0.6$ ). The mean score was also low in relation to whether the organization has a mission that they believe in and are committed to (mean  $\pm$  stdev =  $2.1 \pm 0.1$ ), as well as on whether the feel it is 'morally correct' to dedicate themselves to their organization (mean  $\pm$  stdev =  $2.1 \pm 0.1$ ).

**4.1 Test of hypothesis one**

- Null hypothesis (HO<sub>1</sub>): There is no relationship between family- to-work interference and the employee affective commitment.
- Alternative hypothesis (HA<sub>1</sub>): Relationship exist between family-to-work interference and employee affective commitment.

**Table 4: Correlation between family- to-work interference and Employee Affective Commitment**

		family- to-work interference	Affective Commitment
family- to-work interference		1	-.211
	Sig. (2-tailed)		.103
	N	61	61
Affective Commitment	Pearson Correlation	-.211	1
	Sig. (2-tailed)	.103	
	N	61	61

Table 4 represents family- to-work interference with affective commitment. Negative correlation was obtained between the two factors ( $r = -2.11$ ), indicating that family- to-work interference is likely to lead to poor commitment at duty on the side of the employees. The correlation is however low and was not found significant in this study ( $p = 0.103$ ). Therefore we accept the alternative hypothesis (HA<sub>1</sub>), which says that relationship exist between family-to-work interference and employee affective commitment

**4.2 Test of hypothesis two**

- Null hypothesis (HO<sub>2</sub>): There is no relationship between family- to-work interference and the employee continuance commitment
- Alternative hypothesis (HA<sub>2</sub>): Relationship exist between family- to-work interference and employee continuance commitment

**Table 5: Correlation between family- to-work interference and Employee Continuance Commitment**

Correlations		family- to-work interference	Continuance Commitment
family- to-work interference	Pearson Correlation	1	-.018
	Sig. (2-tailed)		.890
	N	61	61
Continuance Commitment	Pearson Correlation	-.018	1
	Sig. (2-tailed)	.890	
	N	61	61

Table 5 represents the correlation between family- to-work interference and employee continuance commitment. Similarly, poor negative correlation coefficient was obtained between the two factors ( $r = -0.018$ ), indicating an inverse relation between the two factors. There was no evidence of significant correlation in this study ( $p = 0.89$ ). Also, we accept the alternative hypothesis (HA<sub>2</sub>), which says that relationship exist between family-to-work interference and employee continuance commitment

**4.3 Test of hypothesis three**

- Null hypothesis (HO<sub>3</sub>): There is no relationship between family- to-work interference and employee normative commitment
- Alternative hypothesis (HA<sub>3</sub>): Relationship exist between family- to-work interference and employee normative commitment

**Table 6: Correlation between family- to-work interference and Normative Commitment**

Correlations		family- to-work interference	Normative Commitment
family- to-work interference	Pearson Correlation	1	-.206
	Sig. (2-tailed)		.112
	N	61	61
Normative	Pearson Correlation	-.206	1

Commitment	Sig. (2-tailed)	.112
	N	61

Table 6 represents the correlation between family- to-work interference with employee normative commitment; just as in the case of affective commitment and continuance commitment, the correlation here was poor and negative ( $r = -0.206$ ), and not significant ( $p=0.112$ ). Thereby making us to accept the alternative hypothesis ( $HA_3$ ) which says that relationship exist between family- to-work interference and employee normative commitment

### 4.3 Discussion of Findings

This study examined family- to-work interference with employee commitment (affective, continuance and normative commitment) of Imo State Civil Service Commission Board, Nigeria.

The females respondent were more 41(67.2%) compared to the males 20 (32.8%). This agrees with the findings that there is more involvement of the females in the work force compared to the males. The entries of women into the workforce while also performing their earlier role of homemaker or housewife made them play a dual role- that of a breadwinner as well as a homemaker (Falkenberg&Monachello, 1990; Ramu, 1989). This dual role allows women to be faced with more WLC than men. Women also take the primary responsibility of childcare and, in cases of conflict, adjust their work role to accommodate family pressures (Falkenberg&Monachello, 1990; Ramu, 1989).

The age groups of the respondent revealed that 49.1% were within 26-35 years while between 18- 25 years were just 2 (3.3%) while 56-65 years old were 4 (6.6%). This implies that fresh graduates (i.e. the 18-25 years group) are not being employed or are less employed and reflects the high level of unemployment facing the state and most Nigerian graduates.

On marital status, 73.8% of the study groups were married and 19.7% were singles. These populations of married individuals have children less 7 years and they also take care of their elderly ones compared to the single ones. This invariably lead to increase WLC because 49.2% of the study group responded that they have been absent from work without permission due to child illness; 59% responded that they have been absent from work without permission due to elder care responsibility while 46 (75.4%) responded that they have been absent from work without permission due to personal needs. This is supported by researchers who observed that employees with significant dependent care responsibilities (e.g. employees who have responsibilities caring for young children, employees with large families, employees who care for dependent elders, employees with multigenerational responsibilities) tend to report higher levels of work–family conflict (Hammer, Colton, Caubert, &Brockwood, 2002; Guerts&Demerouti, 2003).

In addition, 78.7% of the study group agreed that the demands of work and life are incompatible, and not surprisingly, the same proportion 78.7% were of the feeling that challenges of life affect their work performance. Clearly, 90.2% of the workers responded that they do feel that challenges of work affect their life activities. The findings of this study also revealed that 95.1% of the respondents believe that the 24hours per day is not enough to take care of both work and life. This is because WLC is “a form of inter role conflict in which the role pressures from work and family domains are mutually incompatible. That is, participation in the work (family) role is made more difficult by virtue of participation in the family (work) role,” (Frone, Russell & Cooper, 1992a; Greenhaus&Beutell, 1985), as such the conflict between work and family is said to be bi-directional. Our findings also agrees with the report by Duxbury & Higgins (2005) in which their study identified three components of WLC as role overload, interference from work to family and interference from family to work. The interference from work to family and the interference from family to work agree with the bi-directional nature of WLC as noted in this study. WLC as role overload agrees with our findings because 95.1% of the respondents believe that the 24hours day is not enough to take care of both work and life.

For affective commitment, only 13.1% and 26.2% respectively agree and strongly agree that they feel very happy being a member of their organization. Up to 42.6% strongly disagree that they enjoy discussing about their organization with people outside and similar proportion do not feel as if the organization’s problems are their own problem (strongly disagree =44.3%, disagree = 23%).

According to Hill, (2005) and Allen, (2001), inter role conflict, WFC and FWC have been negatively associated to employee’s satisfaction in numerous domains, specifically with complete life satisfaction, comprising job satisfaction and family satisfaction. This agrees with our finding because 42.6% strongly disagree that they enjoy discussing about their organization with people outside and similar proportion do not feel as if the organization’s problems are their own problem (strongly disagree =44.3%, disagree = 23%).

According to Campbell, Converse and Rodgers, (1976), work and family domains are the most important areas and have adverse consequences on employee’s health and well-being. This agrees with the report of this study because negative correlation was established between the family- to-work interference and employee commitment to duty. Researchers have confirmed work-family conflict as one of the major stressors

for both men and women in both work and home realm (Allen, Hertz, Bruck, & Sutton 2000; Frone, 2003), and this accounts for the low level of commitment (affective commitment, continuance commitment and normative commitment) as witnessed in this study.

## V. Conclusion

The major form of WLC faced by the respondents were caregiver strain and role overload. Negative correlation was established between the WLC and employee commitment to duty. The affective commitment, continuance commitment and normative commitment of the employees were below cut points. However no significant correlation was obtained between WLC and employee commitment in this study.

## VI. Recommendations

Work-life balance (WLB) initiatives should be established in organizations to reduce role overload experienced by the employees and to enhance their commitment to duty.

Employees should as a matter of fact device means of helping themselves by identifying personal or individual strategy that will assist them positively to reduce the level of WLC experience by them in order to enhance their commitments and productivity.

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