

Relationship between Work-life Balance and Employee Commitment among professionals in Nigeria: A study on radio Journalists in Kano

Salihu Sule Khalid* and Abu Bakar Tijjani Ibrahim

Department of Arts and Humanities, School of General Studies, Kano State Polytechnic, Nigeria.

ABSTRACT

This study aims to investigate the relationship between work-life balance and employee commitment among journalists in Nigeria. It also seeks to determine the influence of demographic factors on employee commitment among the respondents. The participants of the study are journalists working with 13 public and private radio stations operating in Kano State, Nigeria. The data was collected using a seven-point Likert-scale questionnaire administered on a sample of 169 respondents. The respondents were drawn from a total of 396 journalists in the radio stations. Descriptive and Inferential statistics were used to analyze the data obtained. Correlation analysis result indicated a strong positive correlation between work-life balance and employee commitment among journalists in Kano, Nigeria while Mann-Whitney test and Kruskal-Wallis test revealed no significant difference in employee commitment of journalists based on gender and age. The result exposes the worthiness of initiating and employing work-life balance programs by employers in Nigeria as balanced work-life among the respondents translates into an increase in their employee commitment level. The researchers suggest that future studies should investigate work-life balance initiatives that are appealing to workers in Nigeria. They should also expand the study population by carrying out the study at zonal or national level incorporating journalists from other variants of the profession.

Keywords: Work-life balance, Employee Commitment, Journalists.

1. INTRODUCTION

Changes in the modern work environment characterized by an increase in the number of women joining the workforce, dual carrier families, aging population and single parents (Clark, 2001; Smith & Gardner, 2007; Viswanathan & Jain, 2013) brings about work-life balance concerns among both the employers and the employees. The conflict between work and personal life engagement has been associated with job dissatisfaction and turnover intentions that have been the reason employers resort to the implementation of work-life balance initiatives (Cieri, Holmes, Abbott, & Pettit, 2002). Work-life balance programs commonly used including flexible work arrangements in form of flexible work hours, compressed work weeks; dependent care assistance that involves on-site day care, subsidized daycare, eldercare and referral to child care; and leave arrangements in form of maternity leave, paternity leave and leave to care for the sick (Cieri *et al.*, 2002; Smith & Gardner, 2007).

Work-life balance programs serve right both the employers and the employees. For the employees, it is an effort made by employers to help them in participating effectively at work and satisfactorily at home (Cieri *et al.*, 2002; S. C. Clark, 2000). The programs aid in harmonizing the personal life responsibilities that are incompatible temporally and spatially with expectations at work. For employers, work-life balance programs are strategies used to retain existing professionals in and entice the best available professionals to their organizations (Beauregard & Henry, 2009; Cieri *et al.*, 2002; Fagan, Lyonette, Smith, & Saldaña-tejeda, 2012).

* Corresponding Author: sasulekha09@yahoo.co.uk

Performing at peak level is pertinent to all organizations, profit or non-profit. For this reason, organizations will need to have an army of committed employees who are genuinely committed to the course of the organization's goals. Commitment is practically desirable trait in all employees for fully committed employee adds to operations several folds than does a comparatively, less committed employee (Nongo & Ikyanyon, 2012). Therefore, the commitment of workers to their organization is a grave concern of all employers (Anis, Kashifur-Rehman, Ijaz-Ur-Rehman, Khan, & Humayoun, 2011).

Employee commitment as a concept was defined severally by many researchers. However, the Meyer, Becker, and van Dick (2006) give the most popular definition. They see commitment as "a force that binds an individual to a target (social or non-social) and to a course of action of relevance to that target" (p. 66). They also explain that commitment consists of three mindsets that are affective; normative; and continuance commitments. Their submissions led to the emergence of the popular model in the commitment studies, the three-component model (TCM) (Solinger, van Olffen, & Roe, 2008; Meyer & Maltin, 2010). They are believed to have looked at commitment as multidimensional rather than unidirectional as the researchers that preceded them treated the concept (Igbeneghu & Popoola, 2011). Based on the TCM, the commitment has three mindsets which include Affective, Normative, and Continuance.

Studies in Nigeria pointed out the prevalence of work-life imbalance in the work environment and the lack of work-life balance culture among organizations in the country. As a result, they suggested the need for the development of work-life balance culture in the country (Akanji, 2012, 2013; Ogba, 2008; Ojo, Salau, & Falola, 2014). Since the implementation of work-life balance programs is seen as a costly venture, organizations are said to show little or no concern over any attempt in facilitating the attainment of the right combination of work-life arrangement by their employees. Igbinomwanhia *et al.* (2012) believes that of the reasons that compound the issue of work-life balance culture is the assumption that such a venture is costly and apparently a waste. Another reason, as Olaoye (2012) argues, to a large number of Nigerian organizations "assisting the employee to balance competing work and non-work demands are not considered as the responsibility of the organization, but that of the employee concerned".

Compounding the issue of work-life conflict and the failure of business owners to imbibe the attitude of implementing work-life balance programs is the government's position on labor. According to (Ojo *et al.*, 2014: 5) "the provisions of the Nigerian Labor Act (1974) concerns mainly blue-collar workers and are very basic with limited government regulations for employers". The legal provision of the country is such that employees are left to their own devices. He further maintained that "daily hours of work are to be fixed by mutual agreement or by collective bargaining" between employer and the employee.

While some work-life balance studies were carried out in various sectors and various professionals and workers in Nigeria, the majority of the studies were exploratory in design focusing more, on the discovery of the existence of work-life balance issues. Additionally, there seem to be over concentration on the bankers leaving other professionals not investigated. The drive towards ensuring work-life balance culture will require a broad range of research outcomes from all sectors of the economy especially from other professions in which work-life imbalance is common.

A study on work-life balance and how it relates with job outcomes such as employee commitment, satisfaction, engagement, and performance can help tremendously in making policymakers in both private and public establishments get well informed about the benefits of employee work-life balance. Rather than pointing out the prevalence of work-life balance concern among workers, as is the case with the previous studies, the current study sought to find out how perceived work-life Balance experience relates to employee commitment among journalists in Nigeria.

1.1 Brief Profile of Nigeria

Nigeria is a West African country situated geographically, between 3^o and 14^o East Longitude and 4^o and 14^o North Latitude. It covers an area of 923,769 square kilometers with 909,890 square kilo meters made up of land area and 13,879 square kilometers the water area (National Bureau of Statistics, 2010). The country shares border with four West African countries; the Republic of Benin from the west, Chad Republic, and the Republic of Cameroon from the east, Niger Republic from the north, and the Gulf of Guinea from the south. Nigeria is a federal entity composed of 36 states including the federal capital Abuja.

According to Agu and Evoh (2011), with its population Nigeria is undoubtedly the largest country in Africa and with its recent economic rebase, the biggest economy on the continent. The country's population constitutes approximately of one-quarter of the entire West African population (Okpara, 2007). The last population census in the country was conducted in 2006 putting the population at more than 114 million. 2011 projected population figure was 164,728,579. The largest state by population was Kano with 11,087,814 people. The second largest state was Lagos with 10,694,915 people (National Bureau of Statistics, 2010). There are over 400 ethnic groups in Nigeria of which Hausa, Yoruba and Igbo are the largest and most influential.

With a large number of public and private media organizations and the overwhelming influence the organizations have on the socio-economic and political aspects of the citizens' lives, Nigeria is believed to have the most active journalism network in Africa. According to British Broadcasting Corporation (BBC), Nigeria's media scene is one of the most vibrant in Africa. In the last five years, there were over 100 newspapers and magazines in circulation. Also, there were over 40 television stations with about a dozen of them privately owned. There also is a proliferation of about 100 AM and FM (mostly private) radio stations (Dare, 2010).

Currently, there are several media outlets in Nigeria and many more are coming at a rapid pace. Newspaper titles in Nigeria number well above 100, and there are about 400 magazine titles in the country. There is difficulty in giving a precise number of newspaper and magazine companies in Nigeria as Sani (2014, p. 6257) argues, "the accurate figure cannot be easy to get because of political and economic reasons that publications are closing down, and new ones are coming up rapidly".

In the broadcast media, there are about 85 television stations with 48 owned by the federal government under the National Television Authority, 37 state governments and 15 by private owners. There are 43 radio stations in the 37 states of the federation including the capital Abuja. These stations operate under the Federal Radio Corporation of Nigeria (FRCN). There are other 41 stations owned by various state governments, 26 by private entities and 27 run in college and university campus across the country (National Broadcasting Commission, 2014). This is in addition to several terrestrial television networks, cable, direct-to-home satellite offerings and newspaper/magazine titles accessible over the internet.

2. LITERATURE REVIEW, THEORETICAL FRAMEWORK AND RESEARCH HYPOTHESIS

2.1 Empirical Literature Survey

A literature survey was carried out with the aim of sifting through a load of empirical studies that investigated work-life balance, demographic variables and how both are related to employee commitment in and outside Nigeria.

In a study on the staff of some four profit and non- profit organization in Taiwan, Chang (2009) found that there is no relationship between the use of work-life balance programs and employee commitment. The result is in disagreement with Norton (2009) who found a significant positive relationship between perceived work-life balance and affective commitment. However, the second part of the result reveals no relationship between work-life balance and normative commitment, agreeing with Chang (2009), and no relationship with continuance commitment.

Sorensen and Mckim (2014) carried out a study on the relationship between work-life balance and professional commitment. The result shows a significant positive relationship. Similarly, Sakthivel and Jayakrishnan (2010) found a significant positive relationship in their study on work-life balance and employee commitment. Another study by Kaiser, Ringlstetter, Reindl, and Stolz (2010) shows a significant positive relationship between work-life functions and employee affective commitment. Arif and Farooqi (2014) have also found a positive and significant correlation between work-life balance and employee commitment among university teachers in Pakistan.

Employee commitment has also been an organizational behavior that attracted the attention of management scholars. Several studies were carried out to investigate the influence of demographic factors on employee commitment. The outcome has always been inconsistent.

Pala, Eker and Eker (2008) investigated the influence of demographic variables- gender, education level, title and institution among health care staff in Turkey. The findings showed that the demographic variables have a significant influence on employee commitment. Salami (2008) found employee commitment to be dependent on all demographic variables in his study except gender. Amangala (2013) carried out a survey on the impact of age, tenure, education level and position of salespersons in some two Nigerian soft drink companies. The outcome of the research reveals a significant influence.

In contrast, Rabindarang *et al.* (2014) found that demographic variables gender, marital status, and educational qualification have no influence on employee commitment of vocational educators in Malaysia. In Pakistan, Khan, Khan, Khan, Nawaz, and Bakht Yar (2013) investigated the influence of demographic variables- age, tenure, and position among commercial bank employees. The findings showed that there is no correlation between respondents' age, position, and employee commitment. It, however, indicated a significant relationship between employee commitment and respondents' tenure or duration in the organization.

2.2 Theoretical Framework

Based on the reviewed studies the framework of the current study is developed, and it is presented in figure 1 below.

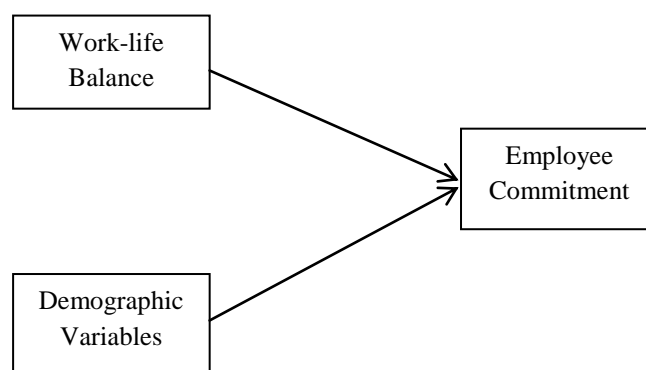


Figure 1. Conceptual models.

2.3 Research Hypothesis

Figure 1 above depicts the framework of the current study from which the research hypotheses were developed. The independent variables in the study are work-life balance and demographic variables which include gender, and age. The dependent variable is employee commitment. The independent variable work-life balance is hypothesized to have a significant positive correlation with the dependent variable employee commitment. The second variable which includes gender, and age are hypothesized to constitute determining factors of employee commitment among journalists in Kano, Nigeria. The research hypotheses are therefore developed thus:

H1. There is a significant positive correlation between work-life balance and employee commitment among journalists in Kano.

H2. There is no statistically significant difference in employee commitment among journalists in Kano based on their gender.

H3. There is no statistically significant difference in employee commitment among journalists in Kano based on their age.

3. METHOD AND MATERIALS

The study aimed at determining the relationship between perceived work-life balance and employee commitment among journalists. It also sought to find out whether employee commitment is influenced by demographic variables such as gender and age. It employed a cross-sectional survey design using a questionnaire instrument to collect required information from sampled participants. The participants are radio journalists working in thirteen private and public radio stations in Kano State, Nigeria. Simple random sampling technique was used to draw the sample of 169 respondents out of the total population of 396. Krejcie and Morgan (1970) sample determination table was employed as a guide to decide on the sample size.

Table 1 The list of Radio Stations in Kano, Nigeria

Radio Station (s)
Arewa Radio
Aminci Radio
Cool FM
Bello Dandago Radio AM
Bello Dandago Radio FM
Dala FM
Express FM
Freedom FM
Pyramid FM
Rahama FM
Ray Power FM
Wazobia FM
Guarantee FM

3.1 Measures

The questionnaire used to obtain the data consist of three sections; section 1, work-life balance, section 2 employee commitment and section 3 demographic profiles of respondents. The section 1 sought to tap information on participants' experience of work-life balance. For this section, Hayman (2005) work-life balance questionnaire was adopted. Participants were asked to indicate how frequent the statements occur to them (e.g. My personal life suffers because of work). The responses were measured on seven-point Likert scales where 1 = not at all and 7 = all the time. The instrument consists of 15 items, and they got Cronbach Alpha coefficient of 0.80.

Section two sought to collect information on employee commitment level of the respondents. Participants were asked to state their agreement or disagreement to the statements in the questionnaire (e.g. I would be very happy to spend the rest of my life here). Responses were measured on seven-point Likert scales where 1 = strongly disagree and 7 = strongly agree. Allen and Meyer (1996) Organizational Commitment Questionnaire (OCQ) was adopted to get information on the employee commitment. The OCQ consists of 18 items eight of which measure the Affective Commitment component; five, normative commitment; and another five, Continuance Commitment. The Chronbach Alpha coefficient for each element is 0.792, 0.768 and 0.681 respectively.

Section three sought to get information on the demographic identification of the respondents. This section is critical for the second aim of the study. The demographic variables involved in the current study are gender, and age.

3.2 Statistical Data Analysis

The data obtained were entered into the Statistical Package for Social Science (SPSS) 22.0. The first hypothesis (H1) was tested using Spearman rank Correlation analysis. Mann-Whiney test measured the second hypothesis (H2) and for the third hypothesis (H3), Kruskal-Wallis test was employed.

4. RESULT AND DISCUSSIONS

H1 stated that *there is a statistically significant correlation between work-life balance and employee commitment among journalists in Nigeria*. Table 2 shows the output of the correlation analysis as generated by SPSS.

Table 2 Relationship between work-life balance, employee commitment and dimensions of employee commitment

Dimensions	<i>r</i>	<i>p</i>
Work-life balance	1	
Employee Commitment	0.604	0.00
Affective Commitment	0.507	0.00
Normative Commitment	0.504	0.00
Continuance Commitment	0.564	0.00

Source: SPSS output (2017).

Table 2 shows the correlation result for the investigation into the relationship between work-life balance and employee commitment. The aim of correlation analysis in the study is to

determine the association between work-life balance and employee commitment among the respondents. The result showed that a positive and significant correlation exists between work-life balance and employee commitment of respondents ($r = 0.604$, $p = 0.00$, $N = 161$). The significance level is less than 0.01 which is lower than the set significance level of 0.05. Additionally, work-life balance appeared to have significant positive correlation with the dimensions of employee commitment. Work-life balance correlates positively and significantly with affective commitment (AC) ($r = 0.507$, $p = 0.000$, $N = 161$); normative commitment (NC) ($r = 0.504$, $p = 0.00$, $N = 161$); and continuance commitment (CC) ($r = 0.564$, $p = 0.000$, $N = 161$).

The result implies that respondents who reported having a balanced work-life experience reported high employee commitment to their organizations also. Which means a balanced combination of work roles and personal experience is a major factor to the employee commitment of journalists in Nigeria. Making it worth it for employers to consider beneficial the efforts towards aiding employees offset their conflicting work and life responsibilities. Based on this, therefore, we retain the hypothesis that stated that *there is a statistically significant correlation between work-life balance and employee commitment among journalists in Nigeria*. We now take the alternate hypothesis.

This result is consistent with findings of many previous studies. In their study on nurses in the Indian state of Tamilnadu, Sakthivel and Jayakrishnan (2010) also found a significant correlation between work-life balance and employee commitment. Sorensen & Mckim (2014) carried out their study on agricultural teachers in Oregon, United State of America. Their outcome shows a significant positive correlation. In another study, Arif and Farooqi (2014) also found a positive and significant correlation between work-life balance and employee commitment among university teachers in Gujarat, India.

Another study that got the same result as the current one is Azeem and Akhtar (2014) whose study involved health workers in India. The result also agrees with Ali Ch., Kundi, Qureshi and Akhtar (2014) who found a positive and significant correlation in their study in SANGI Foundation, Pakistan. Consistent also is the result of Kim (2014). He found the correlation between work-life balance and one of the dimensions of employee commitment- affective commitment, to have a positive and significant correlation.

With the findings of Norton (2009) who conducted his research on workers in Austria, the result of the current study is both consistent at a point and inconsistent at another. In his study, work-life balance has a significant positive relationship with affective commitment but insignificant relationship with normative and continuance commitments. The reason for the inconsistency may be due to the sample size used by this researcher. The sample size in his study was 29. The second reason may likely be the fact that there is the difference in the profession of the participants. While the current study involves journalists, he presented his participants as just workers in Australia, which leaves one to suspect that the respondents are from different professional callings or businesses.

H2 stated that *there is no statistically significant difference in employee commitment of journalists in Nigeria based on their gender*. Table 3 presents the Mann-Whitney test output as generated by SPSS.

Table 3 Mann-Whitney test for Gender and Employee Commitment

Sum Gender	N	Mean Rank	Rank	Z-Score	Asymp. Sig (2-tailed)
Male	95	83.14	7898	-0.698	0.485
Female	66	77.92	5143		
Total	161				

Source: SPSS Output (2017).

The Mann-Whitney test result shows that the mean rank for employee commitment of male respondents ($n = 95$, $MR = 83.14$, $SR = 7898$) and female respondents ($n = 66$, $M = 77.92$, $SR = 514.3$) is not statistically significant ($Z = -0.698$, $p > 0.05$). This suggests that Z-score is not significant the same way as p-value which is highly not significant. The result suggests that journalists' employee commitment does not depend on their gender and as such, the null hypothesis which states that *there is no statistically significant difference in employee commitment of journalists in Nigeria base on their gender* is retained.

Impliedly, this result shows that journalists expressed employee commitment irrespective of their gender. In other words, gender has been shown to be not a significant indicator for the employee commitment of journalists in Nigeria. This can be attributed to that journalism as a profession enjoys certain professional commitment and the commitment to the profession may likely add more to the commitment to the organizations.

The outcome identifies with a study by Salami (2008) who carried out his research on industrial workers in Nigeria. It is also in agreement with the finding in a study by Rabindarang, Bing, and Yin (2014) among technical and vocational educators in Malaysia. The finding is, however, inconsistent with findings of Pala, Eker and Eker (2008) whose study was on health care staff in Turkey and that of Adenguga (2013) whose study was carried out on private university staffs in the Nigerian state of Ogun. In their study, they found that gender influences employee commitment. In other words, employee commitment among workers differs depending on whether the employee is male or female.

The inconsistency of the result with Pala, Eker, and Eker (2008) can be as a result of the composition of their sample. While the respondents in the current study are radio journalists which makes it likely they share a lot in common, their study has as respondents staff of health care staff which may comprise of different specialists that are bound to have different feelings towards their organizations. The same thing applies with Adenguga (2013) whose study involved private staffs of a private university whose staff is composed of several professional interests that can influence their feelings toward the organization.

H3 *There is no statistically significant difference in employee commitment among journalists in Nigeria based on their age.* Table 4 shows the Kruskal-Wallis test output as generated by SPSS.

Table 4 Kruskal-Wallis test for Employee Commitment based on Age

Age	N	Mean (M)	Standard Deviation (SD)	F-Value	Sig.
Below 20	10	3.92	0.713	0.441	0.724
20 - 30	77	3.96	1.049		
31 - 40	53	3.73	1.293		
41- Above	21	3.97	1.187		

Levene's test, $p > 0.05$

ANOVA test for Homogeneity of variance ($F_{3, 157} = 0.634$, $p = 0.594$) shows that the assumption of equal variance was not violated. As a result, the Kruskal-Wallis test was applicable.

The Kruskal-Wallis result, ($X^2_{3, 158} = 1.910$, $P > 0.05$) shows that there is no significant difference in the employee commitment of respondents of ages below 20 years ($n = 10$, $MR = 84.9$), 20 - 30 years ($n = 77$, $MR = 76.8$), 31 - 40 years ($n = 53$, $MR = 81.1$) and those of 41 and above years ($n = 21$, $MR = 92.1$). The significant value is above the standard 0.05 significant level. Therefore, the null hypothesis which states that *there is no statistically significant difference in journalists' employee commitment of journalists in Kano, Nigeria base on their age* is hereby retained.

Although not significant, the mean rank of the different groups shows the difference in commitment level as respondents aged below 41- above years ($n = 21$, $MR = 92.1$) have the highest mean rank followed by 31 - 40 years ($n = 53$, $MR = 81.1$). The high mean rank of the 41- above years can be attributed to responsibility associated with the age group being the age range within which many people beget children and, therefore, have a heap of expectations from both immediate family members and relatives. Being new in the system as the youngest category, the below 20 years respondent may be more committed as a result of, among other things, the passion for learning the profession. The significant value is above the standard 0.05 significance level.

The result shows that while journalists at all age categories indicated a commitment to their organizations, the variable age does not make a significant influence on their commitment because the difference across the categories is not significant. This indicates that all attempts or programs aimed at improving employee commitment among journalists should not be based on the age of the employees. This is to say, with respect to age all programs or policies can be employed equally.

This outcome is consistent with findings in a study by Nifadkar and P Dongare (2014) which was carried out in Pune, India on Girls' College teachers. It also aligns with the outcomes of a study by Iqbal (2010) conducted among the staff of Knitwear organizations in Lahore and Faisalabad, Pakistan. The outcome is, however, inconsistent with the studies by Salami (2008) who found age groups to have a significant difference in the employee commitment of industrial workers in Nigeria and Temple (2013) whose study was carried out on salespersons of the soft drinks industry in Bayelsa State Nigeria.

5. RECOMMENDATIONS AND SUGGESTIONS

Consequent with the outcome of the current study, it is recommended that policy makers in both private and public radio stations should develop and install work-life balance programs in their employee relations policies. Also recommended is the need for the government in Nigeria to, in the interest of the entrenchment of work-life balance culture among organizations, set in motion machinery that will promote the installation, by both public and private establishments, suitable work-life balance programs.

For future studies, it is suggested that researchers should investigate work-life balance initiatives that are appealing to journalists. They should also expand the sample by incorporating journalists from other variants of journalism practice, for example, print, and online journalists. The scope, as regards the location of the study, should also be expanded. In so doing, future studies should be carried out at a zonal or national level involving media outlets outside the state of Kano. This will facilitate generalizability of the result.

6. CONCLUSION

This study investigated the relationship between Work-life Balance and Employee Commitment among journalists in Nigeria. It also investigated the influence of demographic factor (gender and age) on employee commitment. Participants were radio journalists working in the radio stations that operate in Kano State. The study discovered a statistically significant correlation between Work-life Balance and Employee Commitment. It also discovered that Employee Commitment among journalists in Kano, Nigeria does not depend on age or gender. Recommendations made include the need for employers in the country to embrace the work-life balance culture by developing and installing suitable Work-life Balance programs. Further recommendations called on the government to encourage the use of Work-life Balance by employees through establishing a comprehensive policy program that lend a governmental recognition to Work-life Balance effort in both public and private establishments.

REFERENCES

- Adenguga, R. A. (2013). Organizational commitment and turnover Intention among private universities' employees in Ogun State, Nigeria. *Open Journal of Education*, 1(2), 31.
- Agu, U., & Evoh, C. J. (2011). *Macroeconomic policy for full and productive and decent employment for all: The case of Nigeria* (No. 107). Geneva. Retrieved from <http://www.ilo.org/publns>
- Akanji, B. (2012). Realities of work life balance in Nigeria: Perceptions of role conflict and coping beliefs. *Business, Management and Education*, 10(2), 248–263.
- Akanji, B. (2013). An exploratory study of work-life balance in Nigeria: Employees' perspectives of coping with the role conflicts. *International Journal of Research Studies in Management*, 2(2), 89–100. Retrieved from <http://www.consortiacademia.org/index.php/ijrsm/article/view/415>
- Akingbulu, A. (2011). *Public service broadcasting in Africa: Nigeria*. Johannesburg. Retrieved from www.osisa.org
- Allen, N., & Meyer, J. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49, 252–76.
- Anis, A., Kashif-ur-Rehman, Ijaz-Ur-Rehman, Khan, M. A., & Humayoun, A. A. (2011). Impact of organizational commitment on job satisfaction and employee retention in pharmaceutical industry. *African Journal of Business Management*, 5(17), 7316–7324.
- Arif, B., & Farooqi, Y. A. (2014). Impact of work life balance on job satisfaction and organizational commitment among university teachers: A case study of university. *International Journal of Multidisciplinary Sciences and Engineering*, 5(9), 24–29.
- Azeem, S. M., & Akhtar, N. (2014). The influence of work life balance and job satisfaction on organizational commitment of healthcare employees. *International Journal of Human Resource Studies*, 4(2), 18–24.
- Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organizational performance. *Human Resource Management Review*, 19(1), 9–22.
- Chang, R. (2009). *The relationship between work and non-work support and work-life balance in Taiwan*. The Universtiy of Waikato. Retrieved from <http://waikato.researchgateway.ac.nz>
- Cieri, H. De, Holmes, B., Abbott, J., & Pettit, T. (2002). *Work/life balance strategies: Progress and problems in Australia* (No. 58).
- Clark, S. C. (2000). Work/Family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747–770.
- Clark, S. C. (2001). Work cultures and work/family balance. *Journal of Vocational Behavior*, 58, 348–365.
- Fagan, C., Lyonette, C., Smith, M., & Saldaña-tejeda, A. (2012). *The influence of working time arrangements on work-life integration or "balance": A review of the international evidence*. Geneva.

- Gubahar, A. A. C., Kundi, G. M., Qureshi, Q. A., & Akhtar, R. (2014). Relationship between work-life balance and organizational commitment. *Research on Humanities and Social Science*, 4(5), 1-7.
- Hayman, J. (2005). Psychometric assessment of an instrument designed to measure work-life balance. *Research and Practice in Human Resource Management*, 13(1), 85-99. Retrieved from <http://rphrm.curtin.edu.au/2005/issue1/balance.html>
- Igbeneghu, B. I., & Popoola, S. O. (2011). Influence of locus of control and job satisfaction on organizational commitment: A study of medical records personnel in university teaching hospitals in Nigeria. *Library Philosophy and Practice (e-Journal)*, 575, 23.
- Igbinomwanhia, O., Iyayi, O., & Iyayi, F. (2012). Employee work-life balance as an HR imperative. *African Research Review*, 6(26), 109-126.
- Iqbal, A. (2010). An empirical assessment of demographic factors, organizational ranks and organizational commitment. *International Journal of Business and Management*, 5(3), 16-27.
- Kaiser, S., Ringlstetter, M., Reindl, C. U., & Stolz, M. L. (2010). The impact of corporate work-life balance Initiatives on Employee Commitment: An Empirical Investigation in the German Consultancy Sector. *Zeitschrift Fur Personalforschung*, 24(3), 231-265.
- Khan, I., Khan, F., Khan, H., Nawaz, a., & Bakht Yar, N. (2013). Determining the demographic impacts on the organizational commitment of academicians in the HEIs of DCs like Pakistan. *European Journal of Sustainable Development*, 2(2), 117-130.
- Kim, H. K. (2014). Work- Life balance and employees' performance: The mediating role of affective commitment. *Global Business and Management Research: An International Journal*, 6(1), 37-51.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(1), 607-610. Retrieved from <http://www.research-advisors.com/tools/SampleSize.htm>
- Meyer, J. P., Becker, T. E., & van Dick, R. (2006). Social identities and commitments at work: Toward an integrative model. *Journal of Organizational Behavior*, 27(5), 665-683.
- National Bureau of Statistics. (2010). *Annual Abstract of Statistics 2010: Federal Republic of Nigeria*. Retrieved from nigerianstat.gov.ng
- Nifadkar, R. S., & P Dongare, A. (2014). The impact of job satisfaction and demographic factors on organizational commitment among girls' college, Pune India. *Journal of Business Management & Social Sciences Research*, 3(1), 1-8.
- Nongo, E. S., & Ikyanyon, D. N. (2012). The influence of corporate culture on employee commitment to the organization. *International Journal of Business and Management*, 7(22), 21-28.
- Norton, J. (2009). Employee organisational commitment and work-life balance in Australia. *The Australian Journal of Business and Informatics*, 4(1), 1-9.
- Ogba, I. (2008). Commitment in the workplace: The impact of income and age on employee commitment in Nigerian banking sector. *Management Research News*, 31(11), 867-878.
- Ojo, I. S., Salau, O. P., & Falola, H. O. (2014). Work-Life balance practices in Nigeria: A comparison of three sectors. *Journal of Competitiveness*, 6(2), 3-14.
- Okpara, J. O. (2007). The effect of culture on job satisfaction and organizational commitment. *Journal of African Business*, 8(2014), 113-130.
- Okpara, J. O., & Wynn, P. (2008). The impact of ethical climate on job satisfaction, and commitment in Nigeria: Implications for management development. *Journal of Management Development*, 27, 935-950.
- Okwuchukwu, O. G. (2014). The influence of media ownership and control on media agenda setting in Nigeria. *International Journal of Humanities, Social Sciences and Education (IJHSSE)*, 1(7), 36-45.
- Olaoye, I. (2012). *Work-life balancing and job performance of workers in private universities South-Western Nigeria*. Obafemi Awolowo University Ile Ife, Osun State Nigeria. Retrieved from <http://www.grin.com/en/e-book/267275/work-life-balancing-and-job-performance-of-workers-in-private-universities>

- Pala, F., Eker, S., & Eker, M. (2008). The effects of demographic characteristics on organizational Commitment and Job Satisfaction: An Empirical Study on Turkish Health Care Staff. *The Journal of Industrial Relations and Human Resources*, 10(2), 55-75. Retrieved from <http://www.isgucdergi.org/pdf/cilt10sayi2/330.pdf>
- Rabindarang, S., Bing, K. W., & Yin, K. Y. (2014). The Impact of demographic factors on organizational commitment in technical and vocational education. *Malaysian Journal of Research*, 2(1), 56-61.
- Sakthivel, D., & Jayakrishnan, J. (2010). Work life balance and organizational commitment for nurses. *Asia Journal of Business and Management Sciences*, 2(5), 1-6.
- Salami, S. O. (2008). Demographic and psychological factors predicting organizational commitment among industrial workers. *Anthropologist*, 10(1), 31-38.
- Smith, J., & Gardner, D. (2007). Factors affecting employee use of work-life balance initiatives. *New Zealand Journal of Psychology*, 36(1), 1-12.
- Solinger, O. N., Van Olffen, W., & Roe, R. A. (2008). Beyond the three-component model of organizational commitment. *The Journal of Applied Psychology*, 93(1), 70-83.
- Sorensen, T. J., & Mckim, A. J. (2014). Perceived work-life balance ability , job satisfaction , and professional commitment among agriculture teachers. *Journal of Agricultural Education*, 55(4), 116-132.
- Temple, A. (2013). The effect of demographic characteristics on organisational commitment : A study of salespersons in the soft drink Industry in Nigeria. *European Journal of Business and Management*, 5(18), 109-119. Retrieved from <http://iiste.org/Journals/index.php/EJBM/article/view/6649>
- Viswanathan, V., & Jain, V. (2013). A dual-system approach to understanding "generation Y" decision making. *Journal of Consumer Marketing*, 30(6), 484-492.