

Examining the influence of organisational-based approach to work-life integration on employees' commitment in Nigeria deposit money banks

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Abstract

This study was designed to determine the influence of organizational based approaches to work-life integration on employees' commitment in Nigeria deposit money banks. Specific objectives were to: i. assess the effect of flexible working hour on employee's commitment; ii. examine the effect of opening and closing time on employee's commitment; iii. analyze the influence of annual leave on employee's commitment; and iv. assess the effect of team work on employee's commitment. A survey research was deployed, thus primary data was used for the study. Data was collected using a structured questionnaire. A sample size of 398 respondents was drawn from the Deposit Money Banks in Nigeria using random sampling technique. Furthermore, data were analyzed using regression analysis. Findings showed that flexible working hours, opening and closing time, annual leave, and teamwork have significant relationship with employee commitment of deposit money banks in Nigeria ($t\text{-test} = 5.219, p < 0.05$). The study concluded based on its findings that time management and less stress at work improve the quality of work engagement of employees in deposit money banks in Nigeria. In other words, organizational approaches to work-life integration such as flexible working hours, opening and closing time, annual leave, and teamwork contribute significantly to employees' commitment to deposit money banks in Nigeria. The study therefore, recommended that to improve the commitment of employees in deposit money banks in Nigeria, work distributions that encourage less stress should be practiced because high job stress makes employees more prone to error, poor work performance, mental health issues, burnout and conflict in the workplace.

Key words: flexible; leave; organization; team; work

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I. Introduction

There is growing concerns about organizational based approaches to work life integration in recent times. This is due to the rapid changes in the management of organizational human resources globally driven by technological changes and other factors such as Covid – 19 pandemic. For this reason, many organisations are searching for increasing knowledge and better alignment of their employees' diverse work-life needs. In addition, the variations in social and demographic variables, such as the increase in nuclear families, the greater number of women in the labour force, dual-career couples, and the increase in the number of single parents, long working hours, as well as technological advancements, all have an impact on employee well-being employees (Preeti & Neha, 2016).

Thus, the debate on whether organisational integration approaches to work-life should consider both workforce diversity and individual preferences has continue to generate controversies among the academia, owing to the fact that there is no universally accepted level of work-life. However, some scholars have argued that working without the proper work-life approaches can lead to employees' dissatisfaction and exacerbate work-life deficiencies (Kashyap & Kaur, 2019). The organisation's approaches to work-life integration such as flexible work hours, opening and closing times, annual leave, and teamwork will help employees to be able to integrate work and non-work which will eventually affect their performance.

Some scholars have also argued that organisations have a role to play in identifying factors influencing work-life balance and implement policy changes to motivate employees to address the issue of work-life balance in order to reduce employee absenteeism, turnover, and dissatisfaction (Ahamed & Elango, 2021). Organizations must implement more family-friendly policies that will provide greater flexibility to all employees, including supervisors, managers, and other senior staff, and will ensure flexible working hours schedules, rosters, and leave arrangements to accommodate their family and personal responsibilities without penalty or detriment.

Work-life integration is considered a crucial tool for organisations to be a groundbreaker and be of competitive advantage in the industry they operate in because many employees would like to grow. Furthermore, the significance of work-life integration is crucial to the well-being, job satisfaction and productivity of employees in an organisation and this cannot be ignored. Hence, a study of this type that relates to work-life balance and employee performance would be important to experts in the banks, employees and management, and its effect on the overall commitment of employees of the deposit money banks in Nigeria.

There is clear dearth of knowledge as regard to the nature of relationship between organizational based approaches to work-life and employees' commitment in Nigeria. This is because the work-life approaches practice in Nigeria originated from colonial admiration based on civil service practice which did not put into consideration social and cultural factors, and most importantly, diversity in Nigeria. Furthermore, the laws are weak in Nigeria, thus giving the private sector organizations to design work-life policies that suit their purpose for their employees. The general poor economic condition has also forced many Nigerians to accept whatever is designed for them as work-life. All these factors have created a knowledge gap which this study was designed to address.

To respond to the changes in the work place, work-life conflict arises among the various roles that each employee plays in daily life. In Nigeria, banks' desire to declare huge profits and compete for market share results in unrealistic targets being set for their employees. Bank employees also try to meet up with given targets, and since the banking sector is one of the sectors giving employment opportunities to the unemployed youths, the urge to meet up with the targets results in stress, which may be detrimental to their personal lives. All of these have negatively impact on their family life which may lead to poor social life, a broken home or untimely death.

Research Objective(s)

The broad objective of this study was to determine the influence of organisational based approaches to work-life integration on employees' commitment in Nigeria deposit money banks. Specific objectives include to:

- i. assess the effect of flexible working hour on employee's commitment
- ii. examine the effect of opening and closing time on employee's commitment
- iii. analyze the influence of annual leave on employee's commitment
- iv. assess the effect of team work on employee's commitment

Research Question

To what extent do the organisational-based approaches to work-life integration contribute to employees' commitment to Nigerian deposit money banks?

Research Hypothesis

H₀: There is no significant relationship between organisational based approaches to work-life integration and employees' commitment in Nigeria deposit money banks

II. Literature/ Conceptual Review

i. Flexible Work Hour

Flexible working hours are a tool used by employers to reduce employee stress while also improving employee performance and job retention (Adebayo, 2020). Flexible working hours are an alternative work schedule to the traditional work schedule in Nigeria, which is from 8:00 a.m. to 4:00 p.m. or 5:00 p.m. and from Monday to Friday or Saturday, in some cases every week for several years. Flexible work-hour arrangements, such as part-time jobs, shift jobs, work-sharing, shortened 24-hour per day, work from home for nursing mothers, five-day work week, sabbatical leave, career flexibility, leave, and so on, must be considered by an organization's human resources department to reduce work-life conflict, motivate employees, and improve performance. One of the most innovative ideas in human resource management and the business environment is flexible working hours.

Flexible work hour is a strategy, which allows employees to work hours that differ from the normal company start and stop time (Amritha *et al.*, 2017). It could also be viewed as a strategy which enables employees to share files, communicate with colleagues and collaborate on projects, without the added burden of a commute or distractions at work. Employees globally are struggling to strike balance between the enormous workload given to them by their employers and their family tasks. Gragnano *et al.*, (2020) assert that flexible working hours have been implemented as an employee benefit to assist them in fulfilling work and life responsibilities and achieving work-life integration.

Flexible work arrangements are the tools that allow a person to work outside of their normal schedule, location, and method of work. FWA is a requirement for work-life integration. Developing and implementing flexible arrangements aid in the realistic integration of work and life; in other words, flexibility in work

schedule and location is the roadmap of work and life integration. Flexi-time, telecommuting or flex-place, job sharing, compressed work week, and reduced hours are all examples of flexible work arrangements. Organisations may select any FWA that is compatible with their work culture (Munjal, 2017).

Employers can use flexible work arrangements such as flexi-time, job sharing, shift work, homeworking, and mobile working to helping their employees balance work and life. Employees must maintain a good work-life balance because it is important for their health and relationships at work and in life. Employee productivity and performance are aided by flexible work arrangements, which also reduce tardiness, absenteeism, late attendance, mistakes, and employee turnover, resulting in an impressive overall organisational performance. Any customised work schedule that differs from the traditional "9 to 5" schedule is considered a flexible work arrangement, also known as "flex time." To accommodate afternoon and evening caretaker responsibilities, an employee might work from 6 a.m. to 2 p.m. Employees may work four 10-hour shifts to accommodate a regular three-day weekend. Alternatively, an employee may work through their lunch break to leave early for a family event or appointment (Odell et al., 2019).

Flexibility in work could also be described as the ability of the employee to manage his/her working period as well as the place of work (remotely from the office). Flexibility in work is an integral part of work-life integration as it designs to reduce stress and aid high productivity among the employees. Khateeb (2021) avers that a family-friendly work environment, such as flexi-time, telework, etc. has been described as a significant part of an individual employee's preferences towards work time. Flexible work hour has been seen as an arrangement that helps employees to experience a balance between their work and non-work lives while providing employers with a means of recruiting, retaining and motivating their workforce for better performance.

Flexibility in working hours brings convenience to an individual's life, reducing work stress and improving mental and physical stability, allowing them to work effectively and efficiently, as well as with determination and coordination (Abid & Barech, 2017). In some organisations, employees can advance their careers through job replacement or by taking unpaid leaves to switch to another organisation. Employees are also given flexibility in terms of where they can work and perform their duties. Flexible work hours also provide work opportunities to disabled people who prefer to work full-time, but due to a lack of flexible work arrangements, the rate of unemployment for disabled people is high, and they live in poverty.

According to the National Human Resource Development network journal (2009), flexible work hour is a work-life integration practice which aids employee retention and productivity. It helps employees to perform to the best of their potentials and help policy makers to frame welfare measures for employees. It is suggested that organisations should adopt flexi-time as an important tool and incorporate it into the core business objectives and also use it as a strategic tool for recruitment and retention of employees. The researcher further stated that flexible work hours should be adopted as a retention strategy by firms during an economic downturn because it does not add any charge to the firms and it enhances employee satisfaction and productivity, reduced stress and decreased absenteeism. Darko-Asumadu, Sika-Bright, and Osei-Tutu (2018) aver that flexi-time has a positive impact on employee productivity.

Flexible working hours are an important building block for any organization's success and a powerful tool for retaining talented and skilled employees (Adebayo, 2020). To retain a good talented workforce, the organisation must create a positive working environment. Employers who provide flexible work hours to accommodate work and family life can gain a competitive advantage in hiring and retaining valued employees. Flexible work schedules frequently enable the development of internal labour markets to retain workers, making it more difficult for employees to leave the company because they increase the opportunity costs of seeking comparable alternative employment.

ii. Opening and Closing Time

The opening and closing times in some workplaces have led to increased concern among the stakeholders because of their impact on employee performance and well-being. Issues related to Job requirements, such as mandatory overtime, shift work, on-call requirements, and evening and weekend coverage often impose unnecessary stress on employees and encroach on their personal lives. Employees in the Nigerian banking system spends ample time at work because of no definite time to close for daily activities and this practice has become a subject of discourse among human resources practitioners, labour union and civil societies in the country. Extant literature reveals that many employees in the banking industry experience job stress. Okeya *et al.*, (2020) claimed that the Nigerian banking sector is known for its long-hour culture and high workload of employees. The researcher further explained that this long-hour culture is a result of the working environment in the industry generally and thus results in a serious work-life balance issue. Abid and Barech, (2017) asserted that the major factor responsible for occupational stress among bank employees, are bankers not getting sufficient time to attend to family issues and working longer than the scheduled time. Similarly, Mnakwe

and Ojiabo, (2018) averred that the workplace is possibly a significant source of stress for bankers because of the long time they spent in their respective banks.

Philip *et al.*, (2018) asserted that top management in the banking industry does not pay attention to the effect of stress on employee performance and their well-being, which eventually results in serious managerial problems. The researchers pointed out that top management in the banking sector is not concerned about the late closing of the employees in the industry, which subject them to both mental and emotional stress. Mensah (2021) claimed that employees will likely express a higher level of stress, whenever management fails to provide a solution for job stress. Consequently, employee performance will decline, and organisational reputation negatively affected coupled with a high turnover of skilled employees. Work-life integration policies and practices advocate the need for employees not to be overworked and the assistance for management to put in place strategies that will allow employees to balance their work and personal life responsibilities.

Work-life integration arrangements like flexible work hours, telecommuting and a host of other eliminates unnecessary workloads, which can encroach on the employee's time and family tasks. It brings greater impact to all aspects of employees' quality of working life. Employees generally perform better when their work schedules do not affect their time for family and personal interests. Prabu *et al.*, (2018) suggested the need for the stakeholders in the banking sector to invest in work-life integration policies and programmes for improving productivity, reducing absenteeism, achieving improved customer services, better health, flexible working as well as satisfied and motivated workforce.

iii. Annual Leave

Any time an employee spends away from work, usually voluntarily, is referred to as leave. In an ideal world, leave should be governed by a policy, as conceptualised in this study (Gatimu & Kagiri, 2017). Annual leave is a period off from work that an employee is entitled to after 12 months of continuous service with the employer, excluding public holidays. Employees can take advantage of annual leave to unwind for an extended period before returning to work with renewed vigour and interest. When an employee transfers to another department, their leave balances are transferred as well. Supervisors should collaborate with employees to develop and coordinate annual leave plans to keep accruals manageable and maximum limits from being exceeded (Gatimu & Kagiri, 2017).

According to Workplace Information (2002), annual leave is the number of days an employee can be allowed to be away from work in a year after his or her employment is confirmed by the employer. An employee is entitled to a certain leave allowance depending on the leave policy of the organisation. An organisation's leave policy states the number of days employees accrue every year for the leave and indicates the standard operating procedures for applying for the leave and consequences of unused leave days. Previous literature established that there is a direct and positive relationship between annual leave and improved employee performance. Researchers in the field of human resource argues that annual leave, as a work-life integration tool, has a strong relationship with employees' performance. Oludayo *et al.*, (2018) affirmed that there is a strong relationship between employee usage of annual leave facilities and employees' overall work performance.

Annual leave is a work-life initiative, which promotes a balance between workplace demands and family responsibilities. Managing work-life balance in the banking sector is a challenge for both employers and employees because of the workload assigned to the employee at the workplace, consequently, making it difficult for them to balance their daily activities with their personal lives. Odumegwu, (2020) claimed that a poor working organisation culture in the Nigerian banking sector; such as buying of work-leave of employees, inconvenient period of leave for employees and the inability of banks to keep leaving policy in their employment agreement. All these may lead to strained workloads, which bring about psychological and emotional stress to the employee and, in turn, reduce their productivity.

Annual leave has been recognised as a good attribute of work-life integration the world over. The annual leave policy is designed to minimise the conflict between work and life to get the best from the employees. Odell *et al.*, (2019) averred that Work-life balance practices are both the duty of the management and employees in guaranteeing that there is a system, policy or strategy put in place to reduce work-life conflict. Fapohunda, (2014) asserted that accessible work-life practices like annual leave, telecommuting and flexible work hours provide the employees with ample opportunities to deal with personal issues that would otherwise threaten work performance. The researchers explained further that organisations that provide adequate and accessible work-life integration practices for their employees would enjoy employee loyalty, job satisfaction, employee commitment and improved employee performance. Accessible work-life integration as discussed by the researchers would also assist the organisation to build employees' morale and work efficiency.

iv. Teamwork

Teamwork is a collaborative process to achieve goals that encourage the use of skills and facilitate teamwork proficiency in completing tasks with indicators such as cooperation, complementarity, transition process, and process action, encouraging each other, interaction, mutual trust, and responsibility (Utami & Pranitasari, 2020). Teamwork is a key component of programmes such as total quality management. Successful collaboration is built on three pillars: collaboration, team diversity, and empowerment skills

Teamwork can be described as group work with an emphasis on the accomplishment of common goals and objectives. Teamwork was defined by Ogar and Amanze (2019) as a cooperative process that allows ordinary people to achieve extraordinary results. On the other hand, work-life integration has been presented in the existing literature as the ability of a worker to manage both paid work and social life adequately. Organisations across the globe are becoming more aware of the importance of teamwork because of the complexity of tasks and the interdependence of job roles. Firms that want to take the advantage of teamwork have started inculcating the culture of teamwork to achieve their goals and objectives more efficiently and effectively.

Teamwork and work-life integration has also been identified as a good determinant of employee engagement and performance. Shweta and Vohra (2018) asserts that determinants of employee engagement and performance cover not only job content, career paths, compensation and benefits obtained by employees, relationships between superiors and employees' career paths but also include teamwork and work-life integration. Teamwork is a work arrangement that promotes work-life integration and employee performance. It encourages effective and efficient utilisation of manpower, which results in improved performance of not just the individuals but the organisation as a whole. According to Kumar, (2016) teamwork has the budding of enhancing the performance of individual employees and that of the group over time.

Teamwork among employees provides them with the opportunity to enjoy work-life integration since it reduces the workload on individual employees thereby allowing them to have time for their family and other social issues. It also assists employees to cooperate, enhancing their skills, providing feedback and reducing individual conflicts. Extant literature reveals that a team's performance is beyond the mere submission of individual members' performance but includes three different types of skills. According to Chitra and Chandra, (2017), for a team to perform effectively and efficiently, it requires people with technical expertise, problem-solving and decision-making skills to be able to identify problems, generate alternatives, evaluate those alternatives and make competent choices.

Onyekwelu and Nwoke (2021) argue that teamwork has a positive and significant impact on employee performance and this results in higher productivity, better organisational performance, and competitive advantages. Teamwork enhances work-life integration among employees because it assists the group to leverage the individual skills of team members thereby reducing stress on the individual employee. Elimination of stress among employees will allow them to be mentally stable to cope with their family tasks.

Employee Commitment

This is the strength of an individual's identification with and involvement in an organization (Ebeloku *et al.*, 2018). It has three components: a strong belief in and acceptance of the organizational goals and values, a willingness to exert considerable effort on behalf of the organization, and a desire to maintain organizational membership. Commitment is a strong and important concept with considerable relevance for both employees and organisations. There is a vast literature that considers the nature of commitment in the workplace. In particular, the organisational behaviour literature has extensively explored the commitment of employees (Nwachukwu *et al.*, 2020). This makes it a strong and germane concept of discourse in organisations, especially in affiliation with employees.

Vast extant studies have been conducted in this area as touching organisational behaviour because it is people that behave and their commitment level is of interest and contribution to the organisation's essence of being (Nwoko & Emerolr, 2017). In this regard, employee commitment infers the active involvement of job holders in job responsibilities (Ebeloku *et al.* 2018). Discussions suggest that such employee commitment can be an attitudinal commitment which identifies goals and values and exert willingness to a desire to remain. This does focus on work processes to get the best done by which people come to think about their relationship with the organisation or behavioural commitment which entails the process by which individuals become locked into a certain organisation and how they deal with the problem (Nachmias *et al.*, 2021). Again, some studies mentioned normative commitment which is the act tailored towards meeting organisational goals and interests or affective commitment which describes the relative strength of an employee to be involved in a particular organisation (Mnakwe & Ojiabo, 2018).

There are discussions around what is beneficial to organisations and employee commitment is one. This is because it is a productive behaviour and these behaviours as exhibited by the workforce aggregately do promote the functioning of the organisation. This brought focus on employee commitment as teams and units

come together to drive service delivery. Therefore, the contact between employees and customers in context is fundamental to quality service delivery. Extant studies (Manalel & Jacob, 2013) have suggested that employee commitment impacts service delivery. For instance, the study of Manalel and Jacob (2013) directly linked the commitment of forefront employees to the delivery of service quality. Other studies (Mensah *et al.*, 2014) on employee commitment linked it to organisational success such as quality delivering service quality.

The commitment of forefront employees is crucial in aiding the delivery of service quality to customers (Olaosebikan, 2020). This is a similar notion shared by (Racheal *et al.*, 2020) who stated that employee commitment is an important predictor of employee performance to bring about quality of services. Others such as (Alao, 2021; Racheal *et al.*, 2020) also suggest employee commitment leads to improved organisational success which includes delivering service quality.

Empirical Review

Oludayo *et al.*, (2018) investigated work-life balance initiatives as a predictor of employees' behavioural outcomes. For an accurate investigation, the study used a survey research design. Using stratified and simple random sampling techniques, 339 respondents were polled from the top five (5) commercial banks with branches in Lagos State, Nigeria. The analysis employed the Structural Equation Model (AMOS 22) to determine the effects and the degree of relationship between the exogenous and endogenous variables. The findings indicate that work leave arrangements, flexible work arrangements, employee time off, employee social support, and dependent care initiatives are predictors of employee behavioral outcomes such as job satisfaction, intention, and engagement. The study stressed the significance of top management reviewing the appropriateness and relevance of work-life balance programs, policies, and activities that support and encourage employees in their personal and family life issues to inspire acceptable workplace behaviour. This study adds to the existing body of knowledge on work-life balance and employee behavioural outcomes. The findings of this study will aid management in developing work-life balance initiatives and standard institutional strategies that will promote appropriate and acceptable behaviour in the workplace. This will also be useful for managers who want to improve employee well-being and organizational performance outcomes.

Ogar and Amanze (2019) examined Work-life-balance: The Nigerian organisational experience: A study of selected banks in Ebonyi State. The purpose of the paper was to look into the impact of work-life balance on employee performance in an organization. The study's primary goal was to investigate the impact of work-life balance on employee commitment and performance. The study was necessitated by the time frame between employees resuming and closing work, which does not allow for work flexibility, commitment, job performance, and leisure. To guide the researchers, research questions were posed, such as: what are the implications of work-life balance on workers' commitment and performance? In addition, hypotheses such as work interference with leisure and personal life have no significant effect on employee commitment in organizations were formulated. The study's significant finding revealed that employee assistance programs have a significant influence on employee performance. The researchers recommended that employee assistance programs be implemented adequately and consistently within commercial banks. This will not only benefit the employees but will also allow them to be more productive and efficient in their duties.

In the work of Zheng *et al.*, (2015) developing individual and organisational work-life balance strategies to improve employee health and wellbeing was examined. The goal of the paper is to investigate relevant WLB factors that contribute to employee health and wellbeing, as well as to comprehend the interactive effects of individual WLB strategies and organisational WLB policies/programs on employee health and wellbeing. Multiple regression analysis was performed on data collected from 700 employees in Queensland, Australia, to examine the variables related to individual WLB strategies and organisational WLB programmes. Several multiple regression models were used to assess the interdependence of these variables and their combined effects on employee health and happiness. It was found that employees who implemented their own WLB strategies had better health and well-being than those who did not; they were also more capable of achieving WLB. Both the availability and use of organisational WLB programmes were found to help employees reduce their stress levels, but there was no direct relationship between WLB and employee health. Age, working hours, education level, and household income were discovered to have moderate effects on employee health and wellbeing.

Qurrat-ul-ain *et al.*, (2016) studied different factors of work-life balance affecting employee job satisfaction: A study of banking sector of Sargodha region. The purpose of the study was to investigate the impact of various work-life balance factors on employee job satisfaction. Sargodha, a revenue-generating city in terms of citrus (fruit) exports, has agreements with banks for large payments. The purpose of the study is to better understand the relationship between job satisfaction and work-life balance factors in the banking industry. A total of 120 questionnaires were distributed to banking sector employees. 88 percent of the questionnaires were returned. SPSS was used to analyse the data, and multiple regression analysis was performed to determine the impact rate of various factors. All of the variables discussed in this study have a positive relationship with

employee job satisfaction. Except for job stress and intention to leave, all variables were the same in the null hypothesis. Thus, job stress and employee's intention to leave indicate a positive relationship with employee's job satisfaction in the results derived. The reasons discovered are an ineffective voice mechanism and an inefficient distribution of workload among employees. The research can be used to analyze the issue of work-life balance in banking sectors in other cities, allowing different programs/seminars to be held in Pakistan and abroad to resolve or minimise this issue

III. Methodology

The descriptive survey research design was adopted in this study to provide structure for analysing the variables in the study. The geographical scope of this study is Nigeria. The study's industrial scope is the financial services industry, which in this content is the banking sector. The banking sector serves as the operational hub of any modern economy; it serves as a repository for people's assets as well as a provider of loans, grants, and credit, which greases the wheels of the entire economic system's development. It is also recognized as a necessary condition for a country's economy to function properly.

The population of this study are the staff of DMBs in Nigeria that are regulated by the Central Bank of Nigeria. However, only 25 DMBs are considered, the merchant banks and TAJ Bank Limited were not considered because the bank management delayed consent and respondents in this category failed to respond to the test items during the pilot study and data gathering process. The choice of DMBs was predicated on the nature of their operations which were considered more stressful and characterized by unrealistic targets which result in emotional trauma. The managerial and non-managerial categories in the DMBs, based on the NBS-Selected Banking Sector Data of 2021, constitute the working population of the study. Therefore, the population of study was given to be 92,446 employees (NBS, 2021).

Twenty-five (25) DMBs in Nigeria was used for this study. In this study, the sample size is determined using the Yamane, (1967). Given the population of 92,446, the sample size was calculated to be 398 employees.

The two variables were the explanatory (independent) variable and the explained (dependent) variable. The independent variable in this study is work-life integration measured by organisational approaches (Flexible Work Hour, Opening and Closing Time, Annual Leave and Team Work, and individual approaches (Less Stress, Time Management) to work-life integration. The dependent variable in this study is employee performance proxied by the quality of work and employee commitment. The twenty-two (32) Deposit Money Banks in Nigeria were covered (CBN, 2021). The data were collected from permanent employees of the DMBs using structured questionnaire. Questions were measured using likert scale of 5. The questionnaires were administered to the targeted respondents through a google form; the link to the google form was made available to all employees of the DMBs through their head offices.

Inferential statistics, Ordinary Least Squares (OLS) Linear Regression were employed with the use of IBM SPSS Statistics 26 as a statistical software package to analyze the data.

This study focused on all deposit money banks in Nigeria. The head offices of the banks were the main focus. The head office oversees the operations of other branch offices throughout the country. The study respondents were permanent employees of deposit money banks.

IV. Result and Discussion

Table 1: Organizational Work-Life Integration and Employee Commitment

Dependent Variable: EC				
Variables	Coeff	S.E	t-test	Prob
Constant	1.214	0.231	5.257	0.000
FWH	0.174	0.045	3.913	0.000
OCT	0.181	0.042	4.309	0.000
AL	0.149	0.052	2.885	0.004
TW	0.107	0.044	2.427	0.016
	Statistic	Prob		
R-Square	0.219			
Adjusted R-Square	0.211			
F-test	27.606	0.000		

Notes: Table 1 reports the multiple regression of the effect of organizational work-life integration on employee commitment of Banks in Nigeria. The dependent variable is Employee Commitment (EC), the regressors are

Flexible Working Hour (FWH), Opening and Closing Time (OCT), Annual Leave (AL), and Team Work (TW). All the analysis was tested at 5% significance level

Source: Authors' Computation, 2022

Interpretation

Hypothesis four of the study examined whether organizational approaches to work life integration have significant effect on employees' commitment in Nigeria deposit money banks.

The results reported in Table 1 show that flexible working hour, opening and closing time, annual leave, and team work have positive relationship with the employee commitment of deposit money banks in Nigeria. This connotes that increases in flexible working hours, opening and closing time, annual leave, and teamwork will lead to increases in employee commitment of deposit money banks in Nigeria.

This is indicated by the signs of the coefficients, which are $\beta > 0$. These results are consistent with a-priori expectations. In addition, as touching the size of the estimated coefficients a 1 unit increase in a flexible working hour, opening and closing time, annual leave, and teamwork will lead to 0.174, 0.181, 0.149, and 0.107 increases in employee commitment in deposit money banks in Nigeria respectively.

Furthermore, there is evidence that flexible working hour, opening and closing time, annual leave, and team work have significant relationship with employee commitment of deposit money banks in Nigeria (FWK = 0.174, t-test = 3.913, $p < 0.05$; OCT = 0.181, t-test = 4.309, $p < 0.05$; AL = 0.149, t-test = 2.885 $p < 0.05$; and TW = 0.107, t-test = 2.427, $p < 0.05$). This implies that flexible working hour, opening and closing time, annual leave, and team work, are significant factors influencing changes in employee commitment of deposit money banks in Nigeria

The Adjusted R-square of the model is about 21 per cent, this suggests that variations in the employee commitment of the sampled population can be attributed to 21 per cent changes in flexible working hours, opening and closing time, annual leave, and teamwork, while the remaining 79 per cent variations in employee commitment are caused by other factors not included in this model.

Decision Rule

The *F*-statistic of 27.606 with a probability value of 0.000 is statistically significant at 5 per cent level, this implies that the null that there is no significant relationship between organisational based approaches to work-life integration and employees' commitment in Nigeria deposit money banks is rejected while accepting the alternate hypothesis and concluded there is significant relationship between organisational based approaches to work-life integration and employees' commitment in Nigeria deposit money banks.

V. Discussion of Findings

Analyzing the hypothesis tested, there is evidence that flexible working hours, opening and closing times, annual leave, and teamwork have significant positive relationship with the employee commitment of deposit money banks in Nigeria. This connotes that increases in flexible working hours, opening and closing times, annual leave, and teamwork will lead to significant increases in employee commitment to deposit money banks in Nigeria. Furthermore, the alternative hypothesis that there is significant relationship between organisational-based approaches to work-life integration and employees' commitment in Nigerian deposit money banks is accepted against the null following the significance of the *F*-statistic.

Based on these results, there is a point of alignment between this study and previous studies. This is because the study of Darko-Asumadu *et al.* (2018) shows that despite the dissatisfaction of employees with paternity leave, study leaves, and part-time work, these variables have a positive relationship with employees' commitment among bankers in Accra, Ghana. Another empirical survey by Pathak and Dubey (2019) shows that employees must be committed and satisfied if an organization wishes to increase productivity and commitment. Likewise, Ogar and Amanze (2019) also conclude that employee assistance programmes have a significant positive influence on employee commitment and performance.

VI. Conclusion and Recommendation

This study examined work-life integration approaches and employee performance of deposit money banks in Nigeria. The specific objectives were to: examine the relationship between organisational-based approaches to work-life integration and employees' commitment in Nigerian deposit money banks, and determine the combined effects of individual and organisational approaches to work-life integration on the employees' performance in Nigerian deposit money banks.

The study adopted a descriptive research design with a focus on deposit money banks in Nigeria with a total population of 92,446 employees. The sample size determination of 398 employees was gotten from the total population using Taro Yarmane formula. Structure questionnaire was used to collect data. The information gathered was analysed using descriptive and inferential analysis with SPSS version 26 as the tool. The research hypotheses drawn in line with the research objectives were tested.

Findings showed that for hypothesis tested there is evidence that flexible working hours, opening and closing time, annual leave, and teamwork have significant relationship with employee commitment of deposit money banks in Nigeria ($t\text{-test} = 5.219, p < 0.05$).

It was concluded that time management and less stress at work improve the quality of work engagement of employees in deposit money banks in Nigeria. Also, effective time management and less stress are significant factors that increase the commitment of employees in deposit money banks in Nigeria. The quality of work of deposit money banks can be significantly improved if the organization encourages flexible working hours, opening and closing time, annual leave, and teamwork. Organisational approaches to work-life integration such as flexible working hours, opening and closing time, annual leave, and teamwork contribute significantly to employees' commitment to deposit money banks in Nigeria.

From the conclusions, it is therefore recommended that to improve the commitment of employees in deposit money banks in Nigeria, work distributions that encourage less stress should be practiced because high job stress makes employees more prone to error, poor work performance, mental health issues, burnout and conflict in the workplace.

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