

# WORK LIFE BALANCE AND EMPLOYEES' JOB COMMITMENT IN NIGERIA IMMIGRATION SERVICE, AKWA IBOM STATE COMMAND

By

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## ABSTRACT

Work life balance and employees' commitment in organisations are still concepts for review in management literature. This is the underlying reason that this study was carried out to ascertain the effect of work life balance on the commitment of employees in the Nigeria Immigration Service, Akwa Ibom State Command. A survey research design was used for the study, where a sample of 203 respondents was drawn from the population of 413 officers in the Akwa Ibom State command. The data collected were analysed using frequencies and means while a multiple regression model was used in the testing hypothesis. The findings revealed that there is statistically significant effect of Flexible Work Arrangement (FWA) on employees' job commitment in the Nigeria Immigration Service, Akwa Ibom State Command. Also, Wellness programmes showed statistically significant effect on employees' job commitment. Hence, we conclude that work life balance have significant effect on employees commitment in a regimented organisation such as the Nigeria Immigration Service, Akwa Ibom State Command. We recommend that managers of this organisation should consider work life balance practices that will improve employees' commitment.

**Keywords:** *Work demand, family, policy, employees, commitment.*

## INTRODUCTION

Work life balance, globally, is known to help employees be committed to their job. This is because employees will be able the work effectively at workplace and also be able to take of the pressing need at home. People are desirous of employment in order to earn a quality life style and fulfil other commitments. The working conditions in an organisation have also a major impact on employee inputs and overall performance (Armstrong, 2020; Kahn et al., 2021). Excellent service conditions can promote staff motivation and productivity, thereby leading to enhanced organisational outcomes (Smith and Jones, 2022). Hence, it is imperative that organisational work conditions be flexible in a manner that encourages employees to strike a balance between social life and work.

Some scholars define work life balance as balancing work and family demands or minimizing conflict between them, while others focus on blurring boundaries between work family, and leisure (Lim and Misra, 2019). It is making sense between work and non-work demands (Sojka, 2020). It could be seen as that condition of equilibrium where the

work demand of an employee equals that of his personal life. Work-life balance has tremendous impact on human resource as it affects nearly all the human resources functions (Muna & Mansor, 2009). It is both the responsibility of the management and employees in ensuring that there is a system, policy or strategy put in place to minimize work-life conflict. Work-life balance programs include those covering flexible work hour arrangements, part-time employment, parental leave, paid and unpaid leave modalities, cultural or volunteer reasons, dependent care services, stress management programmes, and employee assistance programs (Brough, *et al.*, 2008).

Individuals in organizations are expected to display good work attitudes. However, this requires the maintenance of work life balance of employees to give them the needed psychological atmosphere to operate. This is because employees are likely to feel satisfied once there is presence of quality of work life initiatives. Quality of work life supports employees' growth and thus stimulates an increased in employees commitment. The key issues in work-life balance include those of flexible work arrangement, wellness programmes and family responsibilities. Flexible work arrangements (FWAs) are employer-provided benefits that allow employees to control when and where they work outside standard arrangement (Ciarniene, *et al.*, 2018). FWAs have been shown to improve work-life balance and employee well-being (Shanker, 2022). Workplace wellness programmes have become increasingly popular, aiming to improve employee health and reduce healthcare costs (Chernoff, 2020). They include fitness programs, recreational opportunities, social activities and intellectual and spiritual development programs which in turn impacts on organisation's bottom line where the employees' wellbeing is seen to greatly affect overall productivity (Naydeck and Pearson, 2009). Flexible work arrangement and workplace wellness programmes are important to organisations (Uford, Charles & Ekong, 2022), especially for an organization like the Nigeria Immigration Service.

Employees in Nigeria Immigration Service (NIS) are faced very demanding jobs, whose nature are complex and interrelated. It exerts pressure on their mental, physical and social wellbeing. Hence, work life as a concept is of benefit to both management and employees of the Nigeria Immigration Service. This is because it will enhance employees' productivity and the overall performance of the organisation. Ogunyomi and Bruning (2021) noted that employees who perceive a healthy work-life balance are more engaged and committed to their organisations. In NIS, where employees are confronted with tremendous workloads, physical burnouts and other stress related concerns, introducing WLB activities can significantly improve morale and commitment. Okon and Okwu (2022), stressed that initiatives that encourage flexible working hours and mental health care are critical in addressing the unique issues that immigration officers encounter. Employee commitment in the NIS has been associated to higher performance and lower turnover rates. Therefore, cultivating a culture that places a high priority on WLB not only improves employee well-being but also supports the organization's objectives of offering efficient immigration services (Ibrahim and Owolabi, 2023). Orgunyomi and Brining (2021) argued that implementing regulations that permit remote work and more flexible scheduling will enhance employees' commitment.

Employee job commitment is essential for organisational effectiveness, and it includes affective, continuous, and normative commitment (Meyer *et al.*, 2020; Allen and Meyer, 2021). Job satisfaction, engagement, and organisational citizenship behaviours (OCBs)

have all been identified as indicators of job commitment. High job satisfaction is generally associated with stronger commitment, which leads to lower turnover intentions (Saks, 2006). Engagement is the passion and involvement at work; it is a powerful predictor of commitment (Saks, 2021; Schaufeli & Bakker, 2010). Furthermore, Organisational Citizenship Behaviours (OCBs), which show discretionary actions beyond formal job obligations, indicate greater commitment (Podsakoff et al., 2000; Organ, 1988). Fostering this type of dedication improves employee commitment, performance and lowers turnover (Meyer and Herscovitch, 2001; Buil et al., 2019). Understanding the aspects of job commitment can help organisations establish strategies for engaging and retaining personnel effectively (Cohen, 2021). Hence, work life will enhance employees' commitment in the Nigeria Immigration Service. For the purpose of this study, employees' job satisfaction was used to measure employees' job commitment.

However, work-life balance is a major issue in the Nigeria Immigration Service (NIS), particularly in the Akwa Ibom State command, where management do not see the need to engage in WLB practice. This could be because of the lack of knowledge on the benefits of worklife balance and regimental structure of the organisation. Still, employees in this organisation experience burnouts and other negative impact of the non-implementation of WLB in Immigration Service, Uyo. Several studies have been conducted on work life balance and employee job commitment but very few works have been carried in a regimented organisation such as Nigeria Immigration Service, more so, conducting a research to elucidate the benefits of WLB to a state command will be of great value. It is on this premise that this study was carried out to ascertain the effect of work-life balance on employee job commitment in Nigeria Immigration Service, Akwa Ibom State command. We belief this study will elucidate the benefits of work life balance in regimented organisations.

### **Objectives of the Study**

The main objective was to ascertain the effect of work life balance on employee job commitment in Nigeria immigration service, Akwa Ibom State command. Specific objectives of the study were to:

- (i) examine the effect of flexible work arrangement on employee job commitment of Nigeria immigration service, Akwa Ibom State; and
- (ii) ascertain the effect of wellness programmes on employee job commitment in Nigeria immigration service, Akwa Ibom State.

### **Research Questions**

- (i) How does flexible work arrangement affect employee job commitment of Nigeria Immigration Service, Akwa Ibom State command?
- (ii) Can wellness programmes affect employee job commitment in Nigeria immigration service, Akwa Ibom State command?

### **Research Hypotheses**

Ho1: Flexible work arrangement has no significant effect on employee job commitment of Nigeria immigration service, Akwa Ibom State command.

Ho2: There is no significant influence of wellness programmes on employee job commitment in Nigeria immigration service, Akwa Ibom State command.

## **Review of Related Literature**

### **Concept of Work Life Balance**

Work-life balance (WLB) is the mix of professional and personal duties that enables people to properly manage their work and personal commitments. This notion has gained popularity as organizations recognize its importance to employee well-being and productivity (Greenhaus & Allen, 2011). Effective work-life balance methods, such as flexible working hours and telecommuting, can increase job satisfaction while decreasing stress (Allen et al. 2013). Byron (2005) suggests the importance of a supportive organizational culture in encouraging WLB, which leads to increased employee engagement and retention. As the line between work and personal life becomes increasingly blurred, prioritising WLB has become critical for long-term organisational success.

### **Flexible Work Arrangement**

Flexible work arrangements is defined as an alternative to the standard working day where employees are able to choose when they work and where they work from so long as they fulfill their working obligations in doing so (Grzywacz, et. al., 2008). Flexible working arrangements (FWAs) have emerged as an important indicator of work-life balance, allowing individuals to customise their work schedules to better meet their personal and family obligations. According to Kelliher and Anderson, (2010)., FWAs promote job satisfaction and reduce stress, which leads to better mental health. Allowing employees to work remotely or change their hours might help organisations build a supportive workplace that honours individual circumstances (Hill et al., 2010). Furthermore, FWAs can boost productivity and employee retention since workers who feel balanced are more engaged and motivated (Baker et al., 2021).The COVID-19 epidemic has expedited the implementation of FWAs, underscoring their significance in contemporary work environments (Wang et al., 2021). Employers and employees eventually gain from these arrangements, which are essential in encouraging a better work- life balance as long as businesses continue to implement them.

### **Work Wellness Programs**

Work Wellness program is an organised initiative used by employers to improve the physical, mental, and emotional health of their employees, fostering work-life balance. Wellness programs are widely recognised as helpful ways to promote work-life balance. These efforts frequently include physical, mental, and emotional health resources, emphasising a comprehensive approach to employee well-being. According to Goetzel et al. (2018), organisations that adopt comprehensive wellness programs see lower levels of employee stress, which leads to higher job satisfaction and productivity. According to Kahn et al. (2020), organisations that offer flexible work options as well as wellness initiatives greatly improve employee engagement and retention(Kahn et al.,2020). Integrating wellness initiatives promotes a positive workplace culture in addition to improving individual health. When companies put employee well-being first, they foster a work-life balance atmosphere that lowers burnout and improves productivity (Gonzalez et al., 2021). Businesses may foster a healthier workforce and gain a lasting competitive edge by funding wellness initiatives.

### **Job Satisfaction**

Job satisfaction is a multidimensional concept that incorporates emotional, cognitive, and behavioural reactions to one's job (Judge et al., 2020). Job satisfaction is positively

correlated with job performance (Harrison et al., 2020), organisational commitment (Meyer et al., 2020), and overall well-being (Harter et al., 2020). Job autonomy (Latham & Pinder, 2018), feedback (Gorman et al., 2020), work-life balance (Greenhaus & Allen, 2018), and leadership style (Ostroff & Schulte, 2017) are all important influences on job satisfaction. Harter et al. (2020) discovered that employees who are very satisfied with their jobs are more likely to be happy and satisfied with their lives. Low job satisfaction, on the other hand, is linked to increased turnover intentions (Griffeth et al., 2020) and reduced organisational effectiveness (Hackman & Oldham, 2020). Increasing job satisfaction, foster a healthy work atmosphere, encourage open communication, and create opportunities for professional growth and development within organisation (Amabile & Khaire, 2008). Prioritizing job happiness not only boosts productivity but also reduces turnover and enhances employee well-being.

### **Employee Commitment**

Employee commitment is critical for organisational success and includes affective, normative, and continuous commitment (Meyer & Allen, 1991). Affective commitment, or emotional attachment to the organisation, is frequently linked to increased job satisfaction and productivity (Meyer et al., 2002). In contrast, normative commitment implies a sense of obligation to stay, which might create loyalty but does not always associated with performance (Somers, 2009). Continuous commitment, motivated by the perceived costs of leaving, might result in retention without true involvement (Meyer and Allen, 1991). Buil et al. (2019) emphasise the importance of leadership styles in fostering employee commitment. Transformational leadership, which inspires and encourages employees, has been associated with enhanced affective commitment. Fostering a supportive organisational culture boosts commitment by encouraging trust and shared ideals (Shuck and Wollard, 2010). Employee well-being is also important, since organisations that prioritise mental health and work-life balance experience better levels of commitment (Wang et al., 2021). Improving employee commitment necessitates a multidimensional approach that includes strong leadership, a supportive culture, and concern for employee well-being.

### **Theoretical Foundation**

The Boundary Theory offered useful insights in explaining work life balance and employees commitment in this study. Boundary Theory, which was developed by Ashforth et al. (2000), examines how people manage the separation of work and personal life. According to this theory, setting clear boundaries between different areas can improve psychological well-being, reduce role conflict, and increase overall life satisfaction. In today's digital world, where technology blurs the limits between work and home, knowing these boundaries is more important. Individuals who set clear boundaries often feel reduced levels of stress and burnout because they can fully engage in their personal lives without interruptions from work (Zerubavel, 1991). Employees with permeable boundaries, on the other hand, may struggle with work-life integration, resulting in negative outcomes such as decreased job satisfaction and increased anxiety (Kreiner, 2006). Organisations can help with boundary management by introducing flexible work policies, promoting remote work opportunities, and encouraging employees to define personal limits. Employers may improve employee well-being and productivity by creating a work environment that emphasises both professional and personal obligations. Boundary Theory offers useful insights into work-life balance, emphasising the significance of successfully managing boundaries in order to attain higher pleasure and well-being in both professional and

personal spheres.

### **Empirical Review**

Unaam (2021) investigated the relationship between work-life balance and employee commitment at the Nigeria Police Force's Port Harcourt Area Command. The study used a cross-sectional survey research design with a population of 14,886 senior police officers from the ranks of inspectors and non-commissioned officers (NCOs) from Rivers State's twenty-seven (27) police divisions. Taro Yamane's sample size determination techniques produced a sample size of 390. The study employed stratified random sampling. The Spearman Rank Order Correlation tool was employed for hypothesis testing. The findings demonstrated a substantial association between work-life balance and employee engagement in the Nigerian Police Force's Port Harcourt Area Command. As a result, it is advised that Nigeria Police implement policies that promote work-life balance measures such as flexible work arrangements, support for family duties, and wellness initiatives.

Akinwale et al. (2024) did a study on the determinants of work-life balance and quality of life at the public Federal Medical Centre in Ebute Meta, Lagos. The study used a longitudinal research design to survey 198 nurses and pharmacists in the institution. A simple random procedure was used to distribute questionnaires to these respondents. The data was analysed using the multivariate multiple regression techniques. The findings demonstrated that a refined workload, the ability to manage stress, and self-management are predictors of work-life balance among nurses and pharmacists in public healthcare facilities. The study concluded that public hospital administrators should maintain a lower workload and work pressure on healthcare staff to achieve strong performance, work-life balance, and patient outcomes among professional healthcare employees. Thus, proposed that government and hospital management should support improved workload and reduced work pressure to foster work-life and quality of life among nurses and pharmacists in public hospitals, among others.

Rosyadi and Bayudhigantara (2021) investigate the relationship between flexible working arrangements and social support for organisational commitment, as well as the impact mediated by work-life balance. The study's population consisted of creative economy workers in the advertising sub-sector at an advertising agency company located in the DKI Jakarta area. The study used a quantitative research approach, specifically the Structural Equation Model-Partial Least Square, to analyse data with a sample of 105 millennial workers in advertising agency companies. The findings indicated that social support has an impact on organisational commitment, but that flexible working arrangements had no significant effect on organisational commitment. Based on the results, the researchers advised enhancing the elements as organizational support, flexibility in work arrangements, personal responsibilities, and job demand that promote the development of work-life balances for employees, as indicated by the findings of research by Ayushi & Deepak (2017).

Choo, et al (2016). Explore Flexible Work Arrangements in Relation to Work-Family Conflict and Organisational Commitment. Eighty-seven percent of the 130 questionnaires that were sent to Malaysian financial executives were returned. The findings showed a strong and positive relationship between organisational commitment and flexible working arrangements. Additionally, it showed that work-family conflict was significantly and positively correlated with flexible work arrangements. The study concluded by highlighting

the significance of flexible working arrangement rules in influencing work-family conflict and organisational commitment. It was recommended that Malaysian organisations stress the value of flexible work arrangements and make an effort to foster an environment that encourages them.

An overview of flexible work arrangements and organisational performance was evaluated by Austin-Egole et al. (2020). The purpose of the study was to illustrate the different types of flexible work arrangements, their general principles, and how they affect employee performance. The methodology employed was library research that includes critical analysis of secondary data. In order to support the idea that the impacts of flexible work arrangements (FWAs) differ based on the primary beneficiary, further research be done on the effects of employer-driven and employee-driven FWAs on organisational success.

Parashar et al. (2024) investigated the effect of corporate wellness programs on employee well-being and work satisfaction. The study aims to assess the impact of these programs on employee satisfaction and productivity, as well as their promotion of physical and mental health. A survey of 100 employees from diverse industries evaluated the effectiveness of wellness programs in improving physical and mental health, as well as job satisfaction. Data was analysed using regression analysis. The study found a significant score of 1.45 (0.05), indicating a strong commitment to pursuing activities that promote employee welfare and job satisfaction. Also, staff members who took part in these programs reported feeling more physically fit, less stressed, and more satisfied with their jobs. Recommended, putting in place corporate wellness initiatives can significantly improve workers' job satisfaction and general well-being, which will ultimately result in a happier and healthier workforce.

Wali & Zahid (2013). Evaluated the impact of Wellness Programs on Employee Organisational Commitment in a Pharmaceutical Setting. This study examined the impact of several wellness program components on employee commitment in a pharmaceutical setting. Data study revealed a high correlation between wellness programs and organisational commitment, with the exception of two components. The study suggests that different preferences within health programs can help make efficient decisions.

### **Methodology**

This study adopted a survey research design. The population of the study comprises 413 employees of Nigeria Immigration Service, Akwa Ibom State Command obtained from the command nominal roll. Also, the unit of analysis comprise of Comptroller Cadre, Superintendent Cadre, Inspectorate Cadre and Immigration Assistants. The sample size of the study was 203 which were determined using of Taro Yamane formula for sample size determination formula as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where :

n = Sample size

N = Population

e = Sampling error (0.05)

$I = \text{Constant}$

Applying the formular the sample size for the study =

$$= \frac{413}{1+413(0.05)^2} = \frac{413}{1+1.0325} = \frac{413}{2.0325} = 203 \text{ (Approximately)}$$

The stratified random sampling technique was used. The respondents were stratified along their cadres while simple random sampling method was employed in administering the questionnaire to the selected the respondents. The number of officers selected per cadre to partake in the study was based on the proportion of their contribution to the population as follows:

$$H = \frac{y \times (n)}{N}$$

Where:

H = Proportionate Sample Size

y = Number of element for each stratum

N = Total Population Size

n = Representative sample size derived for the study

**Table 3.1: Distribution of Immigration Officers in the Sample**

<b>Cadre</b>	<b>Officers' Proportionate Population Sample Size</b>	
Comptroller Cadre	11	6
Superintendent Cadre	94	46
Inspectorate Cadre	135	66
Immigration Assistants	173	85
<b>Total</b>	<b>413</b>	<b>203</b>

**Source:** Source: Compiled by Researcher, 2024

The research instrument was using close ended questions. A 4-point Likert scale of Strongly Agree = (4), Agree= (3), Disagree= (2), and Strongly Disagree (1) .The instrument was subjected to face and content validity checks. The reliability was also checked using Cronbach Alpha tests. The result of the Cronbach Alpha test showed a Eigen of 0.7 on fifteen questionnaire items used.

The model used for analysis in the study was specified as follows:

$$Y = f(X)$$

Where Y= Dependent Variable ; X =Independent Variable

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Where,

Y= Dependent Variable (employee job commitment)

X = Work Life Balance (X<sub>1</sub>, X<sub>2</sub>,)

Where,

X<sub>1</sub> = Flexible Work Arrangement

X<sub>2</sub> = Wellness Programmes

a = Y intercept

$\beta_1 \beta_2$  = the regression coefficients of the three independent variables.

e = Error or white noise.



## Data Presentation and Analysis

### Data Presentation

In this study, two hundred and twenty (250) copies of the questionnaire were distributed to officers serving at Akwa Ibom Command of Immigration Service. Of this number administered, 213 copies were completed and returned. This number represents 85.2% response rate.

### Analysis of Research Questions

**Research Question One:** How does flexible work arrangement affect employee job commitment of Nigeria immigration service, Akwa Ibom command.

**Table 4.1 Descriptive Analysis of Flexible Work Arrangement**

Dimensions of Flexible Work Arrangement	SA	A	D	SD
My organization makes provision for flexible work policy	0	0	94 (44.1%)	119 (55.9%)
A flexible work policy contributes to balancing employees' private and official lives	126 (59.2%)	87 (40.8%)	0	0
Employees' concern would be to utilize a policy that allows for scheduling work to meet their other needs	117 (54.9%)	95 (44.6%)	0	1 (0.5%)
Job sharing has an effect on employee attitude	8 (3.8%)	0	94 (44.1%)	111 (52.1%)

**Source:** Field Survey, 2024

Table 4.1 shows descriptive analysis on flexible work arrangement. It revealed that 119 (55.9%) respondents strongly disagreed that their organization makes provision for flexible work policy; 94(49.25%) agreed, this shows that there is no flexible work policy in Nigeria Immigration Service, Akwa Ibom State command. Without flexible work policy, the staff in this organisation will find it very difficult to create a balance between their work and private like. Asked if a flexible work policy will contribute to balancing employees' private and official lives, 126(59.2%) respondents strongly agreed; 87(40.8%) agreed, the respondent asserted that the creation of flexible work policy will encourage effective work-life balance. When we asked if employees' concern would be to utilize a policy that allows for scheduling work to meet their other needs, 117 representing 54.9 percent strongly agreed to the assertion while 95 (44.6%) agreed to this assertion. The respondents asserted that job sharing has no effect on employee attitude were 94 representing 44.1 percent disagreed, 111 (52.1%) strongly disagreed while only 8 respondents (3.8%) strongly agreed. On the whole the respondents show that flexible work arrangement has effect on the commitment of employees in an organisation such Nigeria Immigration Service.

**Research Question Two:** what extent does wellness programmes affect employee job commitment in Nigeria immigration service, Akwa Ibom State command ?

**Table 4.2** Descriptive Analysis of Wellness Programmes

Dimensions of Wellness Programmes	SA	A	D	SD
My organization considers employees' welfare paramount hence the provision of wellness initiatives such as fitness programs, recreational opportunities, social activities intellectual among others.	0	0	130	83
			(61.0%)	(39.0%)
As employees we desire welfare programmes that will enhance our focus on the job	111 (52.2%)	51 (23.9%)	51 (23.9%)	0
Given the opportunity, I will gladly join an organization that caters more for welfare issues of its Employees	122 (59.6%)	85 (39.9%)	0	1 (0.5%)
An important strategy to influence employees is providing initiatives that meet their welfare.	46 (21.6%)	42 (19.7%)	46 (21.6%)	79 (37.1%)

**Source:** Field work, 2024

Table 4.2 presents the descriptive analysis in respect of wellness programmes. Respondents were asked if their employees considered employees' welfare paramount hence provided wellness initiatives. On this, 83(39.0%) respondents strongly disagreed; 130(61.0%) disagreed. Where 100 percent of the respondent disagreed to this assertion, it shows how this is very important in the respondents' views and that their organisation is not making any effort to design any wellness programmes for aside from the regular workout. In reality, without wellness in a paramilitary organisation, practically no job can be carried out in such organisation. Not only is wellness important to this organisation, wellness is a key to any part of human endeavour. Organisations need to clearly define their programmes to the understanding and utilization of their employees. Asked if employees desired welfare programmes that will enhance their focus on the job, 111(52.2%) respondents strongly agreed; 51(23.9%) agreed; and 51(23.9%) disagreed. When asked if given the opportunity, if they will gladly join an organization that caters more for welfare issues of its employees, 122(59.6%) respondents strongly agreed; 85(39.9%) agreed; and 1(0.5%) strongly disagreed. The respondents were also asked if they considered provision of wellness initiatives as being an important strategy to meet their welfare needs their response became more diverse. On this, 46(21.6%) respondents strongly agreed; 42(19.7%) agreed; 46(21.6%) disagreed; 79(37.1%) strongly disagreed.

The results on Table 4.2 shows that majority of the respondents more respondents were interested in assertions that encourage the provision of wellness programmes rather than option they think will criticize their organisation. But on the whole, they agreed that

wellness is a key programme in job commitment of immigration officers in Akwa Ibom State command.

**Table 4.3 Descriptive Analysis on employee job' Commitment**

Dimensions of employee job Commitment	SA	A	D	SD
An appropriate work-life policy enhances employees' affective commitment through being emotionally attached to the organization	120 (56.3%)	93 (43.7%)	0	0
Some employees experiencing work-life imbalance display continuance commitment as cost of leaving the organization is unknown	99 (46.5%)	114 (45.52%)	0	0
Family responsibility influences job commitment because of divided attention	88 (41.3%)	117 (54.9%)	1 (0.5%)	7 (3.3%)

**Source:** Field Survey, 2024

Table 4.3 presents the descriptive analysis on **employee job** commitment. Respondents were asked if an appropriate work-life policy enhances employees' affective commitment through being emotionally attached to the organization. On this, 120 (56.3%) strongly agreed and 93(43.7%). When asked if some employees experiencing work-life imbalance displayed continuance commitment as cost of leaving the organization is unknown, 99(46.5%) strongly agreed and 114 (45.52%) agreed. Asked if family responsibility influences job commitment because of divided attention, 88 (41.3%) strongly agreed; 117(54.9%) agreed; 1 (0.5%) disagreed; 7(3.3%)strongly disagreed. When asked if work-life conflict may result in normative commitment as the employee only remains out of obligation but is detached from the organization, 99(46.5%) respondents strongly agreed; 107(50.2%) agreed and 7(3.3%) strongly disagreed. The analysis on Table 4.9 shows that majority of the respondents, were of the opinion that there work life balance variable were related with employee job commitment in the Nigeria Immigration Service, Akwa Ibom State.

### Test of Hypotheses

$$Y = a + \beta.X_{1i} + \beta.X_{2i} + \varepsilon$$

**Table 4.4 Multiple Regression Result for Hypotheses Testing**

<u>M o d e l S u m m a r y</u>						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.645 <sup>a</sup>	.416	.405	.99088		
<b>Model Goodness of Fit<sup>a</sup></b>						
Model	Sum of Squares		df			
1	Regression	145.506	4	36.377	37.050	.000 <sup>b</sup>
	Residual	204.222	208	.982		
	Total	349.728	212			
<b>Coefficients<sup>a</sup></b>						
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	

		B	Std. Error	Beta		
1	(Constant)	14.534	1.037		14.017	.000
	X1i	-.382	.054	-.401	-7.124	.000
	X2i	.219	.052	.381	4.294	.000

**Source:** SPSS 23 Results Dependent Variable: Yi

Table 4.4 shows multiple regression result where Flexible Work Arrangement ( $X_1$ ), and Wellness Programme ( $X_2$ ) were regressed against Employees' Commitment (EC). The model summary (Table 4.4) returned R Square of 0.416 with standard error at 0.99088. This implies that 41.6 per cent of the changes in independent variables- Flexible Work Arrangement, and Wellness Programme can explain 41.6 per cent of the changes in the dependent variable – employee job Commitment. Thus, 41.6 per cent of the changes in the independent variables have a causal effect on 41.6 per cent of the changes in commitment of officers in Nigeria Immigration Service, Akwa Ibom State Command. The model showed significant goodness of fit (Table 4.10) at (p-value < 0.01), this implies that the independent variables used in the model have linear relationship with one another and fit properly into the model specified and used in the study. This multiple regression was used to test hypotheses one and two.

### Hypothesis 1

Ho1: Flexible work arrangement has no significant effect on employee job commitment of Nigeria immigration service, Akwa Ibom State command.

In assessing null hypothesis one, the standardized coefficients in Table 4.10 row two was used. Where flexible work arrangement was regressed against Employees' commitment the beta score showed -0.401, t-score returned -7.124 and the significant score at 0.000. The student's t-score implies that 71.24 per cent of the changes in flexible work arrangement affect 71.24 per cent of the changes in employees' commitment. The regression was carried out at 95% level of confidence; thus showing that the test was significant at 0.000 clearly imply that the p-value was less than 0.05. Therefore, there is significant effect of flexible work arrangement on employees' job commitment in Nigeria Immigration Service, Akwa Ibom State Command. The null hypothesis is hereby rejected.

### Hypothesis 2

Ho2: There is no significant influence of work wellness programmes on employee job commitment in Nigeria immigration service, Akwa Ibom State command.

In assessing null hypothesis two, the standardized coefficients in Table 4.10 row three was used. When wellness programmes was regressed against officers' commitment in the Nigerian Immigration Service, Akwa Ibom State Command the beta score showed 0.381, t-score returned 4.294 and the significant score at 0.000. The regression was carried out at 95% level of confidence; thus showing that the test was significant at 0.000 clearly imply that the p-value was less than 0.05. Therefore, there is significant effect of wellness programmes on officers' job commitment in Nigeria Immigration Service, Akwa Ibom State Command. The null hypothesis is hereby rejected.

### Discussion of Findings

This study was carried out to examine the effect of work life balance on employee job' commitment in Nigeria Immigration Service, Akwa Ibom State command. The two independent variables were: flexible work arrangement and work wellness programmes all had positive and significant relationships with the dependent variable, employee job commitment in Nigeria Immigration Service, Akwa Ibom State command. A number of

studies strengthen this result. Kahn (2022) found strong correlation between flexible working arrangements and commitment. Smith and Lewis (2023) discovered that recognizing family priorities is associated with higher employee engagement and lower turnover intentions. Also, This finding is in line with Zhang and Wang (202) who assert that autonomy during work hours has a beneficial impact on employee commitment and organizational performance measures. Workers preferred shift arrangement and work with periodic breaks as these variables influenced workers commitment significantly. Giving employees control over their work hours increases their commitment and improves overall company success. Besides, Hill et al. (2023) discovered that flexible scheduling led to enhanced job satisfaction and employee loyalty.

Furthermore, Parashar et al. (2024), found out that, staff members who took part in work wellness programs reported feeling more physically fit, less stressed, and more satisfied with their jobs. Similarly, Thompson et al. (2022) discovered that employees who feel supported by their organisations report less stress and higher job satisfaction, leading to better overall performance. Green and Allen (2023) concluded that work-life balance programs improve employee well-being and productivity.

## Conclusions

This study was carried out to investigate the effect of work life balance on employee job commitment in Nigeria immigration service, Akwa Ibom State command. In the analysis, it was established that the variables of work-life balance studied, namely, flexible work arrangement and wellness programmes all significantly related with employee job commitment in Nigeria Immigration Service, Akwa Ibom State command. This implies that these variables are capable of influencing the employee job commitment in Nigeria immigration service, Akwa Ibom State command studied. Accordingly, for employee job commitment in Nigeria Immigration Service, Akwa Ibom State command to be improve upon, there is need to address these variables.

## Recommendations

Based on the findings of this study, the following recommendations were made:

- i. Establishing a results-oriented flexible work schedule, allowing employees to set their own hours and focus on outcomes rather than strict time commitments, can foster a sense of trust and autonomy, leading to higher job satisfaction and commitment at the Nigeria Immigration Service.
- ii. Implementation of a comprehensive wellness program to increase staff commitment at Nigeria Immigration Service. This program could include regular stress management courses, counselling services, and mental health days. Prioritising mental well-being makes employees feel more appreciated and engaged, creating a supportive work atmosphere that increases commitment and overall productivity.

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