

**ANALYSIS OF WORK-FAMILY-BALANCE ISSUES AND EMPLOYEE COMMITMENT IN
SELECTED POLYTECHNICS IN KWARA STATE**

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Abstract

Work life balance has been a growing concern for academics especially polytechnic lecturers because of the enormous pressure from work due to high students' population as well as from home front. Today, Educational institutions in Nigeria are usually bedevilled with so many challenges ranging from scarcity of resources to build infrastructures, payment of salaries and emoluments to poor funding of research and development. These are quite pervasive in public owned institutions of higher learning which are mostly over populated with inadequate facilities. However, staff of these institutions spent most of their productive energies and times especially those who are managing students in the areas of teaching, learning and research. They spent most of their productive time resolving issues that could be regarded as needless if the right things are being done on time in order to balance the pressure from the work domain with that of family life. This study seeks to examine work-family balance issues and employee commitment in selected polytechnics in Kwara State. The study adopted a cross sectional survey. A sample size of 357 respondents were selected using multi-stage sampling techniques from a population of 1,711 which comprise staff members of the three selected polytechnics; Kwara State polytechnic, Ilorin and Federal polytechnic, Offa and Graceland Polytechnic, Offa, The data was analyzed using Smart PLS- Structural Equation Modeling (SEM). The study found that the hypothesized relationship between the independent variable and dependent variable was accepted and thereby establishing a positive relationship between work-family balance and employee commitment. Therefore, The study therefore recommends that work-family issues in the life domain should be well-handled by organizations in order to secure their commitment.

Keywords: Employee Commitment, Performance, Work-Family balance,

INTRODUCTION

Educational institutions in Nigeria are usually bedevilled with so many challenges ranging from scarcity of resources to build infrastructures, payment of salaries and emoluments to poor funding of research and development. These are quite pervasive in public owned institutions of higher learning that are majorly dependent on Tertiary Education Trust Fund (TETFUND) gotten from budgetary allocation to the educational sector. However, staff of these institutions spent most of their productive energies and times especially those who are managing students in the areas of teaching, learning and research. They spent most of their productive time resolving issues that could be regarded as needless if the right things are being done on time in order to balance the pressure from the work domain with that of family life. Employee commitment is the psychological and emotional attachment and the resulting loyalty of an employee to an organisation. When employee feel very committed to their organisation, it is most likely to emanate from the happiness from the home-front which increase productivity. With high level of commitment from employees they tend to align themselves to the goal and aspiration of the organisation. This is when the connection between employee and organisation is so broad and deep. Most conflicts in Nigerian tertiary institutions arise as result of stress faced by academics as well as the government not fulfilling their collective agreement with their employees and usually persist due to the approach used to mitigating these challenges of work pressures and family issues. This has resulted in employees embarking on industrial action which may be work-to-rule or total strike. Employees' industrial action usually leaves them with a low morale, decrease in productivity, loss of skilled personnel, absenteeism, low employees commitment to work, and health issues due to stress and depression.

Educational institutions are now competing globally and there is continuous evolvement to meet the demands and expectations of students and the industry who are the direct beneficiary of the knowledge value chain. The resultant effect of this scenario is overwork on the academics without considering family obligations and responsibilities, rather they tend to concentrate more on their work alone and neglect other aspect of life activities that need to be balanced with such as leisure or elderly care among others. Despite the active roles of these academics in the educational development of the nation, their roles as fathers, husbands, wives, mothers, sisters, daughters and home-keepers need to be maintained.

Most Polytechnic Academic and Non-academic Employees spend long hours at their work places or carry work home thereby compromising the quality of lives. According to Neneh (2018), most of these employees struggle to balance their work and family lives and this could have negative effects on their output. A case in point is the recent messy incident that occurred at the Federal Polytechnic Offa which was as a result of marital issues between spouses who are both lecturers in this institution and it created a lot of media attention. It was reported that it started from minor misunderstanding as a result of work-family-balance issues and later metamorphosed into emotional cum infidelity matter. The inability to strike a balance may have a direct consequence on their level of innovativeness and performance output.

There is usually a conundrum when work domain issues interfere with family workloads in terms of demands especially in a situation where academics in polytechnics put more energy to fulfil job demands at the expense of their families and other essential demands. The increasing work demand on academics to enhance service delivery may create enormous stress and pressure that can cause imbalance between work-life and family life. Spending much time at work and bringing unfinished tasks home as a result of shortage of academic staff that leads to overburden of the few lecturers available. Instability of the home-front as a result of domestic crisis due to non- supportive spouse leads to employee not giving the required level of commitment to assigned responsibilities. Academics in the polytechnics are usually distracted when they lack the expected spousal support. Academics perform dual roles of career management and households expectations due to the many responsibilities they undertake, it becomes practically conflicting to balance between their roles as academics

and roles of household figures. Combining the fundamental duties of taking care of the home/family along with the expectation of the students and employers is very cumbersome and energy-draining for many academics.

Hence the study seeks to examine work-family balance issues and employee commitment of selected polytechnics in Kwara State.

Conceptual Clarification

Work-life balance

Work-life balance is one of the most relevant human resource practices in relation to productivity and performance of the organization (Ojo, Salau & Falola, 2014). Work-life balance issues affect both men and women as well as academic, non-academic and students in higher institutions of learning. It can cause conflict for both men and women leading to psychological strain, physical health, depression, burnout and anxiety. The main thrust and perception of work-life balance include the negative attitude towards work, the problem of work long hours, separation of work from life and the target is on women with the responsibility of child care (Abdulraheem 2014).

Each of the different definitions of work-life balance has a value perspective that determines the factors that are relevant to achieving balance (Reiter 2007). According to Forsyth's taxonomy of ethical ideologies, there are four classifications categorizing the ethical positions of individuals: situationists, absolutists, subjectivists and exceptionists. Reiter, argues that definitions of work-life balance reflecting a situationist perspective are the most valuable because they will involve making optimum choices for individuals. Definitions framed from a situationist position focus on a fitting definition of balance for a person depending on his or her personal contexts. The situationist perspective offers an opportunity to explore what factors contribute to the attainment of work-life balance because the focus is on the individual relative to his or her circumstances. Situationists would argue that work-life balance is not an end in itself, but a perception; it is a state that gives rise to satisfactions that are of value to the individual and his or her stakeholders (Reiter 2007).

Taking all of the above into consideration, work-family balance is herein conceptualized as the broad assessment that individual and environmental resources are sufficient to meet demands, evidenced by reduced conflict and greater facilitation, such that integration is perceived between work and personal life domains resulting in positive general health, satisfaction, behavioral and work performance outcomes. This conceptualization parallels and expands on previous handling of the work-life balance concept because it takes into account the antecedents of work-life balance (individual and environmental work and non-work demand and resource characteristics), aspects of the work-family interface (reflected in the degree of conflict and facilitation present), the individual's perception of work-life balance (through a validated work-life balance measure) and the personal and organizational consequences of balance (such as general health, behaviors, satisfaction and performance).

Work-Family-Issues and Disputes in Nigerian Polytechnics

In recent time, polytechnics in Nigeria have been facing a lot of problems hindering its development among these problems is the issue of discrimination against polytechnic graduates in the labour market due to non-removal of ceiling on their career progression beyond grade level (GL14) especially in the public service. Underfunding of polytechnics in Nigeria is another area of dispute. Budgetary provision that are allocated for development, accreditation, staff salaries and other sundry expenses in the votes and sub-heads during the budgeting process are arbitrarily low which is hampering the growth and development of these institutions that were established to drive the technological advancement of the country's industrial sector.

In addition, the issue of migration to CONTISS 15 created a lot of crises in the system as the National Board for Technical Education (NBTE) issued a circular in October 2016 for the implementation of this migration as this was initially approved in 2009 by the administration of President Sheu Musa Yar'adua, but the Academic staff union of polytechnics (ASUP), Senior staff Association of Nigerian Polytechnics (SSANIP) and the Non academic Staff Union (NASU) had to issue a warning to the government on the purported termination of the implementation of CONTISS 15 before it was shelved. In addition, work-life-balance has been an issue that is pervasive in the academic environment especially in polytechnics where most departments majorly exceed their carrying capacities in terms of admission quota, hence this surge in students' population in government owned polytechnics is creating unnecessary burden on the lecturers thus affecting their lifestyle as it relates to family and demands.

Work and Family Conflict

Work-family conflict takes place when work activities interfere with family activities, but family-work conflict occurs when family activities interfere with work activities. There are different definitions of work-family conflict and family-work conflict available in literature. For example, Netemeyer, Boles and McMurrian (1996) identify family-work conflict as a form of inter-role conflict which occurs when demands of the family interfere with work related responsibilities while work family conflict occurs when work demands interfere with performing family responsibilities. The pressure and incompatibility of work and family roles leads to work family conflict or family to work conflict. (Greenhaus & Beutell, 1985). These conflicts occurs in two ways; positive or negative. A negative experience at the workplace may affect the family domain and vice versa (Wayne, Grzywacz, Carlson & Kacmar, 2007). This takes place as evidenced in literature that work family conflict is connected with lesser family function, reduced family and work satisfaction, abridged physical, mental and psychological health, stress and depression. Workers who experience too much stress caused by work-family conflict do not always feel satisfied with their jobs; they are less productive and are not often committed to the organisation. Consequently, workers without much work-family conflict experience much satisfaction on their jobs. Also, employees who spend more time with their family members enjoy a higher quality of life (Greenhaus & Powell, 2006).

Employee Commitment

Employee commitment is the psychological and emotional attachment and the resulting loyalty of an employee to an organisation. When employee feel very committed to their organisation, here employees align themselves to the goal and aspiration of the organisation. This is when the connection between employee and organisation is so broad and deep (Baird & Tung, 2017).

Employee commitment means different things to different people at different times. That notwithstanding, it is one of the most studied behavioural performance indicators in organisational studies and management literature. Employee commitment has to do with the level of loyalty and identification an employee has for the organisation he is working for. It is that which makes an employee to give the best to ensure that the organisation performs well. Ming-Huei (2007) opines that employee commitment is an employee's identification with the organisation and his psychological support to its mission. It is an employee's identification with the organisation and its goals as well as the extent of his willingness to be a member of it for a long time. It is one's own investment in an organisation and inclining to attitudes resulting in social qualities (Balay, 2007). A committed employee is the one who stays with the organisation through thick and thin, attends work regularly, puts in a full day, protects company's assets and shares company goals (Meyer and Allen cited in Chen & Jiang, 2009). Akintayo (2010) posits that employee commitment is the degree to which the employee feels devoted to their

organisation. Ongori (2007) describes workers' commitment as an unwavering affection to the whole organisation and the degree of attachment or loyalty that employees has towards the organisation. It is simply employees' attitude to organisation (Zheng, 2010). A conflict that is not well managed could result to a deflated commitment from the employee. Kirchoff and Adams (1982) capture it thus: the total implication of the negative effects of conflict can reduce employees' commitment to organisational goals and efficiency.

Organisations extract commitment from employees through the following factors which include; respecting employee needs, provision of career development opportunities, promoting team spirit and bonding, as well as creating sound strategies which will engage workers constructively and so on. However, there are at least three types of commitment which include; affection for your job or the love and passion you have for what you are doing, the obligation to stay on your job by way of feeling obliged to be committed to your organisation as well as your task, while the third type of satisfaction is the fear of loss; not wanting to lose your job, this makes you to put in extra efforts to their job because the feeling of insecurity on their job. However, according to Okoli, Okeke and Nuel (2007) there are different two of employee commitment that employees display in organisations;

Theoretical Analysis

Spillover Theory

The word "Spillover" is described as a correlation between work and family which is positive when positive family occurrences is identified with positive work occurrences and negative when negative family occurrences would be identified with negative work occurrences. This view of work-family life was developed by Piotrkowski in 1979 and has been in the forefront of work family theories. Spillover is a situation whereby the experience of an employee in a domain (work) affects their experience in another domain (family). It happens when the occurrence in one domain have effect on the other. Theoretically, spillover could be positive or negative, however further research identified horizontal and vertical spillover (Lavassani & Movahedi, 2018). As noted in this theory, work emotions, skills, attitude and behaviour are carried by workers from their role at work into their family life and vice versa. According to Kirchmeyer (2000), there are multidimensional facets to work and family relationship and spillover has the most popular view.

In Spillover Theory, the operation of work and family is like one entity. It has no margin, therefore, whatever transpires at work will be replicated at home. Generally, this theory is the most popular theory with the most supporting evidence adopted by researchers to examine the relationship between work and family life (Edwards & Rothbard, 2000). Essentially, Spillover in one domain has been noted to affect the other domain either in a positive or negative way (Greenhaus & Allen, 2011). Positive spillover is seen when the achievement and satisfaction in one domain bring along the same result in the other domain while negative spillover is seen when depression and difficulties in one domain may have the same result in the other domain. This explanation assumes a connection between occurrence at work and occurrence in the family. As an illustration, fulfilment in an area of life influences fulfilment in another life domain like family, social, leisure, finances, health, among others. This is what is referred to as emotional spillover between the work and non-work systems (Zedeck & Mosier, 1990; Guest, 2002; Hill et al., 2003).

According to Lavassani and Movahedi, (2018), the two other types of spillover are namely; horizontal spillover and vertical spillover. For horizontal spillover, it indicates how one life domain can influence a neighboring domain. For instance, job satisfaction may influence satisfaction in the family domain and vice versa. As regards the understanding of the vertical spillover concept, it is germane to know the domain hierarchy concept. The mind of every individual ranks life domains in hierarchical order and the topmost on it is mostly "life". Feelings in the life domain typifies fulfilment, life satisfaction, subjective well-being as well as personal happiness. Essentially, all other domains like family, job, leisure, community, among other important life domains are secondary to life domain. Here, any satisfaction or dissatisfaction within the main life domains spills over to the most superordinate domain, thus, overall life satisfaction is influenced by such. Additionally, the vertical spillover is divided into bottom-up or top-down.

Meanwhile, Guest (2002) argues that although there exist a high amount of research on spillover, a more detailed proposition about the nature, root and significance of the theory needs to be provided because as a proposition it's just generally specified with little value. Critics of this theory argue that structuring work-family interaction rigidly in term of space and time, will mean a spillover in term of energy, time and behavior that is negative generally. Supporters of the theory are of the notion that work flexibility contributes to achieving healthy balance in work and family. The flexibility allows the integration and overlapping of work and family responsibilities in term of space and time leading to a positive spillover (Hill et al., 2003). Majority of researches in the area of work-family life context have used the Spillover Theory (Zedeck & Mosier, 1990). Literarily, spillover has been referred to as generalization, continuation, extension, isomorphism, familiarity and similarity (Edwards & Rothbard, 2000; Lavassani& Movahedi, 2018).

Empirical Analysis

Oludayo, Falola, Ahaka, and Fatogun (2018) examined the degree to which WLB initiative is a predictor of employees' behavioral outputs in some selected commercial banks in Nigeria. Survey research design was adopted to achieve an accurate investigation. Stratified and simple random sampling techniques, were used in selecting three hundred and thirty nine (339) respondents from five (5) top commercial banks with branches in Lagos State, Nigeria. Results showed that predictors of employee's behavioral outcomes such as job satisfaction, employees' intention and employees' engagement are aftermath of benefits such as; flexible work arrangement, work leave arrangement, employee social support, employee time out, and dependent care initiative. The study found that senior management needs to review and enforce WLB programs, practices and policies to support and encourage employees in their personal life issues to achieve acceptable workplace behaviour.

In the work of Kuranga, Mustapha and Brimah (2020), where they examined the impact of work-life balance on the business growth of female entrepreneurs in South-western Nigeria. A sample size of 379 respondents were selected using purposive and stratified sampling techniques from the members of Nigeria union of tailors in Lagos, Oyo and Osun state. Primary data was collected through the use of structured questionnaire and standard multiple regression was used for the analysis. The result shows work demands, wellbeing, family workload and spousal support with coefficients 0.585, 0.421, 0.207, 0.461. The study also found that every unit change of work-life balance would lead to 0.581 unit increase in business growth. Therefore, the study concludes that work-life balance contributes significantly to the business growth of female entrepreneurs. The study therefore recommends that female entrepreneurs should understand and adopt mechanisms of work-life balance which will help them manage their work roles, family roles and personal life to improve their business growth.

Lawal (2019) investigated the interplay between work-family balance and employee performance of selected financial institutions in Ilorin metropolis, Kwara State. A simple random sampling technique and convenience sampling techniques were adopted using a self-administered questionnaire to obtain data from 147 respondents from selected financial institutions. Regression analysis techniques were adopted via IBM analysed data obtained from the field. The result of the analysis revealed that work-family balance has a significant and positive influence on employee performance. The study therefore recommends that organisation should adopt a flexible working arrangement which will allow its employee to balance family life with work activities in order to attain a sustainable and efficient time balance as well as effectiveness from the employee.

Kuranga, Mustapha, Akanbi and Ajeigbe (2019) examined work-life balance as a panacea for innovative capacity of women entrepreneurs in Lagos State, Nigeria. The objective of the study is examine how work-life balance impacts on innovativeness of women entrepreneurs using a thematic analysis. The study adopted a qualitative research approach, while multi-stage sampling techniques was used in selecting 10 women entrepreneurs who are members of the Nigerian union of tailors in Lagos State, Nigeria. The data for the study was collected using semi-structured

interviews as the primary method of data collection, while responses from from interviews were transcribed, coded and analysed thematically using Nvivo 12 software. The study found that women's aspiration to improve their innovative capacity is often frustrated by the pressure that comes from balancing so many roles at the same time. It was concluded that women entrepreneur's innovative capacity is usually constrained by their domestic

roles and compounded by cultural issues. The study recommends that women entrepreneurs should adopt work-life balance strategies which could assist them in improving their innovativeness.

Mushfiqur, Mordi, Oruh, Nwagbara, Mordi, and Turner (2018) examined the impact of work-life-balance challenges on social sustainability of Nigerian women medical doctors. The study concentrated on Nigeria due to the peculiarities that characterise work life balance and social securities such as socio-cultural, institutional and professional realities of women medical doctors. This study adopted a qualitative approach to explore workplace and institutional realities that challenge WLB and impact the social security of the women doctors. A focus group consisting of 8 participants as well as 43 semi-structured interviews were used for the analysis. Results revealed that pressure from work, cultural expectations, gender role challenges unsupportive relationships, challenges of the gender role and high level of stress all contribute to work life balance and social sustainability. These findings are found to be common among women health workers across the globe, however it is more pronounced in Nigeria due to the existing institutional and socio cultural frameworks.

Adisa, Gbadamosi, Mordi and Mordi (2019) carried out a study on Entrepreneurs' Work-Life Balance; In Search Perfect Boundaries. The aim of the study was to find out if there are perfect boundaries between the self-employed entrepreneurs' work and non-work lives as a result of the nature of their business venture. The study was based on border theory and it examined work life balance on the basis of how they manage the different borders in their lives. The study adopted a qualitative approach to elicit information from Nigerians who are migrants in London. This population are a unique minority group who live in urban the urban area of the developed world. The study utilised a primary method of collection through semi-structured interview over a period of three months. Findings from the research shows that entrepreneurs do give too much attention to boundaries as they prioritise work over life and work long hours in a bid to achieve their entrepreneurial objectives. It also became prevalent that most of these entrepreneurs are not willing to allow anything interfere and distort their goals to the extent that they don't mind remaining single or even divorced as long as their entrepreneurial boundaries are not affected.

Gaur and Saminathan (2018) carried out a research on the impact of work life imbalance on job satisfaction of non-clinical staff at a tertiary health care center in Delhi, India. The objective of the study was to examine the impact of work life imbalance on the job satisfaction of employees. Data was collected for each variable of WLB and job satisfaction among which were flexible working condition, pay structure and working hours. Twelve non clinical employees were selected using random sampling technique and their responses were gathered using a self-structured questionnaire. The result from the correlation analysis revealed that there exist a positive significant relationship between job satisfaction and work life balance. The study concluded that it is necessary that the employer and employee achieve a balance in their work and non-work domains. The study recommended that the value of inter personal relationships and organization performance is influenced by the ability to achieve satisfaction in all spheres' of life.

METHODOLOGY

The study will adopt a cross sectional survey to evaluate and measure effects of work-family balance on commitment of employees in selected polytechnics in Kwara State, Nigeria. The survey method will assist with flexibility in data collection and also enable the researcher have proper knowledge of the variables in use. Data collection for this study was sourced basically through primary sources. The population of the study will be 1,711 which comprise staff members of the three selected polytechnics; Kwara State polytechnic, Ilorin and Federal polytechnic, Offa and Graceland Polytechnic, Offa. The population of the study will cover all academic and non academic staff of the two institutions. However, the study purposively selected the two institutions because of their large number of students and staff as well as they belong both to the federal and state governments respectively.

Table 1: Population of the study

S/No	Institutions	Population
1	Kwara State Polytechnic	1,027
2	Federal Polytechnic Offa	616
3	Graceland Polytechnic Offa	68
	Total	1,711

Source: Author's Compilation (2022)

The sample size was derived using Yamane (1967), with the minimum of 324 for the study while we added 10% to make it 357 as advised by Isreal (2013) that 10-30% should be added to minimum sample size as attrition. Therefore, 357 copies of questionnaire were distributed.

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

Results of Test of Hypothesis

Among other variables of work-family balance and performance the study made use of one to examine the issue in discuss. This study adopted the Structural Equation Model (SEM) to examine the significance of the path coefficients.

Ho: work-family balance has no significant impact on work-family balance and employee commitment among employees in polytechnics in Kwara State, Nigeria;

Objective: examine the extent to which work-family balance impact employee commitment among the employees in polytechnics in Kwara State, Nigeria;

This predicts the relationship between work-family balance and employee commitment among employees in polytechnics in Kwara State, Nigeria. The outcome of the hypothesis is represented thus:

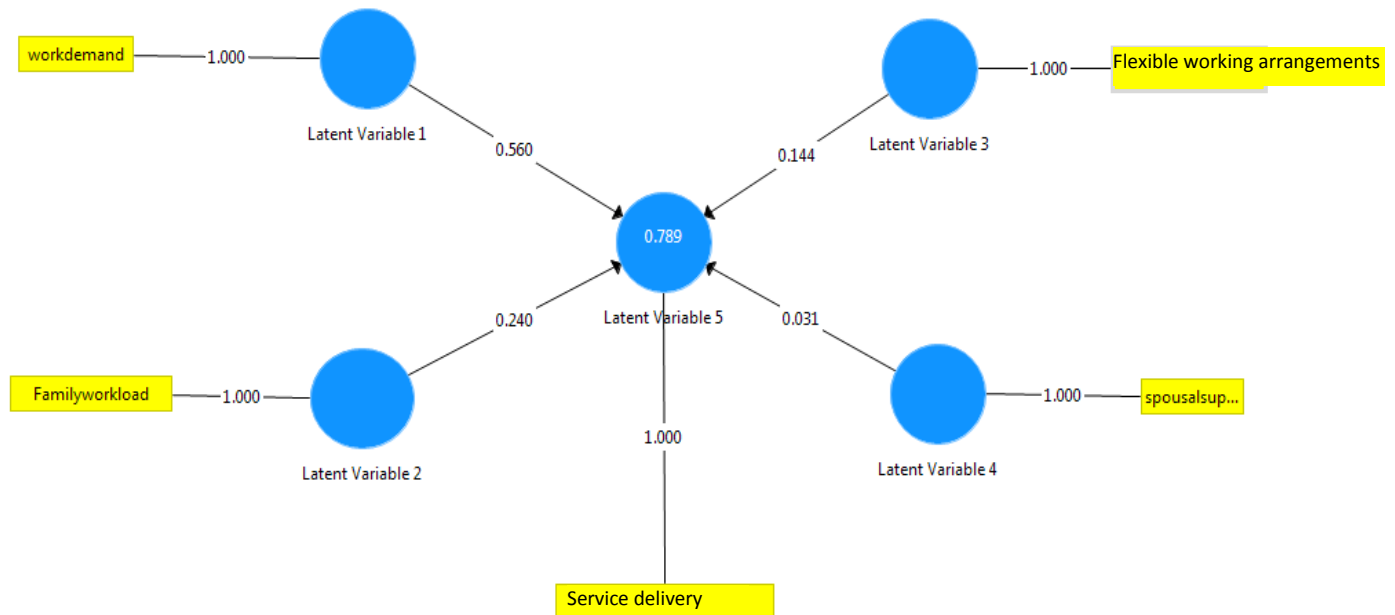


Figure1: Measurement Model (Algorithm Testing) of Employee Commitment
Source: Author’s field survey (2022)

Figure 1 shows target endogenous variable variance. The coefficient of determination, R^2 is 0.78 for the employee commitment endogenous latent variable. That is, the four latent variables (work-family balance, family workload, flexible working arrangement and spousal support) moderately explain 0.78% of the variance in employee commitment.

The inner model suggests that work-family balance, family workload, flexible working arrangements and spousal support significantly impact employee commitment. Hence, H_0 which indicates no significant relationship between work-family balance and employee commitment among employees in polytechnics in Kwara State, Nigeria is hereby not accepted.

Table 1: Path Coefficient: Employee Commitment (EC)

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Work-family balance->EC	0.282	0.294	0.092	0.560	0.002
Flexible working arrangements->EC	0.496	0.495	0.179	0.240	0.000
spousal support ->EC	0.237	0.234	0.052	0.144	0.000
family workload->EC	-0.055	-0.062	0.173	0.031	0.075

Source: Author’s computation (2022)

Assessment of Variance Explained in the Endogenous Latent Variables

R² value is one of the essential criteria used to assess the Structural Equation Model in PLS-SEM. According to Hair et al. (2014), this value is also the coefficient of determination. It stands for the variance in proportion of the dependent variable that is explained by one or more predictor variable. Although the acceptable level of R² value is dependent on the research context, Hair et al.(2013) proposed a R² value of 0.10 as the minimum acceptable level. Meanwhile, Asgari (2016) suggests that the R² values of 0.78, 0.523, 0.495 and 0.79 in PLS-SEM can be viewed as substantial, moderate, moderate and substantial respectively. Table 4.20 captures it all:

Table 2: Co-efficient Determination of R²

	R ²	Adj R ²
Work-family balance	0.789	0.778
family workload	0.523	0.517
Flexible working arrangements	0.495	0.487
spousal support	0.792	0.782

Source: Author’s computation (2022)

Hypothesis of the SEM findings showed that work demands being a variable of the independent construct shows a positive relationship and significance with employee commitment. Result indicated that work-family balance has significant positive relationship with employee commitment ($\beta = 0.282$, $t = 0.560$, $p < 0.002$) likewise, flexible working arrangements and spousal support are positively related to employee commitment. The table shows positive significant relationship between flexible working arrangements, spousal support and employee commitment ($\beta = 0.237$, 0.496 $t = 0.240$, 0.144 $p < 0.000$, 0.000).

Also, Table 1 reveals that an increase in work demands leads to 0.560 unit increase in the employee commitment while a unit increase in flexible working arrangements, spousal support and family workload will lead to 0.240, 0.144, and 0.031 unit increase in employee commitment among employees in polytechnics in Kwara State, Nigeria. All the explanatory variables positively impact the explained variable. The probability values of all the variables show that all the explanatory variables have significant impact on the explained variable.

CONCLUSION AND RECOMMENDATIONS

The findings of this study have shown that work-family balance has a significant effect on employee performance in selected polytechnics in Kwara State. All the explanatory variables indicated a significant impact on performance. Academics and other polytechnic staff must understand that they are personally responsible for their career advancement and job success, and as such their commitment of workers is greatly influenced by how well they their work demands. From the study, it was concluded that balancing work roles with family demands requires adopting a lot of strategies to manage these roles and achieve productivity.

Similarly, family workload was identified as a contributor to the innovativeness of polytechnic staff. Many employees see work-life balance as conditional and unattainable, largely because of the thin line available between the work and family domains as well as the societal demands that has become part of our daily activities. The study therefore recommends that work-family issues in the life domain should be well-handled by organizations in order to secure their commitment; they need to be emotionally and psychologically balanced in order to be innovative on their job and ensure efficient performance. Family demands are inevitable, thus senior academics in particular should delegate more responsibilities to reduce their burden.

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