

Relationship between Work-Life Balance and Organizational Commitment: (A Case Study of Student-Workers of the Evening School Programme at Secretaryship and Management Department, Accra Polytechnic)

Dolores Mensah Hervie

Lecturer, Department of Secretaryship and Management Studies, Accra Polytechnic, P. O. Box GP 561, Accra-Ghana

Rita Sarkodie Baffoe

Lecturer, Department of Secretaryship and Management Studies, Accra polytechnic, P. O. Box GP 561, Accra-Ghana

Abstract

The quest for work-life balance practices is being championed by many organizations in Ghana. It has also received a lot of attention in the field of research. This has come about as a result of awakenings for equilibrium between employees' work-life, career ambition and lifestyle. The aim of this study was to investigate the relationship between work-life balance and organizational commitment among student-workers in the department of Secretaryship and Management Studies of Accra Polytechnic. To achieve this aim, the researchers used a survey design which included research design (questionnaire) and sampling method (random). twenty respondents were selected from first year. Questionnaire and interviews were some of the data collection methods used by the researchers. Tables and charts were used to analyze the data collected. The result of the study showed that there is some significant relationship between work-life balance and organizational commitment among student-workers at the Department of Secretaryship and Management Studies, Accra Polytechnic. Student-workers are employees from different organizations who have taken advantage of Accra Polytechnic's evening programmes to further their education. Hence, they are combining work, education and family life. The research was concluded with recommendations to help improve the balance further by introducing strategies like telecommuting, a compressed workweek, job sharing and encourage student-workers to take their vacations, more institutional support by way of retreat and seminars to enlighten staff on how to reduce stress in their work-life, making the job content less stressful, student-workers must practice proper time management in order to maximize the work hours at their disposal and to opt for studying on distance, residential or online courses to reduce the stress they go through on a regular or evening school programme, this the researchers believe would ensure a high organizational commitment of the student-workers to their organization.

Keywords: Work-life balance, Organizational commitment, Student-workers, Education

1.0 INTRODUCTION

An organizational achievement relies on its employees and their commitment to a set of values and principles. These principles define both the organization's distinctiveness and the fundamental direction in which it wants to function. The commitment of employees to a common vision and purpose within an organization and oneself is important for organizational success. A dedicated worker owns a strong sense of personal integrity and self-confidence which leads to a willingness to share the credit of success, which places emphasis on continual self-improvement. A combination of a strong, positive commitment to oneself and to a set of principles make an organization more fruitful, where commitment is directly related to performance, satisfaction, happiness, malingering and employees attitude.

Work-life balance practices depend on reducing work-life conflict among employees in order to enhance organizational performance. Competing demands between work, school and home have assumed increased significance for employees in recent years, due to the quest for further studies amongst the working class, demands from home, longer working hours, and more sophisticated communications technology allowing near constant contact with the workplace. In response to these changes, organizations are increasingly pressured to implement work-life practices that would enhance employees' commitment and their personal lives.

This study focuses on examining the effect of work-life balance on organisational commitment, that is, how work-life balance would change the level of commitment of student-workers towards their respective organisations and families.

1.2 Problem statement

Student-workers spend longer hours at work and school than with their families. This usually has negative effects on their health, job performance and leads to work to family conflicts. Research found that workload and work to

family conflicts can cause job dissatisfaction which in a long run may affect organisational commitment.

It is argued that demands of work contribute to less involvement in social activities resulting in an imbalanced life. Furthermore, there is a widely promoted view by some management writers (not strongly supported by empirical evidence), that workers in such situations are less willing to display commitment to their organizations. Lack of work flexibility, long hours of work, pressures, demands of work and desire for career progression may lead to deterioration in quality of family and community life. It is on this premise that this study would examine the relationship between work-life balance and organisational commitment among student-workers in Secretaryship and Management Department of Accra Polytechnic.

1.3 Research Objectives

- To determine work-life balance status and organizational commitment of student-workers on the evening school programme
- To assess the effect of work-life balance on organizational commitment
- To determine if there is any relationship between work-life balance and organizational commitment
- To find out the factors that positively or negatively impact the work-life balance and organizational commitment.

1.4 Research questions

- What is the status of work-life balance and organizational commitment of student-workers?
- Does work-life balance has any effect on organizational commitment of student-workers?
- Is there any relationship between work-life balance and organizational commitment of student-workers?
- What factors positively or negatively impact on work-life balance and organizational commitment?

1.5 Significance of the study

This study seeks to bring out the relationship between work-life balance and organisational commitment among student-workers of Accra Polytechnic. The study would be of great significance to student-workers in Accra Polytechnic and other tertiary institutions in Ghana. It would also help enlighten management of various organizations of the effects of work-life imbalance and its impact on organizations. The study would encourage organisations to introduce more work-life balance practices and illustrate how organizations should treat their workers in order to increase their commitment. It would further help student-workers to plan their time and activities to reduce obvious stress, and live a balanced life. Finally, this study would act as a platform for further studies.

2.0 LITERATURE REVIEW

2.1 Organizational Commitment

Organisational commitment can be defined as a strong desire to remain a member of a particular organisation, a willingness to achieve high levels of effort on behalf of the organisation, and a definite belief in, and acceptance of, the values and goals of the organisation Luthans (2010). Allen and Meyer (1991) in their seminal theory on organisational commitment distinguish between three organisational commitment sub-dimensions: affective, continuance and normative commitment. These three approaches of commitment may be described as expressively different directions towards the organisation.

Affective commitment refers to an individual's orientation towards the organisation in terms of loyalty, identification and involvement Robbins, Judge, Odendaal & Roodt (2010). Employees who are emotionally dedicated usually remain with the organisation because they see their employment as harmonious with the goals and values of the organization Ferreira, Basson & Coetzee (2010).

Continuance commitment describes investment that an employee makes towards an organisation. For example their contributions towards organisation-specific skills that may not be transferable, time and effort. The longer individuals remain in their organisation, the more they have to lose Ferreira *et al.* (2010).

Normative commitment is the third dimension of organisational commitment and it reflects feelings of obligation to stay with an organisation as a result of pressures from others.

These three approaches of commitment are not mutually exclusive and it is possible for an employee to develop one or any combination of the three aspects of commitment Laka-Mathebula (2004). Morgan (2012) is of the view that, from an attachment perspective, it can be said that affective commitment reflects the strength of the relationship, continuance commitment reflects duration and normative commitment reflects responsibility.

According to Dick (2011) organizational commitment is an attitudinal or emotive dimension of work motivation, manifesting its form in members' behaviour. Hence, organizational commitment is a subsection of employee commitment, which is comprised of work, career and organizational commitment.

It has been perceived that employees' experiences of specific occupational stressors led to lower levels of organisational and individual commitment as well as to higher levels of physical and psychological ill-health.

Subrahmanian & Anjani (2010) observed that organisations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Similarly, Cole & Bruch (2000) suggested that perceptions of a strong organisational identity, and organisational commitment may influence employees' turnover intention in unique ways, depending on their hierarchical level within the organisation. Sholihin & Pike (2010) also deduced that the use of performance measurements, procedural justice, and interpersonal trust are positively associated with organizational commitment.

2.2 Work Life-Balance

According to Wikipedia (17-06-2016), Work-life balance is a concept including proper prioritizing between "work" (career and ambition) and "lifestyle" (health, pleasure, leisure, family and spiritual development/meditation). Humanresources.about.com (17-06-2016) also defines Work-life balance as a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. These two definitions indicate that Work-life balance is the amount of time an employee spends on the job likened to the time spent with the family and (getting involved in other loved activities).

Work and family are closely interconnected domains of human life Edwards & Rothbard, (2000). Often, meeting both the demands from work and family can be very challenging and may lead to issues with work-life balance Md-Sidin, Sambasivan and Ismail, (2008). Maad (2008) says "we work to live not live to work" has been a popular phrase for employees who try to balance priorities in life. A research found work life conflict and stress is positively related to turnover Noor & Maad (2008). The outcome of another study showed a strong controlling effect of the availability of work-life balance program in the relationship between scheduling control and job satisfaction, and between scheduling control and mental health, among respondents. Vloeberghs (2000) observed that the main objective of work-life balance is to bring about a win-win situation in which both employees, their families and organisations benefit from a better combination of family and business life.

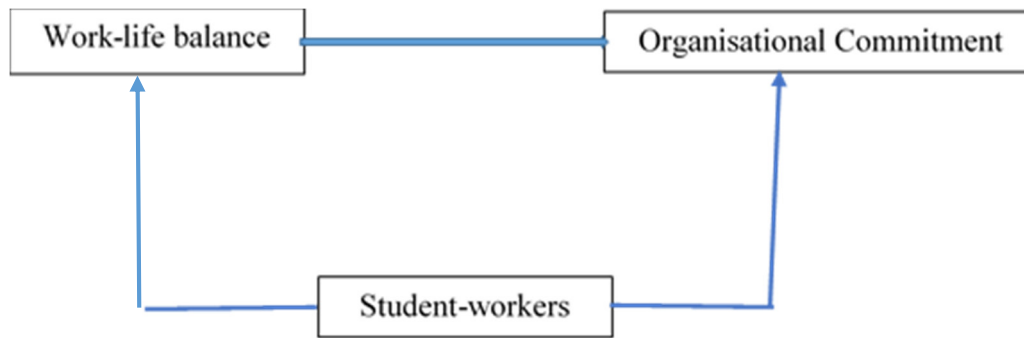
Quality of work-life balance depends upon job satisfaction, human relations, development, promotion, working conditions, compensation, grievance and stress Subrahmanian & Anjani, (2010). Student-workers who reported greater flexibility in their time expectations were, on average, older, more likely to have children, and had worked for long. Vloeberghs (2000) examined the direct and indirect effects of work life balance (WLB) practices on multiple stakeholder outcomes in hospitals. Results indicated that greater use of WLB practices enhances outcomes considering employees and the patients they cared for in a hospital. Muse et al. (2008) results revealed that providing work-life benefits that employees use and/or value is part of a positive exchange between the employee and employer, whereby both parties can benefit. Equally, greater use of work-life balance practices among student-workers at Accra Polytechnic would result in higher academic performance and organisational commitment.

Choudhry (2011) examined relationship between work-life balance and organisational commitment and found significant positive relationship between work life conflict and employee performance. Many other researchers found opposite result (see, Elaine Salansan, 2011) The study conducted by Meyer & Allen's (1991) supported positive relationship of work-life policies and organisational commitment and Jacqueline Norton's, study examines the relationship between work-life balance and three components of organisational commitment (discussed earlier in this review). It found that a positive correlation exists between affective commitment and perceived work-life balance. Results also showed that no significant relationship exists between continuance or normative commitment and perceived work-life balance. However, the strongest correlation found to work-life balance perceptions was that of worker identification with the goals of the organization.

Sturges & Guest (2004) discovered the relationships between work life balance, work/non-work conflict, hours worked and organisational commitment among a sample of graduates in the early years of their career. Results showed that one must show commitment in terms of hours spent at work, at least during the early years of his/her career.

Bashir and Ramay (2010) examine the relationship between career opportunities, work life policies, job characteristics and organisational commitment. The results show that career opportunities and work-life policies are significantly correlated with organisational commitment, while job characteristics did not determine their organisational commitment.

2.3 Theoretical Framework: The theoretical framework as indicated in the literature is depicted in the diagram below:



3.0 METHODOLOGY

The research was conducted at Accra Polytechnic. The target population of the study was part-time first year student-workers in the department of Secretaryship and Management Studies, who were about 80. Out of this number twenty working students were selected for the study.

The researchers used purposive sampling to select the respondent. It is a sampling technique used to solicit information from participants or individuals with knowledge and expertise in a particular field of study. The method is appropriate considering the background of the respondent who are coming from various institutions such as public sector, private sector and non-governmental organization. This ensured that the respondents selected provided information relevant to the research.

The students were selected using the systematic sampling procedure. This procedure involves the selection of elements from an ordered sampling frame, hence, its usage in this study.

Two key research instruments were used in gathering the needed data for this research which were: Interview guide and Questionnaires. With these, large amount of data can be collected and verified.

Primary data was collected through questionnaire and this was followed up with interviews for further information. The questionnaires were distributed to respondents and 100% response rate was achieved.

The data was analyzed with the use of Microsoft excel , the nature of data analysis is mainly descriptive .The data was presented in the form of frequencies, percentages and graphs with detailed explanation to facilitate easy comprehension.

4.0 DISCUSSION OF FINDINGS

Table 4.1 Gender

Gender	Respondent	Percentages (%)
Males	4	20
Females	16	80

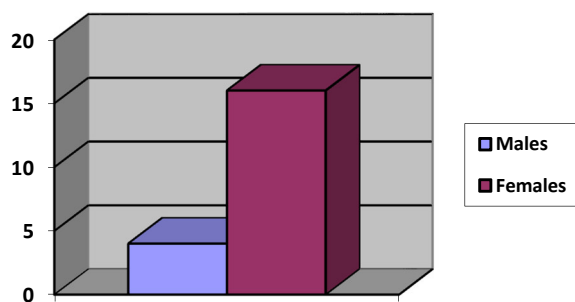


Figure 4.1

4 respondent representing 20% of the sample size were males, while 16 representing 80% of the sample size were females.

Table 4.2 Number of years worked

No. of years worked	Respondents	Percentage (%)
1-4 years	8	40
5-8years	6	30
9- above	6	30

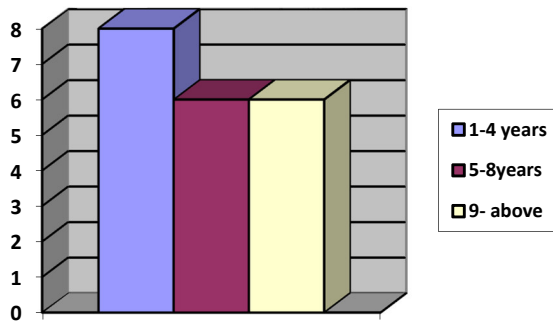


Figure 4.2
 8 respondents representing 40% have worked between 1-4 years, 6 representing 30% have worked between 5-8 years and 6 representing 30% have worked for 9 years and above in their various institutions.

Table 4.3 Times of coming to work

Response	Respondent	percentage
8.00 am	9	45
8.30 am	5	25
9.00am	6	30

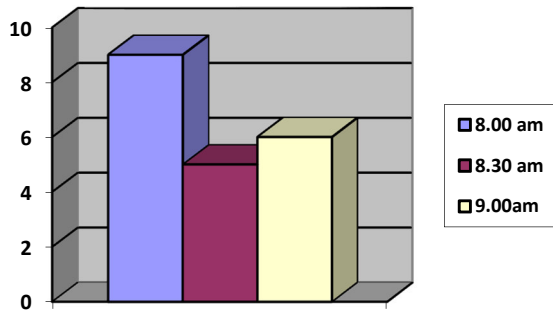


Figure 4.3
 9 respondent representing 45% said they report to work at 8.00am, 5 respondent said they report to work at 8.30 am while 6 respondent representing 30% said they report to work at 9.00 am.

Table 4.4 Times of closing from work

Response	Respondent	percentage
4.00 pm	8	40
4.30 pm	9	45
5.00 pm	3	15

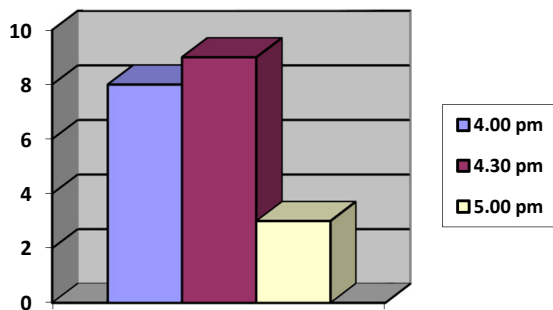


Figure 4.4
 8 respondent representing 40% said they close at 4.00pm, 9 respondents representing 45% said they close at 4.30pm while 3 representing 15% said they close at 5.00pm.

Table 4.5 Do you take some of your official work home after close of work?

Response	Respondent	percentage
Yes	15	75
No	5	25

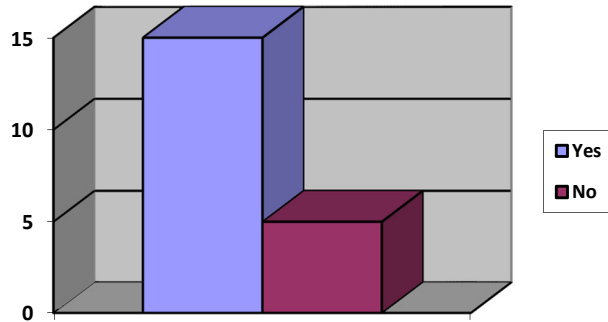


Figure 4.5

15 respondent representing 75% said yes they take some of their official work home after close of work while 5 respondent representing 25% said no, they do not take work home.

Table 4.6 Is your job stressful

Response	Respondent	percentage
Yes	14	70
No	6	30

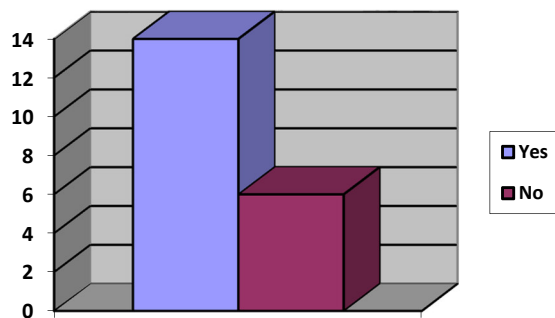


Figure 4.6

14 respondent representing 70% believed their work is stressful while 6 respondent representing 30% did not believe their work is stressful.

Table 4.7 Is the amount of time you spend on your work equal to the amount of time your spend with your family and friends.

Response	Respondent	percentage
Yes	5	25
No	15	75

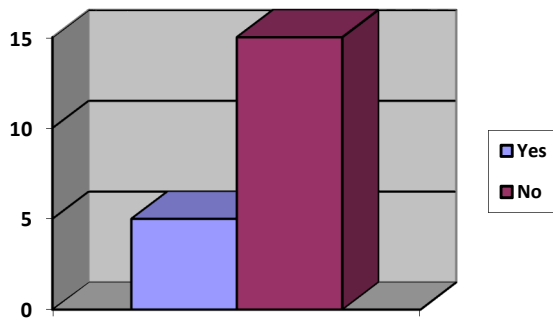


Figure 4.7
 5 respondent representing 25% said the time they spent on the work is equal to the time they spent with their family and friends, while 15 respondents representing 75% said the time they spent on the job is not equal to the time spent with their family and friends

Table 4.8 Is there a relation between your work –life balance and your commitment to your employer

Response	Respondent	percentage
Yes	12	60
No	8	40

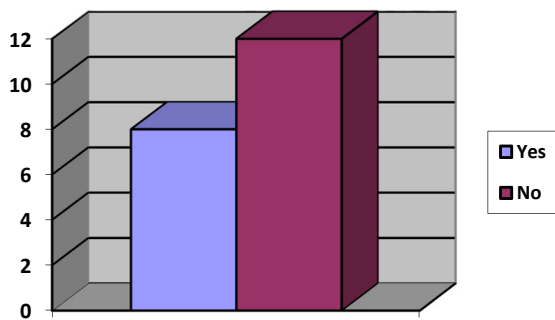


Figure 4.8
 12 respondent representing 60% said there is a relation between work life balance and one’s commitment to his /her employer while 8 respondent representing 40% said there is no relation between work life balance and one’s commitment to his/her employer.

Table 4.9 Does your institution support the need for you to have a balance between home and work life

Response	Respondent	percentage
Yes	7	35
No	13	65

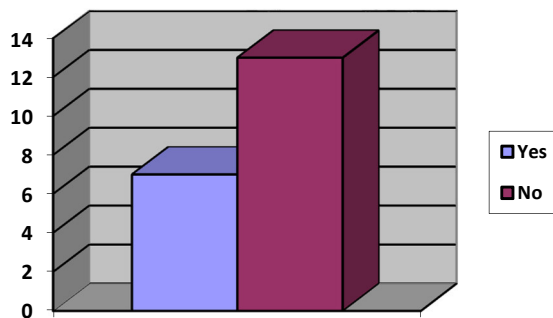


Figure 4.9
 7 respondent representing 35% said yes there is support from their institution towards work life balance while 13 respondent said no there is no support from their institution towards work life balance.

Table 4.10 To what extent would you agree or disagree that work–life imbalance is negatively correlated to organizational commitment.

Response	Respondent	percentage
Strongly Disagree	2	10
Disagree	3	15
Undecided	1	5
Agree	8	40
Strongly Agree	6	30

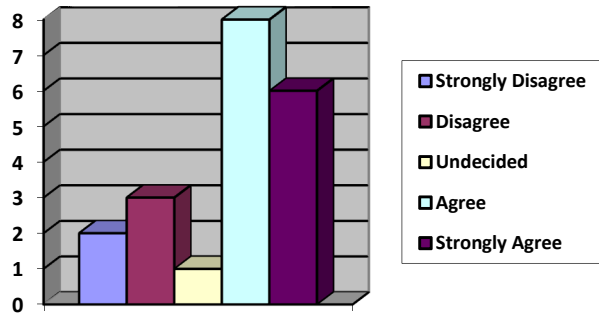


Figure 4.10

2 respondent representing 10% said they strongly disagree that there is negative correlation between work imbalance and organizational commitment, 3 respondent representing 15% disagree, 1 respondent representing 5% was undecided, 8 representing 40% agree and 6 respondent representing 30% strongly agree.

Table 4.11 would you agree or disagree that work–life balance practices can enhance your work outcomes

Response	Respondent	percentage
Strongly Disagree	1	5
Disagree	1	5
Undecided	0	0
Agree	10	50
Strongly Agree	8	40

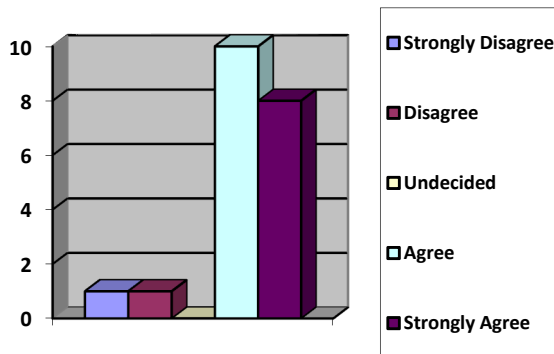


Figure 4.11

1 respondent representing 5% strongly disagree that work life balance can enhance work outcomes, 1 respondent representing 5% disagree, no one was undecided, 10 respondent representing 50% agree and 8 respondent representing 40% strongly agree.

Table 4.12 In your view, would work –life balance have a positive impact on productivity, employee retention and loyalty.

Response	Respondent	percentage
Yes	18	90
No	2	10

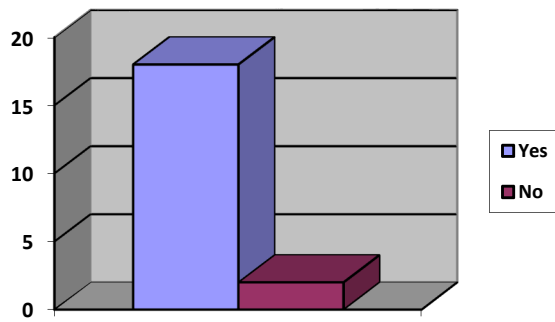


Figure 4.12

18 respondent representing 90% said work life balance has a positive impact on productivity, employee retention and loyalty, 2 respondent representing 10% disagree.

Table 4.13 Does work–life balance has a positive relation with organizational commitment.

Response	Respondent	percentage
Yes	14	70
No	6	30

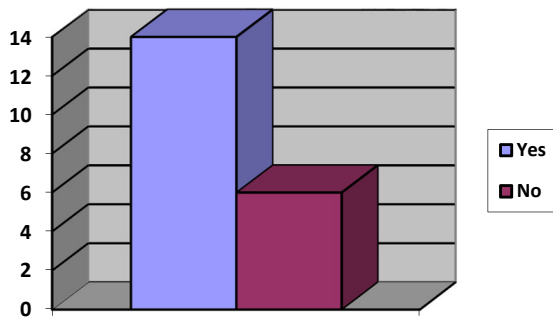


Figure 4.13

14 respondent said yes work life balance has a positive relation with organizational commitment, while 6 respondent said no there is no positive relations between work life balance and organizational commitment.

Table 4.14 Is there an association between employee’s marital status and work-life balance

	Respondent	percentage
Yes	11	55
No	9	45

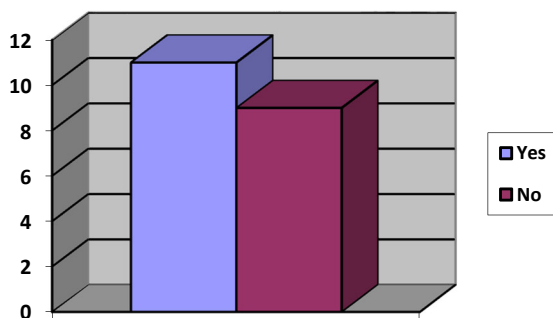


Figure 4.14

11 respondent representing 55% said yes there is an association between employee’s marital status and work life balance while 9 respondent representing 45% said no there is no association between employee’s marital status and work life balance.

Table 4.15 Does employee’s gender has an influence on his/her work life

Response	Respondent	percentage
Yes	8	40
No	12	60

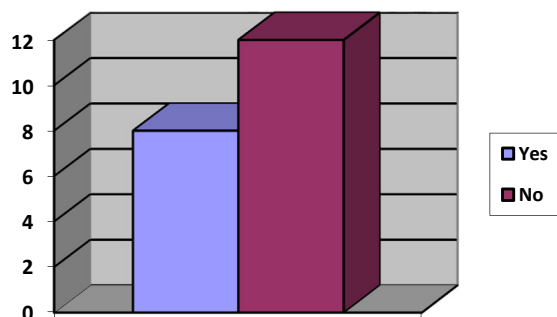


Figure 4.15
 8 respondent representing 40% said there is gender has an influence on an employee’s work life balance while 12 respondent representing 60% said no.

Table 4.16 Is there a difference between organizational commitment of professionals and support staff in your institution.

Response	Respondent	percentage
Yes	14	70
No	6	30

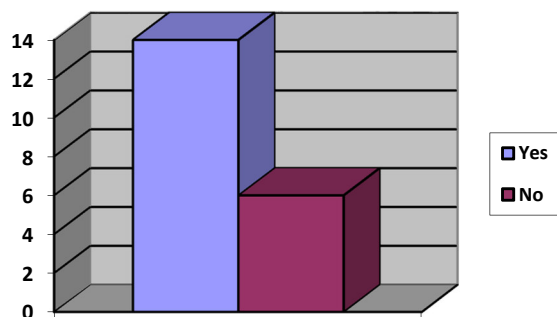


Figure 4.16
 14 respondent representing 70% said yes there is a difference between organizational commitment of professionals and support staff in their institution while 6 respondent representing 30% said no.

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 conclusions

This study found a significant relationship between work-life balance and organizational commitment in students of the evening school programme at Accra Polytechnic, Secretaryship and Management Studies to their employers. The study found that majority of student-workers take work home after close of work in order to meet deadlines, most of them believe their jobs were stressful, there was a relationship between marital status and work-life balance of the respondents, less time was spent with family and friends compared to the time spent on the job, about 70% agreed that work-life imbalance is negatively correlated to organizational commitment, a significant number of student-workers agreed that work-life balance can enhance organizational commitment but regrettably institutional support for staff was rated as low, most of them also believed work-life balance has a positive impact on productivity, employee retention and loyalty .It was generally agreed by the respondent that employee marital status has no significant impact on work-life balance just as an employee’s gender, number of years worked in an organization and age.

Respondents also agreed that work life practices can enhance organizational commitment in a very significant manner.

Yet, on the other side it indicates that top management, employees and professionals are more committed to their work than support staff to the professionals and this might be due to their more enhanced conditions of

service.

5.2 recommendations

The research was concluded with recommendations to help improve work-life balance of the student-workers by introducing strategies like telecommuting, a compressed workweek, job sharing and encourage student-workers to take their vacations, more institutional support by way of retreat and seminars to enlighten staff on how to reduce stress in their work-life, making the job content less stressful. Student-workers must practice proper time management in order to maximize the work hours at their disposal and to opt for studying on distance, residential or online courses to reduce the stress they go through on a regular or evening school.

6.0 LIMITATIONS

There were several of limitations that researchers faced in the course of the study. The sample size was small; the larger sample may produce more different and accurate results. The questionnaires were distributed among the student-workers who are coming from different organizations. The limited time and the cost implication of reaching a larger respondent, or it might be socially desirable behavior of the respondents to fill out the questionnaires in order to please their lecturers/researchers. More studies are needed to be carried out in this area.

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Authors' biography

1. Dolores Mensah Hervie, a lecturer at Accra Polytechnic holds a Bachelor of Arts degree in Secretaryship from the University of Cape Coast, Central Region, Ghana and MBA in Human Resource Management from Ghana Institute of Management and Public Administration, Accra. She is an Associate Member of the Ghana Institute of Human Resource Practitioners and currently working on her final level professional certification programme (PCP). She has over 10 years working experience with international Non-governmental organisations where she has held positions in administration, human resource and communication.
2. Rita Sarkodie Baffoe a lecturer at Accra Polytechnic holds a Bachelor's degree in Commerce from University of Cape Coast, MBA in Human Resource Management from University of Ghana and is a member of ACCA (UK). She worked in the private sector and International Non-governmental organisations where she held various positions in finance, administration and human resource. Since 2010 she has been working at Accra Polytechnic as a lecturer and was the head of department from 2013-2014.