

Work-life balance and employees' commitment in plastics manufacturing firms in Anambra State, Nigeria

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Abstract

Purpose: This study aims to determine the correlation between work-life balance and employee commitment in plastic manufacturing firms in Anambra State, Nigeria.

Research Methodology: A descriptive survey design was employed, the questionnaire was used to elucidate information from respondents while regression analysis was used to test the stated hypotheses and determine the relationships between the variables in the study.

Results: life balance-continuance commitment had a positive but minor impact on employees' commitment, normative commitment had a substantial negative influence on employees' commitment, and affective commitment had a strong positive relationship with employees' dedication.

Limitations: This study was limited to plastic manufacturing firms in Anambra State, Nigeria. It is expected that the financial and health sectors, which are known to have stiff working conditions, should be researched to support or contradict this current finding.

Contribution: This study is expected to serve as a working tool for SME operators, manufacturing firms, policymakers, and the government, as offering a healthy work-life balance can be a significant factor in attracting top talent.

Keywords: *Affective, Continuance, Normative, Commitment, Employees' and Work-life*

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1. Introduction

Globally, manufacturing firms have been identified as a major driver of economic growth in developed and emerging nations, such as Nigeria. It plays a pivotal role in driving economic growth, reducing poverty, and fostering development in developing nations by creating jobs, diversifying the economy, and promoting technological progress (Oyelami and Ogundipe, 2020). In Nigeria, manufacturing firms, especially plastic producing companies, have been seen as catalysts for economic advancement and have continued to play a significant role in the country's economic and social development (Burdin & Pérotin, 2019). The growth of the manufacturing sector is a key component of the industrialization process, which is essential for long-term economic development and competitiveness globally.

Some manufacturing firms offer training programmes, internships, and educational partnerships with schools and colleges. These initiatives help youths gain industry-specific knowledge and experience, thereby enhancing their employability and career prospects. In addition, exposure to manufacturing environments can inspire young people to innovate and become entrepreneurs. They may identify gaps

in the market or develop new products and processes, contributing to industry growth and creating job opportunities for themselves and others (Irikefe 2018).

Therefore, employment generation is a means of engaging people to contribute their quota to the organization for the attainment of organizational goals and economic growth. Many manufacturing firms, especially in Nigeria, have found it difficult to perform optimally owing to the time management and conflict of the office/house stint paradigm. When employees experience imbalance in their work life, firms are likely to experience poor performance and low commitment on the side of employees (Agari, 2022).

Employees are expected to balance their roles and professional duties to provide their best in organizational work. Work-life balance (WLB) is seen as an individual conviction that work and personal life are two sides of the same coin that must be blended for employees' total commitment to an organization (Rachmadini & Riyanto, 2020). Soomro et al. (2018) noted that work-life balance is essential for achieving organizational goals. Similarly, Jaharuddin and Zainol (2019) defined work-life balance as achieving equality between job, home, and other life roles to eliminate conflict of interest and crisis among their cognitive stability, psychological, and emotional, which help in promoting organizational effectiveness, efficiency, and productivity. Work-life balance refers to the equilibrium between the time and effort dedicated to one's job or career and the time and energy devoted to other aspects of life, such as family, leisure, personal development, and health. Achieving a healthy work-life balance is essential for overall well-being and productivity. The tactics used by employees and employers determine how effectively both domains are managed. According to A. F. Anoke, Onu, and Agagbo (2022), companies are increasingly conscious that to promote work-life balance, they must consistently raise the standard of living for both employees and their families by utilizing technical, organizational, and personal abilities. This highlights the need to encourage work-family integration to promote employee commitment in strong firms. As organizations aim to decrease costs and boost profits in the global market, employers must adopt policies to help employees balance paid jobs and nonwork activities.

It is argued that engaging employees in an organization without a proper work-life balance arrangement causes stress and less commitment among employees, which will hurt the attainment of organizational goals (A. Anoke, Nzewi, & Tukura, 2022). Work commitment is defined as employees' enthusiasm for the obligations assigned to them at work. It is a person's sense of responsibility for a company's goals, mission, and vision. Employee commitment, in other words, is an emotional relationship with and involvement in an organization. It is a bond developed between the staff member and the organization as a whole that inspires the person to continue serving the company and contributing to its goal attainment. Employees, particularly women, are more devoted to their work if their lives and those of their families are guaranteed (F. Anoke, Ngozi, Uchechukwu, & Joyce, 2022). According to Katili, Wibowo, and Akbar (2021), work-life balance describes how a person's responsibilities at work and home interact.

The goal of employers, workers, and the government is to increase the workforce participation. On the other hand, managing employment and caring for children, disabled family members, or aging parents is a struggle for many people who want to remain committed to their assigned duties at work. Employees can handle work and life demands better when they have choices regarding how work is structured. It is claimed that when society as a whole improves, businesses gain from employees' improved devotion and commitment.

The research challenge is to assess work-life balance and employee engagement, particularly in plastic manufacturing enterprises in Anambra State, Nigeria. Numerous complaints and employees' failure to create equilibrium between their occupational life and personal and family lives served as the foundation of this research. Although it is a relatively recent field of study, researchers have attempted to proffer solutions to this personal/organizational life imbalance, all to no avail as many Nigerians, especially those working in plastic firms in Anambra State, believe that they lack work-life balance and

are personally affected by the imbalance. Against this backdrop, investigating work-life balance and employees' commitment to plastic manufacturing firms in Anambra State, Nigeria, becomes imperative. The objective of this study is to determine the correlation between work-life balance and employees' commitment to Plastic Manufacturing firms in Anambra State, Nigeria. Specifically, the objectives were as follows:

- i. To ascertain the effect of work-life balance and continuance commitment in plastic manufacturing firms in Anambra State, Nigeria.
- ii To determine the correlation between work-life balance and normative commitment of employees in plastic manufacturing firms in Anambra State, Nigeria.
- iii. To ascertain the correlation between work-life balance and affective commitment of employees in Plastics Manufacturing Firms in Anambra State, Nigeria

1.1. Research Hypotheses

The following research hypotheses were postulated and tested:

H01: Work-life balance has no significant effect on continuance commitment in Plastic Manufacturing Firms in Anambra State, Nigeria.

H₁: Work-life balance has a significant effect on continuance commitment in Plastic Manufacturing Firms in Anambra State, Nigeria

H02: Work-life balance has no significant effect on the normative commitment of employees in Plastic Manufacturing Firms in Anambra State.

H₂: Work-life balance has a significant effect on the normative commitment of employees in Plastic Manufacturing Firms in Anambra State

H03: Work-life balance has no significant effect on the affective commitment of employees in Plastic Manufacturing Firms in Anambra State

H₃: Work-life balance has a significant effect on the affective commitment of employees in Plastic Manufacturing Firms in Anambra State

2. Literature review

2.1 Conceptual Clarifications

2.1.1 Work-Life Balance

Although the notion of work-life balance has received much attention in recent years, plastic manufacturing enterprises, particularly those in Anambra State, have paid less attention to this problem. Work-life balance refers to the appropriate coordination of paid employment with other responsibilities and obligations that are important to persons as individuals and as members of society. Zahoor, Abdullah, and Zakaria (2021) maintained that a healthy work-life balance refers to a worker's capacity to properly manage both paid employment and social life. It is all about striking an ideal balance between family, work, leisure, social commitment, health, career, and spirituality (Larasati & Hasanati, 2019). It entails workers finding a balance between job, home, and other life roles, and aims to resolve the crises that exist among workers' psychological, emotional, and cognitive stability, promoting organizational success (Jaharuddin & Zainol, 2019; Soomro et al., 2018).

According to Taiwo, Catherine, and Esther (2016), as referenced in Cross, Daniel, and Jiya (2020), WLB from the employee perspective is the dispute between job commitments and family roles. It is the process of developing an organizational culture in which people may focus on the workplace while managing their family commitments. According to Cross et al. (2020ee aspects, which include satisfaction balance, time balance, and involvement balance.

Balancing personal with professional lives is critical for both organizations and people since it affects job satisfaction, dedication, and mental health (Haar, Russo, Suñe, & Ollier-Malaterre, 2014). In a similar development, Haar et al. (2014) noted that rising workload, technological innovation, and globalization have made work-life balance difficult.

Poor WLB has a negative influence on employee health, well-being, and corporate success (Jaharuddin & Zainol, 2019). Consequently, a lack of harmony between work and personal life may result in increased stress, which may lead to a stronger desire to leave the job (Kumara & Fasana, 2018). Thus,

companies that prioritize work-life balance are more likely to influence employee engagement, and employees' ability to achieve WLB with organizational support leads to higher job engagement, greater commitment, and better job performance (Jaharuddin & Zainol, 2019). Additionally, an imbalance between work and personal life causes higher stress, which can lead to greater employee turnover intention (Kumara & Fasana, 2018).

2.1.2 Employees Commitment

The fact that not all types of employee commitment are correlated with greater performance is crucial. It is doubtful that a worker with strong continuous commitment, but low emotional and normative commitment, will see improved performance. Winasis, Riyanto, and Ariyanto (2020) noted that because quitting would be expensive, this type of employee typically stays with a firm (Govender, 2017). In recent years, this classification has been researched and improved to consider the degree to which the social environment that the firm creates helps employees feel included and provides them with a sense of identity (Anyia et al., 2021). The fact that they have varied implications for employees' behavior is one of the most crucial factors in differentiating the various organizational commitment models. According to previous research (Cultureamp. com, n.d.), affective commitment is more positively correlated with work performance, organizational civic behavior, and attendance than normative commitment. The idea that commitment can be focused on several goals or be relevant to professional behavior, such as the organization, occupation, supervisor, team, program, and customer, has been a significant advancement in commitment theory (Engageforsuccess.org, n.d.). A. F. Anoke (2023) described employee commitment as the willingness of an employee to give his or her best to the assigned duty thereby contributing to the growth and sustainability of the organization.

2.1.3 Continuance Commitment

For a company to thrive, expand, and prosper in a dynamic business climate such as Nigeria, the relationship between its employees and the organization is not only critical, but must also be considered in the strategic planning process. To establish a strong relationship between employees and the organization, the organization must provide a high level of employee dedication, contentment, and undulated commitment (De Menezes & Kelliher, 2017). Organizational commitment refers to an employee's attitude, sentiments, and behaviors toward their employer (Gill & Siddiqui, 2020). Employees' attitudes and devotion toward their organizations' objectives, ambitions, and principles represent the organization's dedication. According to Kelliher et al. (2019), employee dedication and desire contribute to the productivity and success of the company. It acts as a bond that binds employees to their firm and is critical for the growth of the organization. To put it another way, continuation commitment is defined as an employee's desire to remain in a company solely because the benefits of remaining in the industry outweigh the costs of leaving it. Quitting an organization costs more than staying. Therefore, continence commitment entails sticking to a company because you have to. This has to do with how strongly employees feel compelled to remain with their company.

2.1.4 Normative Commitment

Without a commitment from the staff to the business's guiding principles, no organization can operate at its peak potential in today's competitive world. The dedication of the workforce to a company's principles and values is crucial to any organization's success in both developed and developing nations. The level of output in an organization's production process will be very high when its personnel experience a "sense of oneness," and as a result, they will cooperate to complete tasks (Gill & Siddiqui, 2020).

Employees are viewed as the primary resources driving an organization's strength. It is noteworthy that organizations give personnel a lower priority than technology and systems, even though staff members are in charge of an organization's technology and systems. Onu Akinlabi et al. (2018) viewed employees as social creatures from a particular social structure, culture, and family lifestyle that work in an organization. However, due to a lack of consideration of both the employer's and employees' aspects, the importance of the standard of work life in an organization is not given any weight, resulting in an increase in absenteeism, dissatisfaction with work, low productivity, an increase in accident rates, and a lack of motivation and morale. Many organizations are now benefiting from harnessing virtual work

to increase productivity, efficiency, quality, and reduction in reliance on labor for skills to strengthen service strategies and approaches in the contemporary industrial workforce (Ubani et al., 2024).

Normative commitment occurs in an organization, such as a plastic firm, when an employee feels an obligation to the organization. Even when such an employee is unhappy in his or her role in the organization, or feels like pursuing better opportunities, he or she will opt to stay behind because it is the right option. Normative commitment is obligatory for an organization. This dedication results from a person's moral duty to remain with the company, despite the potential financial, social, and moral gains from quitting the organization (Govender, 2017).

2.1.5 Affective Commitment

Today, organizations face numerous challenges. However, getting work done by employees is one of the most difficult tasks for firms. Making sure a committed workforce is employed in the organization is essential for the future success of any firm (Adewoyin, Opeke, Ikonne, & Madokoma, 2020). Without properly managing their human resources, organizations cannot gain a competitive advantage or accomplish their goals (Ebimobowei, Udu, Ugo, & Chukwuma, 2019). Ezekiel and Nanfa (2023) argued that customer contentment and emotional intelligence are correlated, and emotional labor fully mediates this relationship.

Therefore, affective commitment is an aspect of a workplace with multiple commitments. Affective organizational commitment results from a wide range of outcomes, including work-life variables influencing relationship satisfaction, hobbies, place of residence, meaningful life, health conditions, and physical fitness (Gabriel, 2016). According to Nadeeshani and Nishanthi (2019), employees' affective commitment encompasses emotional attachment to, identification with, and involvement in the organization. Organizational commitment is defined as a profoundly committed person who identifies with, participates in, and values membership in an organization. This type of commitment is viewed as an emotional relationship with the organization. Emotional commitment is often referred to as a work-related attitude with favorable feelings toward the company (Don-Baridam & Victor, 2022).

Today, it is evident that most businesses are engaged in an ongoing struggle to survive and realize their ambitions and goals because of intense industry competition and dynamic work environments. Thus, it is advised that companies should strive to retain the best individuals on board and secure their dedication as a source of competitive advantage in the present corporate environment. The supervisor's role will help managers to ensure a match between the job and organizational requirements and those of employees (Hossain, Khatun, & Shanjabin, 2023).

2.1.4 Theoretical Framework

Several theories in organizational psychology support the concepts of work life and employee commitment, but the theory underpinning this study is the three-component model of organizational commitment (Meyer and Allen, 1991). This theory covers individuals' continuance, affective, and normative commitments to the organization they work in. This suggests that commitment to an organization is influenced by these three factors: continuance commitment (which suggests that individuals engage in relationships (including those with organizations) based on perceived costs and rewards. Continuance commitment aligns with this theory, as individuals may stay in an organization because they perceive the costs of leaving (such as loss of benefits and position) to outweigh the benefits of staying), affective commitment (can be explained by this theory, as employees who feel supported by their organization are more likely to develop an emotional bond with it—emotional attachment to the organization), and normative commitment (aligns with this theory, as employees may feel a sense of duty or obligation to remain with an organization that has invested in their development or provided them with opportunities).

This theory is significant to this study because it provides a comprehensive framework for understanding why employees stay with or leave their organizations. Identifying affective, continuance, and normative commitments helps organizations gauge employee engagement, retention, and

satisfaction levels. The model aids in developing strategies to foster stronger organizational commitment, leading to improved performance and reduced turnover rates.

2.2 Empirical Review

Researchers have tried to establish a link between work-life balance and worker dedication with varied degrees of success. The following studies were reviewed:

Boyede and Omotoye (2021) conducted a work-life balance (WLB) study on employee engagement (EE) in polytechnics for women in Osun State, Nigeria. This study used a descriptive survey design. The study population consisted of 750 workers chosen randomly from among women in the (WITED). The Work-Life Balance Scale (WLBS) and Employee Engagement Scale (EES) were used in the study, and data were obtained using them. Multiple Regression Analysis was used to test the hypotheses suggested at the alpha level of 0.05. The study discovered that continuous commitment had coefficients = 0.190, $t = 1.688$, and $p = 0.007 = 0.05$, indicating that it had a significant impact on employee engagement. Work-life conflict was found to have a substantial impact on employee engagement, with coefficients = 0.385 $t = -1.184$, $p = 0.002 = 0.05$, showing a negative impact on employee engagement.

However, Boyede and Omotoye (2021) did not yield any conclusions or recommendations (s). Jaharuddin and Zainol (2019) examined the effect of work-life balance on job engagement and turnover intention in Malaysia. The goal of this study was to investigate the relationship between WLB, work engagement, and turnover intention. A questionnaire survey was issued to 213 executive staff members in Klang Valley, Malaysia, to collect data for a quantitative study. Job involvement has little effect on WLB and turnover intention. The data revealed a clear correlation between work-life balance concerns, job engagement, and intention to leave. There is also a strong link between job satisfaction and employees' intention to leave.

Jaharuddin and Zainol (2019) did not state the organization targeted by the study. The study population, from which a sample size of 213 was chosen, was also missing, as was the scientific technique of sample size determination (formula). Obasi and Adieme (2021) conducted a study on work-life balance, teacher engagement, and flexible time in Rivers State private secondary schools. The goal of the study was to determine how much work-life balance predicts teacher involvement in River State, Nigeria's private senior secondary schools. Three research topics and hypotheses drive this investigation. The study used a correlation research approach and comprised 7,143 instructors from 275 private secondary schools in River State (2,676 men and 4,467 women). A total of 714 instructors were chosen using the proportionate-stratified random selection technique, which represented 10% of the population. For Research Questions 1 and 2, simple regression was used, and for Research Question 3, multiple regressions were used. The t-test and simple regression were used to test Hypotheses 1 and 2, while ANOVA and multiple regression were used to test Hypothesis 3 at the 0.05 alpha level. Work-life balance was revealed to be a significant and joint predictor of teacher engagement and flexible time in Rivers State secondary schools.

Onu et al. (2018) investigated the impact of work-life balance on employees' normative commitments at the chosen deposit money banks in Ogun State, Nigeria. The fundamental problem was discovered to be the banks' poorly developed work cultures, which do not foster work-life balance activities. The specific purpose, which corresponded to the research subject and hypothesis, was to determine how much the leave policy influenced employees' normative commitment. The study used a survey research strategy with a target population of 250 employees using Yamane's methodology. Questionnaires were distributed, completed, and returned on 154 occasions. Descriptive and inferential statistics were used to analyze the data. Leave regulations had a substantial impact on normative commitment, according to the findings ($= 0.170$, $t = 2.318$, $p = 0.05$). This study found that leave regulations increase employee commitment, which is an important phenomenon. According to this study, managers of Nigerian deposit money institutions should prioritize leave policy incentives that promote employees' normative commitment.

Nadeeshani and Nishanthi (2019) investigated organizational pride and work-life balance as they relate to emotional commitment, with a focus on the XYZ Glove Manufacturing Company in Sri Lanka. The sample included 134 XYZ Company employees at the junior executive level and above. Data were gathered using a basic random sampling technique, a questionnaire delivered via Google Docs, and paper-and-pencil surveys. Pearson's correlation coefficient and linear regression analysis were used to investigate the hypotheses. It was discovered that WLB significantly increased affective commitment and organizational pride. Additionally, it was discovered that organizational pride in XYZ significantly influenced the affective commitment of junior executives and above. The study concludes that organizational pride considerably increases the link between WLB and affective commitment.

The study by Nadeeshani and Nishanthi (2019) was limited to emotional (affective) commitment, leaving continuance and normative commitments unattended. Additionally, the population from which 134 samples were drawn was not included in the study.

3. Methodology

3.1 Research Design

This study adopted a survey research design because it provides first-hand information and direct contact with respondents using a questionnaire. The study population comprises the entire staff of six (6) registered plastics manufacturing firms in Anambra State. According to the Manufacturing Association of Nigeria (MAN) Facts book (2022), there are six (6) plastics manufacturing firms in Anambra State, with a total staff strength of one hundred sixty-eight (168). The researchers conducted a census study, thereby taking the population as the sample size. This is because researchers can administer questionnaires to the entire population. However, only one hundred and sixty-one (161) questionnaires were correctly filled, returned, and used for this study out of the 168 copies distributed to participants

Table 1. Population

S/N	Plastics Manufacturing Firms in Anambra State	Staff Strength
1	Ano Plastic & Metal Industries	32
2	Ezenwa Plastic Industries Nigeria Ltd	23
3	Nakpo Plastics Container Ltd	34
4	Olympic Plastic Nigeria Ltd	22
5	Ozalla Plastics Enterprise Ltd	31
6	Silas poly plastic International ltd	26
	Total	168

Source: Manufacturing Association of Nigeria (MAN) Facts Book (2023)

On a 5-point Likert scale, the responses were evaluated as strongly disagreed, disagreed, undecided, highly disagreed, or agreed. To determine the instrument's internal consistency, a sample of 25 respondents who were not part of the original sample but shared features with the study population was administered. After coding and entering data from the 25 respondents into the SPSS program, the coefficient alpha (also known as Cronbach's alpha) was calculated for each series.

The coefficient alpha of work-life balance with continuance commitment was 87.3 percent, for work-life balance and normative was 85.5 percent, work-life balance and effective was 93.7 percent, and employees' commitment was 91.9 percent. This shows that the entire instrument is liable and suitable for use in this study.

The Cronbach's alpha reliability test results from SPSS were as follows:

Table 2. Cronbach's Alpha Reliability Test of the Instrument

Variables	Items	Mean	SD	R
		n		

Work-life Balance continuance commitment	5	19.5 51	4.8 73	0.874
Work-life Balance Normative	5	19.4 82	5.1 72	0.854
Work-life Balance Affective	5	19.0 31	4.9 07	0.935
Employees Commitment	5	18.9 82	5.1 20	0.918

The values of R Continuance, Normative, Affective, and Employee Commitment were 0.874, 0.854, 0.935, and 0.918, respectively, indicating that the instrument is reliable.

The ordinary least squares multiple regression method was used to examine the impact of work-life balance and flexible working hours, work-life balance and normative, work-life balance and affective, and work-life balance and affective on employee commitment. This study's functional relationship is expressed as follows:

$$EC = f(WLBCC, WLBNC, WLBAC) \quad 1$$

Given below is the ordinary least square multiple regression model

$$EC = \beta_0 + \beta_1 WLBCC + \beta_2 WLBNC + \beta_3 WLBAC + e_t \quad 2$$

Where:

- β_0 = Regression constant
- $\beta_1, \beta_2, \text{ \& } \beta_3$ = Regression Parameters
- EC = Employee Commitment
- WLBCC = Work-life Balance-continuance commitment
- WLBNC = Work-life Balance- Normative Commitment
- WLBAC = Work-life Balance- Affective Commitment
- e_t = Error term

4. Results and discussions

This section presents the descriptive statistics for the data received from the respondents, beginning with the descriptive analyses of the variables and progressing to the regression analysis.

Table 3. Descriptive Statistics Analysis

	N	Std.								
		Minimum	Maximum	Mean	Deviation	Variance	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EC	161	12.74	125.00	15.9394	86.3013	36.938	-2.853	1.980	4.772	2.167
WLBCC	161	12.50	118.02	10.9002	65.2045	16.780	-3.241	1.980	4.921	2.167
WLBNC	161	17.35	108.70	36.6714	89.1938	36.290	1.179	1.980	-1.002	2.167
WLBAC	161	12.80	121.06	16.5202	73.0064	4.733	1.224	1.980	-1.004	2.167
Valid	N161									
(listwise)										

The study started This section begins by systematically relating the descriptive statistics of the dataset of work-life balance and employees' commitment in plastic manufacturing firms in Anambra state, Nigeria.

Table 2 presents the descriptive statistics of the analysis. Here, the median examined the dataset's middle distribution, whereas the mean considered the variables' average values. From the result, it could be observed that the mean values for EC (Employees' Commitment), work-life balance and continuance commitment (WLB FCC), work-life balance and normative commitment (WLBNC), and work-life balance and affective commitment (WLBAC) were 15.9394, 10.9002, 36.6714, and 16.5202 respectively. The extent to which the dataset varied from its mean value was considered by dispersion measurements. The dispersion measures used in this investigation were the lowest, maximum, and standard deviation.

According to the descriptive statistics results, the dataset ranged (from minimum to maximum) from 12.74 to 125.00, 12.50 to 118.02, 17.35 to 108.70, and 12.80 to 121.06 for Employees' Commitment (EC), work-life balance and continuance commitment (WLBCC), work-life balance and normative commitment (WLBNC), and work-life balance and affective commitment (WLBAC). The difference between the observed and sampled mean values was computed using standard deviation. According to the summary, the standard deviation values for Employees' Commitment (EC), Work-Life Balance and Continuous Commitment (WLBCC), Work-Life Balance and Normal Commitment (WLBNC), and Work-Life Balance and Affective Commitment (WLBAC) were 86.3013, 65.2045, 89.1938, and 73.0064, respectively.

Notably, the measurement of normality determines whether the dataset is regularly distributed. Skewness and kurtosis were used as indices of normalcy. Asymmetry of the series was quantified using skewness. The skewness of the series can be normal, positive, or negative. Positive skewness signifies a lengthy right tail and skewness value greater than the sampled mean. A zero skewness indicates that the distribution is symmetric around the mean. When the skewness of the distribution is negative, it has a long left tail with values lower than the sampled mean. Employees' commitment (EC) and work-life balance commitment (WLBCC) skewness scores of -2.853 and -3.241, respectively, indicated a negatively skewed distribution, with a long-left tail with lower values than the sampling mean. Work-life balance and normative commitment (WLBNC) skewness values of 1.179 and 1.224, respectively, indicated a positively skewed distribution, indicating that the distribution of this variable set had a large right tail with values greater than the sampled mean.

Kurtosis is a metric that compares the data peaks and valleys to a normal distribution. Kurtosis comes in three varieties: mesokurtic, leptokurtic, and platykurtic. The distribution was mesokurtic or normal if the kurtosis value was 3.0000. Positive kurtosis, also known as leptokurtic kurtosis, is characterized by a kurtosis value greater than 3.0000 and produces higher values than the norm. If the kurtosis value was less than 3.0000, the curve was flattened and the results were smaller than the sample mean. As shown in Table 3, the kurtosis values of work-life balance-normative commitment (WLBNC) and work-life balance and affective commitment (WLBAC) parameters were less than the 3.0000 required for a normal distribution. Consequently, the data for these variables had a flattened curve and yielded values that were lower than the sample mean. However, the coefficient of kurtosis values for Employee Commitment (EC) and work-life balance-continuance commitment (WLBCC) were found to be greater than the minimum value of 3.0000 necessary for a normal distribution, which was 4.772 and 4.921, respectively. These datasets were leptokurtic, because they yielded values greater than the mean.

Table 4. Regression Analysis: MSMEP is the dependent variable

Variables	Coefficient	Std Error	T-stats	Probability
Constant	-19.074	2.547	-7.383	0.001

WLBCC	0.032	0.081	0.004	0.864
WLBNC	-0.160	0.094	-2.112	0.025
WLBAC	0.152	0.072	3.241	0.001
R2	0.882			
R2-Adjusted	0.891			
SER	2.651			
F-Stats	6.876			
P-value	0.002			

P ≤ 0.05; df = 161; Critical t = 1.960
Critical t = 1.964; df = 161

Table 4 shows that by holding the work-life balance constant, employees' commitment was reduced by approximately 19.074 percent. Therefore, a percentage increase in work-life balance-continuance commitment resulted in a 3.2 percent increase in employees' commitment. Furthermore, it was evident that a one percent rise in work-life balance and normative commitment led to a 16 percent decrease in employees' commitment to plastic manufacturing firms in Anambra State. This implies that work-life balance-normative commitment has a negative effect on employee commitment in Anambra State's plastics manufacturing enterprises. Additionally, the one percent increase in work-life balance-affective commitment gave rise to a 15.2 percent increase in employees' commitment to plastic manufacturing firms in Anambra State. In other words, employees' increased feelings of belonging, attitude, and emotions resulted in improved employee commitment to plastic firms in Awka, Anambra State. According to the t-statistics and p-values, work-life balance-normative commitment and work-life balance-affective commitment were significant in influencing employees' commitment in Anambra State plastics manufacturing enterprises. The t-statistic values of -2.112 and 3.241, and corresponding p-values of 0.025 and 0.001%, show that there is a strong relationship between the two variables. The T-statistic value of work-life balance-continuance commitment was 0.004 and the p-value was 86.4%, showing that it did not affect employees' commitment. The modified R-squared value is 0.891. This means that work-life balance accounts for approximately 89.1% of the observed changes in employee commitment in plastic manufacturing enterprises in Anambra State. In other words, continuance commitment, normative commitment, and emotional commitment accounted for more than 89.1% of the overall variance in employee commitment in Anambra State's plastics manufacturing enterprises. An F-statistic value of 6.876, with a p-value of 0.002, showed a significant linear relationship between the independent and dependable variables in the study.

4.1 Discussion of Findings

The findings of this study indicate that work-life balance and continuance commitment had a favorable but minimal effect on employees' engagement in Anambra State plastics manufacturing firms. In other words, when employers allow employees to manage their instincts optimally, it marginally enhances employees' commitment to an organization, which translates into productive performance. This finding is in agreement with that of Obasi and Adieme (2021). They discovered that work-life balance substantially influenced teacher engagement and flexible time in river state secondary schools.

It was also revealed that work-life balance and normative commitment had a significant adverse impact on employees' commitment to plastic manufacturing firms in Anambra. This suggests that employees are not fully committed when they feel a sense of obligation toward the organization and want to pursue better opportunities elsewhere. It is important to let them go even if they are interested in remaining

with the firm. This finding contrasts with that of Onu et al. (2018), who found that leave policies significantly impacted normative commitment in Deposit Money banks in Ogun State, Nigeria.

Furthermore, this study discovered that work-life balance and affective commitment had a favorable and significant influence on employee commitment in Anambra State plastic manufacturing enterprises. This means that the more emotionally engaged individuals are in their jobs or obligations, the more dedicated they are to the organization's goals and vision. This is because they (workers) will believe that their personal beliefs and priorities align with the goals and visions of the organization. This finding is consistent with that of Nadeeshani and Nishanthi (2019). They discovered that organizational pride strengthens the link between work-life balance and affective commitment.

Finally, the study rejected the null hypothesis (H_{03}) and concluded that affective commitment has a significant effect on employee commitment in plastic manufacturing firms in Anambra State, Nigeria, because the calculated T-statistic value of 3.241 is greater than the table T-statistic value of 1.964. Therefore, the affective domain has a significant effect on employees' commitment to plastic manufacturing firms in Anambra State Nigeria. This is because employees with such affective attachment are emotionally identified and fully involved in the firm's activities for organizational goals.

5. Conclusion

This study established a link between work-life balance and employee commitment in Anambra State, Nigeria. Furthermore, the researchers investigated the extent to which there is a relationship between work-life balance and continuance commitment, normative commitment, affective commitment, and employee commitment in plastic manufacturing firms in Anambra State, Nigeria. From the study's findings, continuance commitment insignificantly enhanced employees' commitment in plastic manufacturing firms in Anambra State. In addition, work-life balance and normative commitment yielded no impact (insignificant effect) on employees' commitment to plastic manufacturing firms in Anambra State, while work-life balance and affective commitment had a significant impact on employees' commitment to plastic manufacturing firms in Anambra State. Following the findings, the study concluded that work-life balance has a significant impact on employees' commitment to the plastics manufacturing firms in Anambra State, implying that proper management and balancing of the work life of employees is critical for maintaining employee well-being, productivity, and satisfaction, which will foster greater commitment as employees feel valued and supported in both their personal and professional lives in the plastics manufacturing firms in Nigeria, especially those in Anambra State.

5.1 Recommendations

In light of the findings and conclusions of this study, it is recommended that:

Balance must be struck while creating flexibility for employees to improve their capacity to overcome job dissatisfaction by enhancing commitment, development, and emotional participation in the organization. This will help reduce employee stress and increase overall job satisfaction. Organizations should constantly and consistently create a sense of belonging for their employees, as this will enable them to be happy with their roles and committed to the organization. When employees feel included, respected, and valued, they are more likely to thrive at work and be committed. Plastic manufacturing firms are advised to not only properly manage their staff but should adequately balance the work-life paradigm of their employees. By doing so, employees will be unwaveringly dedicated to the organization's objectives and goals as they perform at their best.

5.2 Limitation and study forward

This research is restricted to six (6) registered plastics manufacturing firms in Anambra State, Nigeria, as of April 2023. Further studies should be conducted covering all manufacturing firms in Anambra State, with performance as a dependable variable. This will aid in validating the findings of the present study.

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Competing Interest

There are no competing interests among the authors of this study, and they all agree that the manuscript is not being considered for publication in any other journal body except the International Journal of Financial, Accounting, and Management.

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