



Work-Life Balance and Organizational Commitment of Hospitals in Delta State

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ABSTRACT

The research aimed to evaluate how maintaining a healthy balance between work and personal life influences the loyalty of staff in hospitals located in Delta State. To achieve this, a survey research method was utilized, involving 213 workers from five private medical facilities in Asaba, Delta State. Hence, the research was conducted with a group of 139 workers, determined using the Yamen formula for sample size estimation. The participants were chosen using the method of stratified random sampling. Data was gathered using a structured questionnaire, and reliability was confirmed through a test-retest method. Data analysis involved the use of both descriptive and inferential statistical methods. Results indicated that flexible work schedules, leave policies, remote work options, and efficient time management all positively influenced employee commitment to their organizations. The study's overall conclusion was that work-life balance plays a significant role in fostering strong organizational dedication among hospital staff in Delta State. It was suggested that HR managers invest in technology and infrastructure to support remote work, as well as allocate resources for employees' access to necessary tools and secure remote system connections in healthcare settings.

Keywords: Work-Life Balance, Flexible Working Arrangements, Organizational Commitment

1. INTRODUCTION

The exigencies of healthcare delivery can result in rigorous work schedules and considerable personal sacrifices, possibly affecting both staff well-being and overall organisational commitment within hospitals. Attaining a good work-life balance is a significant issue for healthcare personnel, especially in hospital environments in Delta State. In the current challenging economy, organisations increasingly want employees capable of balancing their professional and personal life (Boamah et al., 2022). Nonetheless, research demonstrates that businesses emphasise short-term profits above long-term viability and, as a cost-reduction strategy, undermine work-life balance (WLB) programs (Yadav et al., 2022). Uddin et al. (2020) define work-life balance (WLB) as the extent to which an individual's endeavours reinforce each other; it occurs when a person's personal and professional lives are in alignment. It is the manner in which employers allow employees to fulfil personal responsibilities without compromising their employment. Health care professionals have numerous emotional obstacles that profoundly impact their personal lives due to their care for ill and dying patients. Moreover, the predominant alternating shifts of nurses hinder their capacity to engage with their families. Conversely, research indicates that nurses who find a way to successfully juggle their family, work, and personal responsibilities are more content in their jobs and are more inclined to commit to a rewarding and prosperous career. As a result, maintaining a harmonious equilibrium between professional and personal life is seen as a highly effective strategy for lowering stress in the workplace, enhancing productivity, reducing instances of absenteeism, and increasing overall job fulfilment.

(Sumanarathna & Samarakoon, 2019). Work-life policies play a crucial role in enabling healthcare workers to balance their personal and professional obligations, allowing for more opportunities to pursue interests, attend to family responsibilities, engage in ongoing education, relax, and socialise. Embracing these strategies has the potential to reduce stress from work and enhance overall job performance (Neumann et al., 2018).

Life balance is a holistic concept that signifies attaining a satisfying life. It entails prioritising personal aspects such as happiness, relaxation, family expansion, and inner peace over professional pursuits like career advancement and ambition. Some argue that a harmonious life which includes laughter, leisure, work, love, and appreciation of different aspects of life is a clear indication of a joyful and rewarding existence. Maintaining a harmonious equilibrium between professional responsibilities and personal life necessitates support from the employer, which can be accomplished by implementing strategies that advocate for a better work-life balance. Three crucial elements influence the balance between work and personal life: work encroaching on personal time, personal matters encroaching on work, and enhancing both work and personal aspects of life. If the requirements of a job hinder healthcare professionals from fulfilling their familial duties, it results in work-life interference in their personal lives. The expectations and roles in both work and personal life, as well as enhancements to both areas, have a positive impact on both domains. In order for the work-life balance program to be successful, healthcare institutions must establish sustainable flexible work arrangements, policies regarding leave, and systems for telecommuting. Traditional labour practices have been significantly affected by the digital revolution. The development of the Internet, the increasing popularity of mobile devices, and the growth of social media are all reshaping the way society operates currently. Wang and Xie (2023) argued that Flexible work strategies, in contrast to traditional methods, provide enhanced flexibility, sustainability, and convenience, resulting in significant transformations. Nurses' performance sustainability is negatively impacted by an imbalance between their work and personal lives, necessitating them to manage both professional duties and personal obligations. Healthcare practitioners must be satisfied with their professional objectives to attain an ideal work-life equilibrium and excel (Wijaya & Suwandana, 2022).

Nurses are essential in the field of healthcare and are regarded as the most reliable members of the diverse team. Therefore, hospitals prioritize creating a positive atmosphere for nurses to enhance their skills and contribute to the improvement of healthcare quality both now and in the future (Ali & Helal, 2019). Negative attitudes among certain healthcare professionals may manifest as a lack of commitment, a choice to resign or emigrate, increased absenteeism, and diminished productivity. Managers must closely monitor each of these organisational behavioural concerns, as they may influence nurses' conduct inside the organisation (Ali & Helal, 2019). Employees necessitate support to address their professional and personal requirements, since the quality of work is increasingly valued and vital for an organization's viability, so subjecting workers to ongoing pressure to demonstrate their value and enhance the company's reputation (Uddin et al., 2022). Moreover, work-life balance is jeopardised when passion supersedes professional obligations and less time or effort is dedicated to them. Companies continually seek new solutions to meet consumer demands; time restrictions have emerged as a significant issues for employees (Chapman Cook & Karau, 2023; Furr et al., 2022). This study explores the interplay between work-life balance and organisational commitment in Delta State's hospitals, aiming to understand the dynamics that influence employee satisfaction, retention, and ultimately, the quality of patient care. By examining these factors, we can identify strategies and interventions to promote a healthier work environment and enhance organisational commitment among healthcare professionals in this region.

1.1. Statement of the Problem

The demanding ICU settings place a heavy burden on nurses, leading to various challenges and affecting their ability to balance work and personal life, as well as impacting their passion, dedication, and satisfaction in their clinical roles on a daily basis. These challenges for critical care nurses (CCNs) stem from the complexity of patient care, work overloads, time constraints, working conditions, and administrative responsibilities. High workloads, staff shortages, and the pressure of caring for critically ill patients with life-threatening illnesses are factors that undoubtedly impact the dedication of nurses to their jobs. Organisations are now recognising the significance of maintaining a harmony between work and personal life in order to enhance employee well-being and create a conducive atmosphere in the workplace. However, the introduction of initiatives aimed at achieving this balance is not without its difficulties. One major obstacle faced by organisations when implementing such initiatives is resistance to change. People are creatures of habit and

may be hesitant to embrace new ways of working, leading to challenges in adopting work-life balance policies. Resistance to implementing work-life balance practices can come from both employees and leaders in the organisation. Both groups may have concerns regarding changes to work routines, potential consequences like effects on career advancement or team dynamics, and doubts about the efficacy of remote work, flexible schedules, and compressed workweeks.

Many traditional offices prioritize long hours and a rigid hierarchy, making it challenging to introduce work-life balance initiatives. In certain companies, employees are required to stay at their desks for prolonged periods, regardless of whether it boosts productivity or not. Changing these expectations to focus on flexibility and achieving results can be a tough task. The traditional leadership structure may resist giving up control over decision-making when it comes to flexible work arrangements. Middle managers, in particular, may worry about losing control or affecting team dynamics. Achieving a balance between the demands of the company and the contentment of employees can be a constant challenge in the implementation of initiatives promoting work-life equilibrium. Businesses strive to remain competitive and achieve long-term objectives, but they also need to take into account the health and happiness of their workforce.

1.2. Objectives of the Study

The main aim of the research is to evaluate how the balance between work and personal life impacts the level of dedication employees have towards their organization in hospitals located in Delta State. The study will focus on specific goals such as:

- i. Explore the effect of flexible working arrangements on organizational commitment of hospitals in Delta State.
- ii. Ascertain the effect of leave policy on organizational commitment of hospitals in Delta State.
- iii. Determine the effect of telecommuting on organizational commitment of hospitals in Delta State.
- iv. Evaluate the effect of time management on organizational commitment of hospitals in Delta State.

2. LITERATURE REVIEW

2.1. Work-life Balance (WLB)

Finding a balance between personal and professional life involves harmonizing individual commitments, allowing for the management of work duties, spending time with family, and investing in personal development including spiritual and physical health (Pietras, 2019). The term "life" pertains to the time set aside for relaxation and personal pursuits within an individual's private sphere, including family interactions, social relationships, and unpaid household duties. On the other hand, the term "work" signifies tasks carried out in return for financial remuneration (Tomaszewska-Lipiec, 2018). This concept suggests not a strict segregation of personal and professional life, but rather a successful integration of the two (Agnieszka & Nikola, 2023). WLB delivers a range of benefits not only to employees, but also to companies. Employees who coexist harmoniously exhibit superior health, well-being, motivation, and a heightened willingness to seize growth chances. Conversely, employers who assist their employees have heightened productivity, enhanced corporate reputation, and higher employee loyalty (Norena-Chavez & Thalassinou, 2022). The idea of achieving a balance between work and personal life, once seen as an individual objective, is now seen as a crucial requirement for companies looking to appeal to, keep, and improve their staff. As workers navigate through the demands of their jobs, the line between work and leisure has blurred, highlighting the need for a comprehensive review of the regulations and customs that govern the modern workplace (Abubakar et al., 2022; Forge, 2022). Achieving a balance between work and personal life is now seen as a key element in today's workplaces, reflecting the changing nature of employment and the recognition that the well-being of employees plays a significant role in the success of an organisation (Stankevičienė et al., 2021; Wood et al., 2020). The digital advancements of the 21st century have blurred the lines between work and home life, making it harder to separate the two. While technology has enabled more flexibility, it has also created an expectation of constant connectivity, making it challenging to maintain a healthy work-life balance. Organisations have come to realise the importance of implementing proactive strategies to address these challenges and promote a more holistic approach to employee well-being (Ross & Maynard, 2021).

Encouraging initiatives that aim to create a harmony between work and personal life play a role in fostering trust and loyalty within both employees and the company. When employees feel that their well-

being is valued, they are more inclined to align themselves with the organisation's objectives and principles. This positive relationship helps to cultivate a strong company culture and a feeling of unity among team members. Implementing effective programmes that support work-life balance is essential in averting employee burnout, which is typically marked by emotional exhaustion and a decline in performance, often stemming from prolonged stress and an imbalance between work and personal life. By tending to these aspects, companies can decrease the likelihood of burnout and its detrimental impact on employee welfare. Maintaining a good balance between work and personal life can result in a decrease in turnover rates within companies. Employees who receive support in managing their personal and work commitments are more likely to remain loyal to their current position. This loyalty leads to improved staff retention, ultimately reducing the expenses related to hiring, training, and onboarding new employees. The concept of work-life balance is considered to be a crucial element of creating a positive work environment in modern times. This particular aspect of Human Resource Management has always been a key focus for those interested in job satisfaction and its impact on overall happiness. Furthermore, organisations have started to recognize the significance of work-life balance, as it can have various effects on productivity and employee well-being. Mishra and Bharti (2023) conducted a study on how social support, work-life balance, and life satisfaction are interconnected in the hybrid work environment. The results revealed a strong correlation between hybrid work setups and enhanced social support and work-life balance.

2.2. Flexible Working Arrangements

Flexible working arrangements are policies that empower employees to have greater autonomy in choosing when and where they carry out their tasks. These options may involve choices such as adjustable working hours, the ability to work remotely, shorter work weeks, or part-time schedules. Flexible work arrangements (FWAs) form part of a Human Resource Management (HRM) strategy that empowers employees with the freedom to decide the timing, location, and duration of their work. (Saks, 2022). They offer various employment possibilities that go beyond the traditional 9-to-5 workweek (Agbanu et al., 2023). FWAs are not confined to a particular physical space, unlike a conventional office location (Rahman et al., 2022), giving employees the freedom to set their own schedules as long as they meet the minimum daily hours. Flexible work arrangements are defined as the policies and strategies within an organization that dictate the time, location, and duration of employee work (Peretz et al., 2018). Flexible work arrangements are often seen as a positive management approach that benefits both the company and its staff. Scholars have participated in many thought-provoking discussions on FWAs within this field. They argue that FWAs could improve employees' attitudes towards work and their resulting behaviours (Timms et al., 2015), leading to an increase in their sense of autonomy, job satisfaction, commitment to the organisation, and overall performance (Y. Chen & Fulmer, 2018; Delanoeije et al., 2019; Dilmaghani, 2021).

Furthermore, certain research indicates that flexible work arrangements foster employees' innovative behaviours (Wang et al., 2022). Flexible work options enhance organisational sustainability while offering significant opportunities and difficulties for employees. There exists a robust positive correlation between employee performance and flexible work arrangements (Govender et al., 2018). Flexible work schedules improve cooperation between different departments, encourage the exchange of a variety of ideas within the team, and boost individuals' confidence in their abilities, all of which supports creativity among employees (Coenen & Kok, 2014). Flexible work arrangements are characterised as an organisational policy that fosters employee autonomy in determining the timing and location of work activities (Yeves et al., 2022), usually related to the "when" and/or "where" of work. The notion of "when" to work is identified in the literature as flex-time or work time flexibility, denoting employees' capacity to modify their work schedules to varied extents based on individual requirements (Van Steenbergen et al., 2018). Embracing flexible working practices can give companies a competitive advantage in the job market, making it easier for them to attract and retain highly skilled employees (Idowu, 2020). In today's business landscape, many organisations are utilising flexible work arrangements (FWAs) to appeal to, motivate, and keep valuable knowledge-based workers (Bjärntoft et al., 2021). By allowing employees more control over when and where they work, flexible arrangements have the potential to boost job satisfaction (W. Chen et al., 2018), autonomy (Babapour Chafi et al., 2021), performance (Podolsky et al., 2022), and sense of belonging to the organisation. Studies show a positive link between flexible work options and employee commitment. When individuals have more say in their work schedules and locations, they tend to feel more valued by the company, leading to increased loyalty and job satisfaction.

2.3. Leave Policy

Additionally, a leave policy refers to how a company handles employees' requests for time away from work (Petts et al., 2022). Leave policies include many categories of employee leave, such as vacation days, sick leave, parental leave, and sabbaticals. Research indicates that parental sharing of child care duties is more equitable when fathers utilise paternal leave (Koslowski & O'Brien, 2022; Tamm, 2019). Women's chances of employment are probably improved, especially since fathers' involvement in taking leave and longer periods of leave are linked to increased interaction with babies and greater involvement in childcare even after the leave period ends (Pilkauskas & Schneider, 2020; Wray, 2020). Consequently, a leave strategy illustrates to employees that they possess options in the case of an unforeseen necessity for time off (Moss & Deven, 2020). Effective policies for taking time off from work increase employee loyalty by creating a caring work atmosphere where employees feel appreciated for more than just their job duties. Well-implemented leave policies are linked to higher levels of employee loyalty. Workers who believe that their organization prioritizes their work-life balance and health are more likely to show dedication and involvement. The program seeks to sustain a balance among efficiency, effectiveness, and employee happiness by delineating the rights to leave and the conditions for their application (Williamson, 2019). Organisations ought to implement leave policies to prevent the attrition of esteemed personnel who might be compelled to resign owing to occupational stress and familial obligations (Bao, 2022). Isaacs et al. (2017) determined that paid leave policies influence a family's financial circumstances post-childbirth by providing direct compensation for leave and enhancing the likelihood of maternal workforce retention.

2.4. Telecommuting

The COVID-19 epidemic and stay-at-home orders established an unprecedented environment for remote work, necessitating a transition for numerous employees to a novel work format with no preparation (Geldart, 2022). The problem was exacerbated by the concurrent care commitments of many workers (Vaziri et al., 2020). Telecommuting is commonly utilised from a residential setting to ensure continuous provision of services, adhering to social distancing protocols set by health organisations at both national and international levels in order to halt the transmission of this crisis (Ayar et al., 2022). Moreover, conventional remote methodologies designed to tackle exceptional challenges present potential for numerous issues that academics and practitioners must still acknowledge. Given the profound understanding of commitment to work and the advantages of operating in a familiar and comfortable setting, individuals who operate remotely experience increased productivity and reduced work-life conflicts (Lonska et al., 2021). Furthermore, home-based telecommuting is recognised as a human resource initiative that prioritises the well-being of employees, aiming to alleviate the conflict between personal and work responsibilities, ultimately enhancing the overall work-life balance (Belzunegui-Eraso & Erro-Garcés, 2020; Lonska et al., 2021). Rather than enhancing employees' mastery of the work-life interface, remote work amplifies job intensity and extends managerial technical oversight of telecommuters (Bathini & Kandathil, 2020; Yousuf & Bhat, 2020). This is especially pertinent when telecommuting is used in reaction to unplanned and catastrophic occurrences, such as unforeseeable disasters (Ayar et al., 2022; Palumbo, 2020)).

Palumb (2020) found in a research study that public sector employees who work remotely are facing difficulties with work-life balance due to conflicting responsibilities. Despite this, the negative impact of remote work on work-life balance is lessened by good social support and a high level of engagement in their work. Building upon Affective Events Theory, Ugwu et al. (2023) investigated how being emotionally involved in one's job can impact the balance between work and personal life, taking into account the influence of household obligations. The research revealed that being engaged in one's job can help in better managing household tasks, however, these responsibilities were found to be associated with decreased levels of work-life balance. It was revealed in the research that increased work involvement was associated with poorer work-life balance, and that household demands played a role in mediating this relationship. Slavković et al. (2021) carried out a similar study on remote work and organisational sustainability during the Covid-19 crisis, focusing on how social support could act as a mediator and moderator. They found a strong and positive relationship between social support, work engagement, and job performance. While the effects of social support as a mediator and moderator were largely confirmed, there were some unexpected findings that went against initial assumptions. Social support did not effectively address challenges like conflicts between home and work responsibilities or feelings of isolation in remote work environments.

2.5. Time Management

Time is considered the most valuable asset by everyone. It is equally important for both personal and professional success. Time remains constant and cannot be turned back. Time is limited, so it is crucial for individuals to use it wisely. Effective time management, when utilised correctly, can allow the firm to endure rivalry and get additional business (Grimm et al., 2006). Vaiman et al. (2018) advocated for talent management as a pivotal factor for success in organisations, constituting the essence of managerial value in the dynamic and market-oriented landscape of the 21st century. Time is an essential resource that every management requires to accomplish the aims and objectives of a company through employee performance; nevertheless, many businesses neglect to prioritise time while planning their activities. It is so precious and delicate that it cannot be preserved, only expended, and once misappropriated, it can never be recovered (Alvarez et al., 2019). The notion of time management differs among individuals based on their distinct motivations, requirements, and job characteristics. Human behaviour regarding time is a learnt response influenced by the social environment and the values developed in relation to time management. The correlation between time and performance underlies the emergence of symptoms associated with urgency, such as tension, intensity, anxiety, and other characteristics prevalent in this decade (Blake et al., 2018). Furthermore, effective time management by both senior management and employees in business organisations strongly influences employee performance, which subsequently impacts the overall performance of the organisation.

Time management is examined across various cultures and disciplines from diverse perspectives. Consequently, time management is a multifaceted concept (Strzelecka, 2022). A clear-cut definition of time management remains elusive, leaving room for interpretation (Aeon & Aguinis, 2017). The planning and deliberate control of time allocation in various activities is important for improving productivity and efficiency. Effective time management is crucial for successfully organizing events in all industries. Time management encompasses several approaches and abilities that enable an individual to utilise available time efficiently and achieve goals, tasks, and projects within a specified timeframe (Nwankwo & Okoye, 2022). Time management abilities encompass, but are not limited to, task prioritisation, planning, scheduling, organisation, and delegation of responsibilities. Additionally, it encompasses an examination of the duration allocated to various activities, along with meticulous oversight that facilitates the enhancement of time management skills (Francis & Olori, 2017). Time management involves overseeing our operations to ensure their completion within the designated or available time, which is an uncontrollable and ongoing resource. Time management does not pertain to doing a greater number of tasks inside a day. It pertains to accomplishing the most significant tasks. Time management is the capacity to prioritise what is significant in one's professional, domestic, and personal life. Time is the characteristic of nature that prevents all events from occurring simultaneously. To effectively manage your time, it is essential to do a personal time assessment and evaluate how your time is allocated. Time management encompasses a collection of ideas, practices, skills, methods, and systems that facilitate the effective utilisation of time to achieve desired objectives (Jiya et al., 2023). Time management is a competency that many individuals appear to acquire out of need. The issue with acquiring a skill out of necessity is that, frequently, detrimental habits infiltrate the process, and while the skill may be generally beneficial, we fail to utilise it to its fullest capacity. Time management is a talent that requires time for development and refinement. This skill varies among individuals.

2.6. Spillover Theory

Wilensky (1960) introduced the concept of the spillover theory, suggesting that experiences at work can affect a person's social interactions outside of work, blurring the boundaries between different spheres of life. This theory divides spillover into two categories: Positive Spillover and Negative Spillover. Positive spillover, also known as extension, generalisation, familiarity, identity, isomorphism, continuation, and congruence in literature, refers to how positive experiences in one area of life can lead to satisfaction and success in another (Neelamana et al., 2023). On the other hand, Negative Spillover, also referred to as contrast, complementarity, opposition, regeneration, and heteromorphism, argues that there is an inverse and contrasting relationship between work and non-work domains (Staines, 1980). The theory further categorises spillover as Vertical and Horizontal. Horizontal spillover describes how one part of a person's life can impact an adjacent part, such as how happiness at work might affect personal relationships. Vertical spillover is based on domain hierarchy, which involves the structured organisation of different life domains like work, family, and leisure. Whether a person is content or dissatisfied in a lower domain can influence the domain that holds a higher position in

the hierarchy. The overall quality of a person's life is significantly influenced by interactions between different life domains (Felce & Perry, 1995).

2.7. Empirical Review

Hosseini et al. (2024) explored the underlying reasons, effects, and possible resolutions for the struggle between work and personal life faced by married women in Birjand, a town located in Eastern Iran. . The research involved interviewing 19 employed women and analysing the data using MAXQDA software after coding. The reasons for conflict were divided into individual, interpersonal, organisational, and cultural factors, touching on issues like maternal responsibilities, personality traits, and societal norms. The outcomes of conflict included a decline in overall well-being and problems in the workplace, such as health issues and decreased productivity. Methods for resolving conflict were categorised into individual-focused, other-focused, and organisation-focused approaches, with strategies like emotional support and corrective management being suggested. Addressing work-life conflict requires a holistic approach that considers all aspects affecting women's lives to effectively tackle this challenge.

Obina et al. (2024) delved into the concept of achieving a balance between work and personal life among healthcare professionals in the remote region of Gulu, located in Northern Uganda. A study was carried out at a healthcare facility using a cross-sectional analytical approach, with 384 individuals chosen as research subjects using random sampling methods. The researchers used a semi-structured questionnaire for data collection from health workers, which was analysed using STATA 15. Multivariable PWLB variables were identified utilising a modified Poisson regression. Only 157 of the 384 healthcare workers surveyed, representing 40.9%, said they were content with their work-life balance. The research showed a significant statistical link between job satisfaction, flexibility in work arrangements, and perceived work-life balance for laboratory staff, midwives, nurses, and hospital department employees. Those who had been employed for 1 to 4 years reported a lower satisfaction with their work-life balance. Just 40% of healthcare professionals felt they had achieved a satisfactory work-life balance. Factors such as the nature of the job, work location, flexibility in working hours, job satisfaction, and support from colleagues all played a role in determining work-life balance perceptions.

Agnieszka dan Nikola (2023) examined and assessed the work-life balance of Polish employees. An online survey form was administered. Attendees emphasize the importance of additional leave days and adaptable working schedules in achieving a better equilibrium between work and personal life. They point out that workplace disputes, harassment, and exhaustion from work are the main obstacles to achieving this balance. Among those surveyed, almost half have dealt with conflicts at work, while a majority have faced bullying and job burnout.

A study was undertaken by Aisyah et al. (2023) to investigate how having a healthy work-life balance impacts employee performance at PT Gemilang Mitra Sejahtera in Indonesia. They surveyed 50 individuals and gathered data through a questionnaire. The data was analysed using basic regression and SPSS version 26.00 software, which showed a strong and beneficial link between work-life balance and employee productivity.

Dwitanti et al. (2023) conducted a study on the impact of work-life balance on employee performance at PT. Bank Negara Indonesia (Persero), Tbk. Brawijaya Branch Office, specifically examining the influence of work stress and workload. The research involved using a survey and statistical techniques to assess the connection between these factors. The findings revealed that having a healthy work-life balance can enhance employee performance. In addition, excessive work-related stress and workload were shown to have a detrimental effect on performance. The study also highlighted the importance of work-life balance in reducing stress and workload, thereby improving employee performance.

Umogbai et al. (2023) evaluated the influence of work-life balance practices, namely leave policies, on employee engagement within Primary Health Centres in Benue State. This research employed a descriptive survey methodology. The target group for this study comprised all 115 female PHC personnel in the Oju and Obi Local Government Areas of Benue State. Data were collected using structured questionnaires. The findings indicate a consensus among employees over their perceptions of work-life balance practices; the results demonstrated a favourable association between employee commitment and these activities.

Prasad and Satyaprasa (2023) conducted a research project in India to explore the connection between remote work and achieving a healthy work-life balance, as well as the role of social support in influencing this balance. Utilising a structured survey, they collected data and used structural equation modelling with IBM AMOS version 28 to analyse 301 valid responses. The findings revealed a limited direct correlation between remote work and work-life balance, with social support identified as a crucial intermediary and influencer for individuals working in IT. The research emphasised the significant positive impact that social support has on improving work-life balance in a remote work setting. Additionally, the study indicated that high levels of social support are linked to more favourable work-life balance outcomes compared to lower levels of support.

Solihu et al. (2023) examined how achieving a balance between work and personal life can positively impact the quality of work done by employees. The research adopted an epistemological perspective, focusing on logical exploration and the acquisition of knowledge from the researcher's point of view. The study utilised an inductive and interpretive methodology, relying on data obtained from secondary sources. The results of the study showed that Flexible Work Arrangements (FWAs) can significantly enhance employee performance, and there exists a favourable correlation between the standard of work produced and the availability of leave programs. The findings also highlighted the importance of career advancement opportunities in influencing the quality of work output. Hence, the study recommends that the implementation of FWAs by employers can lead to increased job satisfaction, decreased stress levels, and ultimately, better work performance.

In their study, Wang and Xie (2023) explored the impact of flexible work arrangements (FWAs) on employee innovation performance using the DRIVE model. A total of 411 valid questionnaires were collected from technology companies in China to gain insights from knowledgeable staff. The collected data was analysed using SPSS 25.0 and AMOS 22 software, alongside multi-level linear modelling techniques. The study revealed that FWAs may contribute to role ambiguity, resulting in a decline in innovation performance due to job demands. However, they could also promote psychological empowerment and enhance innovation performance through job resources. Additionally, employees with high self-efficacy in role breadth could improve their innovation performance in a flexible working environment by enhancing psychological empowerment and reducing role ambiguity.

Shouman et al. (2022) investigated the influence of work-life balance on corporate innovativeness in Lebanon, focussing on the distinct tactics employed by male and female leaders. The findings indicate no substantial correlation between employee work-life balance and organisational success, suggesting that content employees do not inherently produce enhanced or diminished performance. The findings indicated that supervisor support is favourably correlated with employee work-life balance. The findings suggest that Lebanese individuals with positive views and effective coping methods are more adept at attaining overall well-being.

In Egypt, Helaly et al. (2022) carried out research to examine the effects of nurse interventions in intensive care units on the quality of work-life balance, absenteeism levels, and job satisfaction. They used a descriptive-correlational research method and included a convenience sample of 100 nurses from the ICU. The majority of the nurses expressed dissatisfaction with their overall experience. Around two-thirds of the nurses stated that work-life balance negatively affected their personal lives, indicating an imbalance. The research discovered that more than half of the participants had their personal and work lives closely linked, with only a small number of nurses experiencing slight enhancements in their work-life balance. A moderate correlation was noted between the nurses' overall work life quality and their ability to balance work and personal life. Moreover, the nurses' job satisfaction was found to be connected to both the quality of their work life and their work-life balance. In conclusion, the study showed a positive relationship between the nurses' job satisfaction, absenteeism, work-life balance, and overall work-life quality.

3. RESEARCH METHODS

3.1. Research Design

The study used a cross-sectional survey approach to gather data on individuals' perceptions of how work-life balance impacts their commitment to their company. According to Groves et al. (2011), survey research methodology concentrates on collecting and analysing data to link respondents' opinions with the

topic to meet a specific goal. The researcher conducted a cross-sectional survey to gauge public sentiments by distributing questionnaires and employing sampling methods at a designated moment.

3.2. Sample and Sampling Techniques

The research encompassed the personnel of five private hospitals in Asaba, Delta State. The estimated total population for this study is 213 individuals, including doctors, nurses, and administrative staff working in hospitals. Taro Yamane's sample size formula was used to determine the appropriate representation of the population. A sample of 139 individuals from hospitals in Asaba, Delta State, was included in the study. Stratified random sampling was chosen as the sampling technique to ensure unbiased selection of participants from the population. This method guarantees that no individual has a higher chance of being selected than any other member.

3.3. Research Instrument

This study utilized a structured questionnaire with a five-point Likert scale to gather responses ranging from strong disagreement to strong agreement. Participants received the questionnaire a week before it was collected for analysis. To ensure content validity, a group of Business Administration experts assessed the questionnaire's relevance and representativeness using a Likert scale. The reliability of the questionnaire was tested using a test-retest technique and assessed through the Cronbach Alpha Index.

3.4. Methods of Data Analysis

Data was examined using both descriptive and inferential statistics in order to arrive at a conclusion. For the descriptive statistics, simple percentages were used to analyse the characteristics of the participants. Multiple regression analysis was utilised to determine the strength of the connections between different factors, measure how much the independent variable impacted changes in the dependent variable, and assess the significance of these relationships. This was accomplished utilising SPSS for Windows Package Version 25.

4. RESULTS AND DISCUSSION

4.1. Research Results

Table 1. Analysis from the field survey

Pattern focused	Number administered	Number returned	Response rate
Employees	139	136	98%

Source: Distributed Questionnaire (2024)

A grand total of 139 questionnaires were distributed, with 136 being returned in completed form. Consequently, the data presented in this section was derived from a response rate of 98%.

Table 2. Analysis of Respondents Profile

S/N	Variables	Frequency	Percentage (%)
1	Gender:		
	Male	64	47
	Female	72	53
2	Age Range:		
	Below 30 years	38	28
	31-40 years	50	37
	41years and above	48	35

3	Marital Status:		
	Single	37	27
	Married	99	73
4	Academic Qualification:		
	OND/NCE	17	13
	HND/B.Sc	93	68
	Postgraduate Degree	26	19
5	Levels of Management:		
	Top level	16	12
	Middle level	38	28
	Lower level	82	60

Source: Field Survey, 2024

Table 2 depicted the demographic characteristics of the participants. The results showed that 47% of those surveyed were male, with the remaining 53% being female. In terms of age, 28% were under 30, 37% were between 31 and 40, and 35% were 41 or older. Regarding marital status, 27% of the participants were single, while the remaining 73% were married. In relation to education, 13% had OND/NCE qualifications, 68% had HND/B.Sc qualifications, and the rest (19%) had postgraduate degrees. The distribution of management levels among the respondents indicates that 12% occupy top-level positions, 28% are in middle-level positions, and 60% are at the lower level.

Table 3. Work-Life Balance and Organizational Commitment
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance VIF
1(Constant)	-4.875	1.400		-3.483	.001	
Flexible working arrangements	.249	.058	.229	4.300	.000	.783 1.277
Leave policy	.217	.094	.162	2.304	.023	.451 2.216
Telecommuting	.561	.072	.486	7.748	.000	.566 1.766
Time management	.223	.054	.247	4.132	.000	.626 1.598

a. Dependent Variable: Organizational commitment

Table 3 revealed that embracing flexible working options results in increased organizational dedication ($\beta = 0.229$, $p < 0.05$). On a similar note, offering generous leave policies also shows a positive impact on organizational commitment ($\beta = 0.162$, $p < 0.05$). Additionally, the study highlighted that adopting telecommuting practices can lead to a boost in organizational commitment ($\beta = 0.486$, $p < 0.05$). Finally, the findings pointed out that effective time management has a favourable effect on organizational dedication ($\beta = 0.247$, $p < 0.05$).

Table 4. Analysis of varianceANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	138.317	4	34.579	79.381	.000b
	Residual	57.065	131	.436		
	Total	195.382	135			

a. Dependent Variable: Organizational commitment

b. Predictors: (Constant), Time management, Flexible working arrangements , Telecommuting, Leave policy

Table 4 shows a noteworthy statistical relationship between work-life balance and organizational commitment. The F-ratio of 79.381, along with a p-value below 0.05, further confirms the validity of the regression model in representing this connection.

Table 5. Model summary

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.841a	.708	.699	.660

a. Predictors: (Constant), Time management, Flexible working arrangements , Telecommuting, Leave policy

Table 5 demonstrated the impact of work-life balance variables on the change in organizational commitment, with the Adjusted R Square revealing that 70% (0.699) of the variations in organizational commitment were attributed to work-life balance factors.

4.2. Discussions

Research has indicated that offering flexible working arrangements can increase employee loyalty to the company ($\beta = 0.229$, $p < 0.05$). Businesses that utilise flexible working arrangements may gain a competitive edge in the job market, with a higher likelihood of attracting and retaining skilled professionals (Idowu, 2020). Numerous companies have embraced flexible working patterns as a tactic to attract, inspire, and keep important employees (Björntoft et al., 2021). Enabling employees to have control over their working hours and location can lead to increased job satisfaction and better balance between work and personal life. This allows employees to effectively handle personal responsibilities while still meeting work requirements, leading to lower stress levels and increased loyalty towards the organisation.

Studies have shown that providing a comprehensive leave policy can also enhance organisational commitment ($\beta = 0.162$, $p < 0.05$). Research by Isaacs et al. (2017) has highlighted the significance of paid leave policies in supporting families financially after childbirth, ensuring mothers can remain in the workforce. This suggests that well-defined and supportive leave policies can instil trust and demonstrate the company's concern for employees' well-being. Employees who receive support during personal crises or family obligations are more likely to show increased loyalty to the organisation.

Results showed that remote working has a beneficial impact on employees' dedication to the organization ($\beta = 0.486$, $p < 0.05$). It is commonly understood that telecommuting from home helps in reducing the conflict between personal and professional life, leading to a better balance between the two (Belzunegui-Eraso & Erro-Garcés, 2020; Lonska et al., 2021). This outcome suggests that allowing telecommuting options gives employees the flexibility to work from any location, reducing stress related to commuting and improving their

work-life equilibrium. Consequently, this can result in higher job satisfaction and commitment among employees.

The study revealed that effective time management contributes positively to employees' commitment to the organization ($\beta = 0.247, p < 0.05$). Lopatka (2017) argues that achieving a balance between work and personal life is dependent on efficient time management, allowing individuals to harmonise their work responsibilities and personal activities. It has been found that implementing effective time management strategies can positively influence employees' loyalty towards their employer. When individuals feel organised and productive in managing their time, they are more inclined to actively participate and dedicate themselves to their work and the objectives of the organisation.

5. CONCLUSION

The research findings indicated that maintaining a healthy balance between work and personal life boosts the loyalty of hospital employees in Delta State. Offering flexible work schedules, generous leave policies, telecommuting options, and effective time management practices have a beneficial impact on the commitment levels of hospital staff in Delta State. This suggests that employees are more likely to demonstrate commitment to their job when they feel there is a balance between their work responsibilities and personal commitments. By offering flexible work options like choosing their own working hours and the ability to work from home, organisations can improve employee satisfaction and loyalty by addressing individual needs and preferences. The presence of favorable leave policies also contributes to higher organizational commitment. Adequate and well-structured leave policies likely contribute to employee morale, allowing them to manage personal responsibilities without undue stress or conflict with work obligations. Telecommuting, or the ability to work remotely, is specifically mentioned as positively affecting organizational commitment. This indicates that when employees are given the option to work from places other than the typical office, it increases their dedication. This could be due to the improved flexibility and decreased stress from commuting. Effective time management practices can enhance efficiency and productivity within hospital settings. When employees manage their time well, they are better able to meet deadlines, handle patient care efficiently, and complete tasks promptly. This efficiency contributes to overall organizational effectiveness.

Human resource managers should consider implementing flexible working hour arrangements where feasible, to enhance work-life balance for hospital staff. To achieve this, conducting a thorough feasibility assessment can help identify roles and departments where flexible schedules can be successfully introduced without compromising patient care. Additionally, it is essential to develop and implement comprehensive leave policies that address various situations, such as sick leave, parental leave, and compassionate leave, and ensure these policies are clearly communicated to all employees. Equipping staff with the necessary tools and providing secure remote access to hospital systems can further support workplace flexibility and efficiency. Moreover, offering regular training sessions on effective time management can empower staff to optimize their workflows. These sessions might include strategies for setting priorities, avoiding common distractions, and managing time more effectively to improve overall productivity and reduce stress in a demanding healthcare environment.

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