



Research Paper

Work-Life Balance and Employees Commitment to Duty in Ikwerre Local Government Council, 2009-2019

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Abstract

Ikwerre Local Government Council is one of the twenty-three Local Government Councils in Rivers State. The Council has been involved in several rural development project, however, there has been several criticisms from the employees over Welfare Programmes from the Council. This is the motivating factor for this study, which seeks to examine “Work life balance and employee commitment to duty in Ikwerre Local Government Council, between 2009-2019”. To address the problematique, adopts secondary data and content analysis as the methods of data collection and analysis as well as the Spillover theory by David E. Guest (2002) as the theoretical framework. The findings revealed that there are poor welfare programmes for employees, also employees are faced with the challenges of work life conflict, amongst others. Based on the findings, the study recommended that employees should be allowed to proceed on leave when due, and there should be established and effective welfare programmes, such as medicals, cash support to promote and maintain healthy employees.

Key Words: *Commitment, Duty, Employee, Work – live Balance, Council*

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I. INTRODUCTION

Most research studies have shown that when there are happy homes, work places automatically become conflict free and enjoyable environment would be created, due topolicies such as conducive working period, flexible work schedules, alternativecontingency policies and subversion instead of family care responsibilities and employee support programmes have become an integral part of most of the company rewardactivities and compensation packages (Mmakwe, Kido and Ukoha, 2018). Work-life balance is focused on the quality of working existence; the pressures of those working have been intensifying in recent decades, such that employees are experiencing anxiety, workload, and loss of control, pressure, long hours and insufficient personal time. The reality of modern life shows that the nature of work has deteriorated as people focus on work more than ever, as study prove that employees in the developed countries spend beyond their working period in a day on duty in lieu of the accepted time allocated and this has become an emerging trend. Discernible from the above, it can be safely stated that the importance of work-family balance, whether implicit or explicit, to the organizations and employees cannot be ignored. This is because there would be counter reaction when employees undergo pressure from their work and family alike; their family and work will negatively depreciate (Grzywacz and Carlson, 2007).

The problems that affect the employees of Ikwerre Local Government Council is a growing concern to the state. Member and staff of the Council, are expected to strive to maintain basic ethics and principles on their jobs which are integrity, transparency, accountability, independence, commitment, excellence, professionalism, loyalty, but these principles are not fully practiced in the Council, and this is blamed on various challenges experienced such as, delayed promotion of qualified staff, unskilled staff, lack of training, lack of good welfare

scheme and other incentives. A close observation indicates that due to these problems employee's commitment to duty is adversely affected.

To further explicate these challenges, Nweneka (2018) observes that the Council is known to experience issues of recruitment or appointment of staff to the Local Government. Obviously, the Local Government Service Commission gives employment on the yardstick of patronage. Thus, favouritism is the means of employment. Jobs are given to the privileged few with connection to the political class or ruling party in power, composed of the so-called 'sons of the soil', god-fathers, whilst true work qualification and training are not considered. These categories of staff, more often than not, frustrate others and invariably jeopardize the activities of the Local Government, because they have access to the 'power house'. This state of affairs is usually demoralizing and affects other employees of the Local Governments and puts pressure on the Human Resource Department of the Local Governments Council, because they are forced to recruit so many unskilled staff, which results in poor service delivery. Another issue is the poor or weak managerial activity and inefficiency in the Local Governments, when staff are promoted without due consideration to seniority, dedication to duty and achievement of objectives, employees who perform satisfactorily yet are not promoted feel demoralized. The consequence of the above is reduced morale leading to work life imbalance and no commitment. There are circumstances where some Local Governments Councils could not promptly pay staff salaries and allowances. Besides the foregoing, is the lack of adequate social facilities necessary to energize and motivate the Council staffs, further to the above is the inadequate training for staff.

Primarily, a worker has two major roles to play, professional and personal, along with the official role of an employee, the staff has to perform other roles like; son/daughter, husband/wife, father/mother etc. Each of these roles demand specific expectations from both the staff and the agent. It is on the basis of the above challenges that this research will be proffering solutions to the problems resulting from lack of work life balance and employee commitment to duty in Ikwerre Local Government Council.

II. FACTORS THAT AFFECT WORK LIFE BALANCE

There has been much debate over a formal definition of work-life balance most of the major reviews of work-life balance did not explicitly define the term. The inception of work-life balance concept originated from the conflict and bottleneck faced by employees during their work-life. It is the conflict that happens when an employee activities in the workplace is in contest with other aspect of the employee's such as family, friends, belief and social activities. The work-life conflict emphasizes the diverse functions that humans play in the society. Work-life balance functions as a means of creating equilibrium between the amounts of work-life dispute and also targets the antecedents (Lero and Bardeel, 2009).

Work-life balance explains a worker's perception through different life function; The means of work an employee is willing to engage in and at the same time satisfied his or her family function; attaining satisfaction in all ramifications, and such to take place it will require personal resources such as energy, time and commitment to be well distributed across domains; The extent to which an individual's effectiveness in work and home boundaries which can negatively influence both work and family life; A relationship between conflict and facilitation, and; Perceived control between multiple roles. Md-Sidin, Sambasivan and Ismail (2008) reported that workers who are married are prone to work-life conflict than those who are single.

The term 'work-life balance' is mostly used to refer to expressions that defines policy actions that is previously termed as 'family-friendly', but now exist above the scope of the family. Work-life balance is concerned with fragile working schedule that creates access to both parents and guardians to be open to a working setting that provide a balance between work responsibilities and personal responsibilities (Redmond, Valiulis and Drew, 2006).

Work-life balance is all-compassing and wide as the "employers working constructively with their employees to put in place arrangements, which takes into account the needs of the business as well as the non-work aspects of employees' lives" (Barrera, 2007, p.5). It comprises of both employees and employers who are both central to the subsequent use and successful implementation of policies and practices. Therefore, the need for synergy between employers and employees in a joint effort to achieve huge success.

A review of the work-life literature exposes that work-life balance practices can be divided into four dominant level which include; fragile working schedule (home working, compressed hours); leave schedule (annual leave, parental leave); foster care assistance (child care arrangements and crèche) and sundry services (employment aiding programmes) (De Cieri, Holmes, Abbott and Pettit, 2005).

Furthermore, it is pertinent to note that work life balance is meant to help employees to marry sufficient work condition and non-working conditions also referred to as work-family policies, family-friendly or family-responsive policies. Currently, the term "work-life balance" has been used interchangeably to refer to "work-family balance" as postulated by Hudson Resourcing (2005). However, the employee have other life activities that requires balance with his or her employment which may include education, trips, sports, non-profitable activities, personal advancement and other extra curricula activities.

Work-life balance is also defined as the management of one's occupational duties and family duties especially nuclear and extended family and friends alike effectively in a way that one is not overlapping the other negatively (Buddhapriya, 2009). It refers to the integration of person's personal and work-life, but is particularly complex when an employee has family obligations. Some argue for a separation between these two components in one's life, others assert that the integration of a worker's occupation and personal life can be a source of synergy or stress. The three core factors, societal issues, organizational issues, and personal issues provide an interplay that profoundly affects the success with which one can live an integrated life. Hudson Resourcing (2005), succinctly, refers to work-life balance as a "satisfactory level of involvement or 'fit' between the multiple roles in a person's life" (p.3).

Voydanoff (2004) captures work-life balance into 'person-environment fit theory' and opined that work-family balance is a universal review on how work resources meet family needs and wants, and family resources meet work duties such there is productivity and effectiveness in both spheres. It helps to minimize the amount of work-life dispute and also envisage the antecedents; including huge employment demands and job stress. The disputes that most individuals faces in performing multiple function and these result in the following:

i) Stress

Occupation and family are closely interconnected domains of human life (Edwards & Rothbard, 2000). It is very difficult to attain maximum demands from work and family which mostly lead to unwanted stress and pressure. Different studies have examined the relationship between stress factors (e.g. role ambiguity, lack of perceived control, role conflict) and the output (e.g. job dissatisfaction, anxiety, psychosomatic symptoms, absenteeism, and job performance) (Jex & Gudanowski, 1992). Gender role, marital status, guardian status, family duties, age differences, educational status and personality disorder are factors that contribute to stress that can lead to an imbalance between work and life.

ii) Gender

Warren (2004) explained that women with domestic responsibilities have taken on part-time jobs as a beneficial way to maintain their labour market skills, as a secondary source of income and sustain interest outside of the home. The reason for this has been explained as women typically assume the majority of childbearing duties (Porter & Ayman, 2010). This responsibility can breed both stress reactions and adverse attitudes at workplace and are caused by domestic conflict at home (Bacharach, Bamberger & Conley, 1991). Men and women tend to legitimize work and family duties on gender role differently; men typically sacrifice more at home for work and the women tend to spend more time and effort at home commitments than work (Haworth & Lewis 2005; Jennings & McDougald 2007). It has been found that women's level of involvement at work did not differ from men's, however they did admit to a certain level of concern with home issues at work (Hall & Richter, 1988). Martins, Eddleston and Veiga (2002) revealed that women's occupation suffers negatively from work-family conflict while the men showed negative symptoms later in their occupation.

iii) Marital Status

It has been suggested that individuals who are married give more priority to their personal lives (Martins, Eddleston & Veiga, 2002). Men and women tend to legitimize work and family duties on gender role differently; men typically sacrifice more at home for work and the women tend to spend more time and effort at home commitments than work (Haworth & Lewis 2005; Jennings & McDougald 2007). It has been found that women's level of involvement at work did not differ from men's, however they did admit to a certain level of concern with home issues at work (Hall & Richter, 1988). Martins, Eddleston and Veiga (2002) exposed that women's occupation suffers negatively from work-family conflict while the men showed negative symptoms later in their occupation.

iv) Parental Status

The families with children or those families without children face similar issue in the level of balance (Tausig & Fenwick, 2001). Career couples with no children encounter increased work-life balance, while both single and non-parents encounter lower levels of work-life balance (Tausig & Fenwick, 2001).

v) Age and Lifecycle

Age difference and mortality rate has proven to be a major influence on the nature of work-life stress that employees experience (Wang, Lawler & Shi, 2010). Lifestyle experiences have change over time in contemporary times. employees that were born in the early and late 1960's, or "Generation X", are considered to prefer a lifestyle pattern that involves non-work time, irrespective of other responsibilities, hence, they select employers who offer work-life balance arrangements (Maxwell, 2005). Tausig and Fenwick (2001) revealed that employees within the Generation X record huge success with work-life balance. Bardwick (1986) opted that in later life when employees attain the peak in their occupation, they would not be as considerate and tolerant to work-family conflict because putting in the much effort on work and duty would not seem worthwhile

Vi) Personality

Jennings and McDougald (2007) in their study revealed that some personality differences exposes employees to work-life balance conflict. The propensity to admonish guilt, to be humble towards other workers or employer, sensitivity towards others and the need and aspires of family members and being unable to manage a new situation has been suggested to influence the point to which an employee experiences work life balance issues (Bekker, Willemse and De Goeij, 2010). A person's emotional response to a role is a critical factor influencing their interpersonal availability and psychological presence in a different role (Rothbard, 2001). Employees prone to negative feelings are susceptible to experience more negative tendencies between work and family (Bekker, Willemse, & De Goeij, 2010).

Vii) Educational Level

It has been found that higher education and more working experience could instill more confidence in that individual and increased self-efficacy (Chong & Ma, 2010). Work-life balance is higher among literate workers and lower among semi-illiterates and illiterate employees. It is also on a lower side for student's that work and school at the same time (Tausig & Fenwick, 2001).

Viii) Life Demands

Haworth & Lewis (2005) posit that employees are mostly desolate from home and social welfare due to huge work hours and demands. Invariably, 170 life depend on work commitment, financial, leisure, shelter, family, friendship, social welfare and health (Warren, 2004). Many individuals who experience issues balancing life demands also experience emotional exhaustion which has been defined as a severe pressure caused by psychological and emotional request placed on individuals that they find it hard to cope with and such pressure is faced on the individual through demands on their time and energy (Boles, Johnston & Hair 1997). Work-life balance has involves the dedication of even time to work and non-work activities. Succinctly, the concept can be demystified into different components which include:

- a) Time balance, which focuses on the amount of time spent on work and non-work activities
- b) Involvement balance, which refers to the level of psychological engagement or involvement in work and non-work activities.
- c) Saturation level which tends to measure the satisfaction with work and non-work activities.

To effectively practice work-life balance, various organizations put together different policies that would engender work life balance which are often referred to in practice as 'flexible working', and include the following different ways of working: Part-time working, Job sharing, Flextime, Term-time working, Shift working, Annualized hours, Compressed hours, Teleporting / e-working, Home working, Career breaks, Study leave, Zero hours contracts and V-Time.

Work-life balance improves effectiveness and therefore, employee's performance and productivity would increase in the right direction depending on the happiness and satisfaction of the employee (Mukururi & Ngari, 2014). Due to the cosmopolitanistic nature of contemporary society, employees have many contesting responsibilities such as work, family, house activities, etc. But the conflict arises as organizations expect from the employee to dedicate more time to duty while at the same time the family want him/ her to perform his responsibility duly.

Those who cannot sustain work life balance are bound to experience many problems in their work and families such as lower work/family satisfaction, decreased involvement in work/family roles, problems in relations with colleagues/spouse, children, parents, friends and social environment, work/family related absenteeism and tardiness (Aycan, Al-Hamad, Davis & Budhwar, 2007). Therefore, leave provisions is part of work life balance and to ease the conflict given, more opportunities, balanced and enough time to care for issues such as children, spouse, and elderly and to attend to spiritual matters as well as personal issues should be accorded to employees. This will result in satisfied and committed workforce for the organization. Employers can offer longer vacations times than the mandatory one month leave per year. Flex days, sick days, and other kind of leaves are important to ensure employees have balanced and more time for their work and family.

ix) Family Responsibilities

Boyer, Maertz, Pearson, and Keough (2003) defines family responsibility broadly as "the obligation to care for others who are either formally or informally sanctioned family members". Boise and Neal (1996) reveals that family depends no matter the activity whether babysitting or other family activity, affects the individual's work role. Family constitutes a large part of personal life for most people across their life over.

Nonetheless, today there is a set of new challenges which include the rise in women's paid work, growth in nonstandard work, work intensification, ageing and changes in family patterns such as growth in single parent households (World of Work Report, 2011). The demands that one experience in family life and that have effects on his work life balance can be given as demand of workload such as shopping, house chores, child care and time, role expectations in the family and lack of support given to the spouse (Aycan, Al-Hamad,

Davis, & Budhwar, 2007). Again marriage, child raising, caring of the elderly at home have effect on work life balance since they demand more family responsibility.

Again, the experiences of parenthood which is part of family responsibility play an important part in the way work and family balance is achieved by individual overtime, with differing consequences for women and men (Blair- Loy, 2001). Results by these studies depict women as the main caregivers of children overtime with their careers being shaped by their family choices. The prevailing western culture emphasizes intensive mothering concerning child care (Haynes, 2007; Miller, 2005). Intensive mothering is exclusive, children psychology is time consuming and as the mother is devoted to care for others, she is also sacrificing because she is an individual without self interests and wellbeing to carter for. Intensive mothering ideology both assumes and reinforces the traditional gender based division of labor.

However, despite the low involvement of men in child care Halrynjo (2009) revealed that the differences in gender role and the philosophy pertaining domestication of work remain significantly unchanged. Therefore, it is pertinent for job owners to support work life balance to comply with legal requirements that allow working parents the right to request to work flexibly. This promotes equal opportunities by ensuring that staffs with caring responsibilities are not constrained with career opportunities.

Failure to address work-family conflicts has a negative impact on workers concerned but on their families, children and friends both in developed and developing countries (Hill, Ferris & Martinson, 2003). Work to family interference and family-work interference both has significant negative relation with one aspect from daily life to work place (Quo & Zhao, 2012). The following family responsibilities practices are discussed:

x) Dependent Care

Individuals may have responsibilities other than immediate family members such as dependent children, elderly parents, grandchildren, siblings, children of siblings, spouses or significant others and in-laws. Therefore, it is important that the diversity of family responsibilities is not ignored. Invariably, caring for different types of family dependents has a different effect on family life and well-being. However, Boyer, Maertz, Pearson and Keough (2003) explored the connection between family responsibilities and family intercourse with work but, contrary to their hypothesis, found no significant relationship.

Studies have documented that implementation of eldercare programmes and other dependent can benefit both employers and employees. Eldercare programmes improve worker retention, productivity, stress levels, and health among workers. Examples of such workplace programmes include referral to caregiver resources in the community, onsite support groups for working caregivers, and discounted backup home care for emergency needs. Employers have found eldercare benefits to be a competitive advantage both in new employee recruitment and retention of existing employees (Fact Sheet, 2012).

xi) Child Care

A number of studies have established that employees who benefit from child care centers, referral services and other family supportive practices report higher levels of organizational commitment. Businesses that provide on-site child care benefit from having an asset that prospective employees want, the competitive advantage in employee recruitment and retention, improve morale and productivity, leading to less turnover and absenteeism. (Roehling, & Moen, 2001; Houstone & Waumsley, 2003).

Availability of work life balance practices appears to produce similarly positive results in terms of work-related attitudes. For example, the availability of organizational resources including childcare centers has been linked to job satisfaction and organizational commitment for women and employees with family responsibilities which in turn increases performance regardless of whether or not these resources are being used (Roehling & Moen 2001).

The presence of children in a family has been linked to greater work-life balance difficulties. In a study of technical, professional and managerial employees, Batt and Valcour (2003) reported that both men and women who had children in the household lowered their sense of control over managing work and family. Tausig and Fenwick, (2001) report that married couples without children reported higher levels of work-life balance and that the presence of children – whether in single or two-parent households or dual earner or “traditional” single earner households – is significantly related to lower balance. Parental demands are believed to be a function of the number, ages of children and the age of the youngest child (Parasuraman, Greenhaus, & Granrose, 1992).

Parental demands are believed to be greatest for people with infants and pre-school aged children, less for those with school-age children and lowest for those with adult children who have left home (Parasuraman & Simmers, 2001). Extensive parental demands require that greater time be committed to family activity which, by necessity, reduces the time available to the work role. Parasuraman and Simmers (2001) investigated the relationship between parental responsibilities and time commitments to family and work-family conflict among self- and organizationally employed persons. They reported that the pattern of work-family conflict predictors in

the family domain differed according to employment status. Parental demands were positively related to work-family conflict among self-employed respondents, while family involvement was negatively associated with work-family conflict among organizationally employed respondents.

III. ISSUES TO NOTE IN WORK LIFE BALANCE

a) *Balanced Time Between Work and Family*

Work life balance is about creating and maintaining supportive and healthy work environments which will enable employees to have balance between work, family and personal responsibilities and thus strengthen employee loyalty and productivity. Work life balance enhances efficiency and thus, the productivity of an employee increases in that satisfaction or dissatisfaction of the workers affects the performance of the organization (Mukururi & Ngari, 2014). Today's workers have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families, and communities in which they reside and work life conflict is a serious problem that impacts workers, their employers and their communities (Lowe, 2005).

Organizations expect from the individual employee to allocate more time for their work while at the same time the family want him/ her to perform his responsibility duly. Those who cannot sustain work life balance are bound to experience many problems in their families such as lower family satisfaction, decreased involvement in family roles, problems in relations with children, parents, friends and social environment, family related absenteeism and tardiness (Aycan, Al-Hamad, Davis & Budhwar, 2007; Hill, Ferris, & Martinson, 2003).

Youths are anticipating marriage, married couples are having fewer children, and more married women are working outside the home (Retherford, Ogawa, & Matsukura, 2001). Yet other aspects of family life in Asia are still quite different from the way family institutions have developed in the West.

Therefore, leave provisions is part of work life balance and to ease the conflict given, more opportunities, balanced and enough time to care issues such as children, spouse, and elderly and to attend to spiritual matters as well as personal issues should be accorded to employees. This will result in satisfied and committed workforce for the organization. Employers can offer longer vacations times than the mandatory one month leave per year. Flex days, sick days, and other kind of leave are important to ensure parents have balanced and more time for their families

b) *Work-Life Conflict*

Work life conflict is referred to as any kind of inter role conflict in which work and family demands infuses on any individual or worker which causes difficulty in trying to balance these demands (Edwards & Roth Bard, 2000; Higgins, Duxbury & Lyons, 2007), this definition implies multi directional relationship where family can affect work, and likewise work can affect family. When work and family demands are clashing, alternative foregone would be applied as one profit would forego for the profit of the other (Edwards & Roth Bard 2000; Schmidt, 2012). For example, when activities at work interfere with other aspects of worker's life which may include rigorous, irregular, or regular work period, repressive work stress and other forms of job constrains, intrapersonal conflict at work, extensive travel, career transitions, unsupportive supervisor or organization and, an unintended duty day may prevent a family worker from picking up his or her kids from school or attend to spiritual matters. The entrance of women into workforce is greater in numbers than any other time in history (Alvin, 1994).

Moreover, the dual earners families have good pay back cheques and other incentives but at the cost of their family life which poses a bigger problem with these couples in child care. In a growing number of dual – income families, employees of both sexes are now juggling with care giving and household responsibilities that were once managed by a stay at home spouse (Higgins & Duxbury, 2001).

When family responsibilities and other life aspects become a hindrance to perform the work effectively, it becomes life to work interference (LWI). Many factors contribute to this which may include young children attention, children primary responsibility, caring for elderly family responsibilities, and inter and intrapersonal conflict among family members, uncaring family members, and a parent requesting some time off from work in order to be able to care for sick child. The conflict within an individual work and family has emanated to crisis for the firms and companies. The increase in dual family parents, more job demand and long working hours has made it more impossible to create equilibrium between work and family. Women experience more family-work interference because their role as caretakers of family's activities and dedicate to family more time than men (Scott, 2001). Men encounter more issues placing work and family together than women because men tend to dedicate more time at work activities than women (Jacobs & Gerson, 1998).

There are two kind of conflict faced by individuals in terms of family and work. Family contest with work are strongly interrelated with each other, more the attention directed at WIF more than FIW. Consequently, work constrains can be measured easily; which is, the line and duties of the family functions are

more expandable than the lines and duties of the work functions. Also, research has found that work roles are prone to interface with the duties and functions of family more than the functions of family to interfere with work duties. This is largely attributed to the idea of what (Arlie & Hoch, 1997) termed "the ideal worker". Hochschild astutely points out that the image employers have of an "ideal worker" already rests on some unrealistic assumptions about how the family should operate where many employers expect that employees with families have someone tending to everything at home, leaving the worker unencumbered. Conflict that could arise from work-life conflict may include:

c) Role Overload

This is a form of conflict which takes place when high demand on time and energy are placed on the scheduled engagement of excessive roles and these roles are strenuous to perform properly. Various job demands can be associated to this concept of conflict, which mostly family needs and wants. Greenhaus and Beutell (1985) identified two types of direct predictors of work family conflict which are time based and strain based.

The second type predictor (strain based issues) related to role distress or dissatisfaction (Frone, Yardley, & Markel, 1997). Greenhaus and Beutell (1985) suggested that various role characteristics can generate strain or distress that determines individuals' ability and willingness to fulfill the responsibilities of another role. Stressful experiences in one aspect could result in negative mood effects that spill over into another domain, therefore work family conflict can be linked to negative outcomes for families, employees and the employing organization; for example, work interference with the other aspect of an individual life is mostly related to job dissatisfaction, life dissatisfaction, turnover intention, general wellbeing, psychological strain, psychiatric disorders and other life vices (O'Driscoll, Poelmans, Kalliath, Allen, Cooper & Sanchez, 2003).

d) Care Giver Strain

This is a multi-dimensional construct defined in terms of burdens in the caregiver's day - lives which can be attributed to the need to provide. High job involvement or family and being unable to balance between the two may lead to increased stress, lack of job satisfaction and reduced organizational commitment and performance (McDonald & Bradley, 2005). According to Lowe (2005), one out of four employees experiences unimaginable conflict between work and life especially, on work-to family intercourse and caring constrains. The higher levels of work-family faced by job owners are often functions of longer working hours.

The concept of work-life balance requires organizations to effectively integrate employees' work and non-work roles such that levels of multiple role conflict, the associated stress and job dissatisfaction are minimized (De Bruin & Dupuis, 2004). Stress is associated with economic costs for individual, society and the organization where for example job stress is estimated to cost industry in the US than \$ 300 billion a year in related costs such as absenteeism, and reduced productivity (APA, 2010). In the USA, half of the adults' revealed that family responsibilities are medium of stress and tension to the employees and 55% indicated that they experienced work-family conflict in the past 3 months (APA, 2010).

Those in clerical administrative, technical, and production jobs as opposed to professional and managers are more likely to report higher levels of caregiver strain from the finance stresses associated with elder care. Women are more likely than men to report high levels of role related and care giver strain. This is consistent with the finding that women devote more hours per week than men to non- work activities such as child care and elder care and more likely to have primary responsibilities (Duxbury, Higgins, & Schroeder, 2009). A study by Sanghamitra (2009) also indicates that in most societies work life conflict seems to be quite high in the case of working women as they do most of work associated with the household activities apart from taking care of children older family members and other dependents The consequences of work life imbalance can be dreadful in terms of the profitability of organizations.

Those in clerical administrative, technical, and production jobs as opposed to professional and managers are susceptible to record higher levels of caregiver strain from the finance stresses associated with elder care. It is also believed that women unlike men are susceptible to high level of responsibility related and care giver strain. This is consistent with the finding that women devote more hours per week than men to non-work activities such as child care and elder care and more likely to have primary responsibilities (Duxbury, Higgins, & Schroeder, 2009). A study by Sanghamitra (2009) also indicate that in most societies work life dispute seems are high among working class women because they perform a lot of the work related to household activities aside caring of children older family members and other dependents The consequences of work life imbalance can be dreadful in terms of the profitability of organizations.

e) Work -Family Interference

This is a type of role conflict which occurs when work demands and responsibilities make it more difficult to fulfill family role responsibilities such as long hours in paid work prevents attendance at a child's

sporting event, preoccupation to work role preventing one becoming active with family activities (Duxbury, Higgins & Schroeder, 2009). Managers and professionals are prone to experience high levels of overload and work family interference.

IV. CONCLUSION

A happy employee is a committed employee. In exchange for worker's commitment, organizations would provide forms of value for employees, such as welfare programmes, flexible work arrangement, time to attend to family responsibility, and work-life conflict free environment. Therefore, management of local government councils owes their employee the duty of providing enable work environment that attracts employee commitment. In this study, the relationships between Flexible Work Arrangement, Family responsibility, Work-Life Conflict, Welfare Programmes and Employee Commitment have been investigated. A survey seeking for the relationships has been conducted on a sample of 290 employees of the Council. The study results show's significant relationships between the variables hypothesized in the research conceptual framework. Accordingly, the study strategy and methodology was designed in a way that points towards the achievement of the study objectives. The study concluded that work-life balance significantly influences employee commitment to duty. A scattered plot diagram was plot, to show the pattern between the predictor variable (work-life balance) and the criterion variable (Employee Commitment). The scatter plot graph shows at R2 linear value of (0.672) depicting a viable and positive connection between the two constructs. The implication is that an increase in work-life balance simultaneously brings about an increase in the level of employee commitment to duty.

V. RECOMMENDATIONS

From the findings and conclusion of this study, the following recommendations were made:

- (i) Leadership of Local Government Councils should encourage their employees at all level to fix their leave at their convenient period, after performing all their work-related duties, it's lawful and it secures the health, safety, confidence, and loyalty of the staff and they should also promote flexible career paths, job sharing as it's important in increasing employee's performance in the council.
- (ii) Issues relating to considerations of childcare, dependent care and allowing employees more time with their families should be treated seriously, as finding shows that staff find it difficult to manage their job and dependent care issues at home simultaneously, however the council offers financial assistance to cater for family demands.
- (iii) The study also recommends that Leadership of Local Government Councils should make efforts toward developing a proper perspective of work, social activities and family satisfaction that will address issues of too much work, long working hours, work and family balance for its employees because respondents reported to having inadequate time to spend on personal, leisure and family, although work life conflict was not significant in influencing performance.
- (iv) Knowledge sharing or training sections on work-life balance policies should be conducted periodically to enlighten employees on their rights to issues relating to their wellbeing, therefore welfare programmes should continuously be introduced, encouraged and enforced, to promote employee's zeal, commitment, health, rather than correcting or creating room for poor health condition of many staff.

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