RELATIONSHIP BETWEEN WORK LIFE BALANCE & ORGANIZATIONAL COMMITMENT

[1] **Shreshtha Gupta**

Amity Institute of Psychology and Allied Sciences

Amity University, Noida, Uttar Pradesh, India

Abstract : The study was undertaken to find out if there is a relationship between the two important concepts in organisational behaviour i.e. work-life balance and organisational commitment. In addition to other elements influencing organisational performance, they can have an impact on workers' job happiness, engagement, and productivity. We examined the WLB and employee commitment levels of workers in Indian organisations for the purposes of this study. The sample size for this quantitative study was 85 participants. SPSS was used for data analysis once the information was gathered via surveys. A correlation study was carried out for statistical analysis, and the results indicate a noteworthy positive relationship between WLB and employee commitment.

Keywords- *Work Life Balance, Organization Commitment.*

I. INTRODUCTION

Organizational Commitment

Organizational commitment refers to people's passion, devotion, and accountability for their professional tasks and responsibilities. It is a crucial component of a successful and productive workplace. There are several reasons why having a strong work ethic is important. First and foremost, dedicated employees are more likely to stay focused on their work, meet deadlines, and generate high-quality work, all of which improve efficiency and productivity. Second, devotion fosters a positive work atmosphere by promoting collaboration, teamwork, and a sense of shared goals among employees. Third, dedicated employees are more likely to recover from setbacks and disappointments, contributing to the organization's overall success and stability. Furthermore, a workforce that is strongly engaged in its work is likely to have lower attrition rates, resulting in higher productivity.

Components of Organizational commitment

Affective Commitment. Affective commitment is defined as an employee's emotional tie to the organisation, which fosters a sense of community and a genuine desire to contribute to its success. According to Jaros, Jermier, Koehler, and Sincich (1993), emotional commitment is associated with appealing working environment practices such as lower truancy rates, job satisfaction, increased efficiency, faculty solidity, and organisational citizenship behaviour. There are several variables that come before emotional commitment. The components are divided into three categories: work interactions, organisational features, and individual traits (Meyer and Allen, 1991). Individual characteristics are the statistical variables for workers. According to Meyer and Allen (1991), the relationship between statistical components and emotional commitment is neither consistent nor critical. Workers that have a high level of certainty in their profession are more likely

to be committed (Mathieu & Zajac, 1990). Representatives with a high level of expertise can select exceptional organisations, which contributes to a strong sense of commitment (Meyer and Allen, 1991).

Continuance Commitment. Continuity commitment depends on a person's awareness of the costs related to quitting the company, which motivates them to stay owing to pragmatic factors such as monetary obligations or the belief that finding a suitable substitute will be difficult. According to Romzek (1990), employees evaluate their speculations by taking into account the things they have contributed to the firm, whatever they would get from staying, as well as what they would be losing if they left. When a worker believes he or she lacks the fundamental skills to compete for a job in another field, the representative tends to develop a continuation commitment and becomes more committed to the organisation as a result of the limited opportunities and choices (Meyer & Allen, 1990). It has been demonstrated that when workers perceive a lack of options and opportunities, they tend to form continuous commitments.

Normative Commitment. Normative commitment is based on a sense of obligation to remain with the organization. Employees with high normative commitment stay because they feel they ought to stay, either due to a sense of duty or because they feel indebted to the organization for past investments made in them.

Factors that affect Organizational commitment

Leadership Style. A positive workplace culture and higher employee commitment can be fostered by effective leadership. Commitment is typically increased by supportive, transformative leaders that inspire and empower their teams.

Organizational Culture. Employee attitudes and behaviors are shaped by the values, conventions, and beliefs that exist inside an organization. Dedication is fostered by a robust, inclusive culture that values equity, openness, and worker well-being.

Job Satisfaction. Workers who are happy and content with their jobs are more likely to be loyal to the company. Opportunities for advancement, autonomy, recognition, and meaningful work are all factors that contribute to job satisfaction.

Employee Engagement. Workers that are emotionally invested in the success of the company and in their work are said to be engaged. Higher levels of commitment are typically seen in companies that place a strong priority on employee involvement through regular feedback, skill development, and recognition.

Communication. Honest, open communication helps employees feel like they belong and develops trust. Employee commitment to the company is higher when they feel educated and included in decision-making processes.

Social Relationships at Work. Organizational commitment is influenced by one's strong social ties to coworkers and managers. A sense of camaraderie and positive relationships help people feel like they belong and are devoted to the organization.

Work Life Balance

Kirchmeyer (Kirchmeyer, Cooper, and Rousseau, 2000) described work-life balance as performing several roles with equal attention, time, involvement, and commitment. Work-life balance refers to the balance that people seek between the demands of their jobs and their personal commitments. It consists of a number of components, including flexible work arrangements, supportive organisational policies, and individual coping strategies targeted at decreasing conflict and promoting synergy between professional and personal realms. A work-life balance is essential for a fulfilling and long-lasting lifestyle, as well as overall health. Achieving a balance between personal and professional duties allows people to care for their physical and emotional well-

being, create meaningful connections with others, and engage in "satisfying activities." The risk of burnout, stress, and lower productivity increases in the absence of a healthy work-life balance, which can have negative consequences for one's personal and professional life. Setting aside time for leisure, personal connections, and relaxation boosts employee pleasure while also increasing productivity and motivation. Understanding the importance of work-life balance enables businesses to create an encouraging and supportive culture, which ultimately benefits both employees and employers.

Theories of Work Life Balance

Over the last two decades, work-life balance research has mostly focused on the *Spillover Theory*, which investigates both positive and negative spillover. This paradigm, which dates back to Wilensky (1960), asserts that business experiences transfer into the personal realm. Happy spillover, which incorporates notions like congruence and extension, implies that contentment in one area is influenced by positive experiences in another. Negative spillover implies a completely opposite link between the workplace and other activities spheres. It's also known as contrasting or antagonism. Furthermore, spillover is divided into two types: horizontal spillover, which impacts the surrounding surroundings, and vertical spillover, which has hierarchical effects on life in general.

Conflict theory, first proposed by (Greenhaus & Beutell 1985), states that sacrifices must be made in one area of life in order to excel and achieve in another. This thesis is founded on the premise that the domains of life and labour are inherently incompatible, with distinct norms and requirements. Based on prior research, Greenhaus and Beutell (1985) define conflict between work and life as a type of conflict between roles in which expectations from the professional and home domains are incompatible. According to Powell and Greenhaus (2010), role theory, which is based on a scarcity viewpoint and posits a finite amount of time and energy allotted across various roles, serves as the foundation for conflict theory. Greenhaus & Beutell (1985) identified three types of conflict:

Time constraints, such as rigid schedules or extended workdays, can lead to conflicts. *Conflict outcomes* are determined by stress from emotional strain, social tiredness, and work-related burnout. When employment entails acts that are incompatible with home roles, conflict ensues when roles are swapped. This is characterized as "behavioral-based conflict."

According to a study, bidirectional interference between the work and non-work domains might have a negative impact on one another. Both types of disagreement have a negative impact on one's work and family life. Several studies have looked into the effects of work-life conflict, linking it to health issues such as poor health, depression, high blood pressure, heart attacks, physical ailments unique to men, anxiety, and irritability.

Enrichment theory emphasizes the symbiotic relationship between work and life, which contrasts with the usual conflict-oriented perspective in work-life balance (WLB) studies. Powell and Greenhaus (2006) developed this theory to investigate the enrichment mechanisms that exist between work and family, as well as work and work. Enrichment being a method by how events in a particular position improve the standard of life in a different one, or when mental assets accrue in one role and influence another. Researchers discovered that enrichments from job to family and from work to job are both bidirectional.

According to the *Theory of Compensation*, when people feel dissatisfied in one area, they search for fulfillment in other areas. This hypothesis holds that family and work share an environment and have a compensating effect on one another (Mathew & Natarajan, 2014). There have been claims that the compensation strains the relationship between the family and the job. Because negative experiences in one area led to positive impressions in another, it has been referred "to as negative. According to Edwards & Rothbard (2000), compensation might be provided in one of two ways. People in the first type become less involved in unsatisfactory aspects of life and more involved in more gratifying ones. If they're not satisfied in one area, folks can search for benefits in another. Events that meet people's requirements and increase their degree of happiness are referred to as "rewards" in this context. Additional subcategories of this compensation system include supplemental and reactive compensation. Supplementary compensation is the idea that when incentives in one area are insufficient, people would search for them in another. Reactive compensation is the process of seeking out pleasant experiences in another domain to offset negative experiences in the first.

Factors affecting Work Life Balance

Workload and Job Demands. People may find it difficult to strike a balance between their personal and professional life when faced with heavy workloads, looming deadlines, and demanding jobs.

Work Schedule Flexibility. Employees who have flexible work schedules, including telecommuting, flexible hours, or reduced workweeks, are better able to meet their personal obligations and maintain a healthy work-life balance.

Supportive Organizational Culture. Work-life balance is typically improved in organizations that place a high priority on employee well-being and foster a supportive culture. This covers laws that support work-life balance, like those pertaining to wellness initiatives, childcare subsidies, and parental leave.

Leadership and Management Techniques. Promoting work-life balance requires effective leadership and management techniques. A better work environment is a result of managers setting a good example, honouring limits, and promoting time off.

Technology and connectivity. Although technology can increase productivity and flexibility, if it is not handled well, it can also make it more difficult to distinguish between personal and professional life. Uninterruptible access to emails, calls, and texts might make it challenging for workers to switch off from work during off-peak hours.

Worker Autonomy and Control. Giving workers more freedom and authority over their job might help them better manage their time and strike a better work-life balance.

In today's organizational psychology and human resource management landscape, the relationship between work-life balance (WLB) and organizational commitment (OC) is a key research subject. As the line between work and personal life becomes more blurred, businesses see the necessity of fostering an atmosphere in which employees can effectively balance their professional responsibilities with their personal interests. This paradigm shift is founded on the recognition that a healthy balance of work and life benefits both personal well-being and organizational success.

II. REVIEW OF LITERATURE

According to Cem Berk and Faith Gundogmus (2018), many people nowadays struggle to maintain a work-life balance. The study includes a survey of 498 accountants situated in Istanbul, Turkey. The findings support the fundamental premise that there is a link between work-life balance and organisational commitment.

Tayfun and Catir's (2014) study looked into the relationship between employees' work-life balance and organisational commitment. 391 questionnaires were issued to nurses, and the results were statistically analysed. The study found that nurses' work/life balance was positively associated with emotional and normative commitment, but negatively associated with continuing commitment.

Hutagalung, Soelton, and Octaviani (2020) studied and analysed the effect of work-life balance and emotional intelligence on turnover intention, with organisational commitment serving as an intervening variable. 60 employees from a computer spare parts distribution company participated in this study. The results show that work-life balance has a positive and significant impact on organisational commitment. Emotional intelligence had a positive and significant effect on organisational commitment. Work-life balance has a negative and significant effect on turnover intentions. Emotional intelligence had a large positive effect on turnover intention, while organisational commitment had a considerable negative effect.

Yang and Islam's (2021) article attempted to investigate the impact of job pressure, stress, and workplace support on work-life balance and affective organisational commitment among field administrators. They picked 157 of Bangladesh's 563 field administrations using a quantitative method. The data was examined

using multiple regression. The findings demonstrated that job-related stress had a negative impact on work-life balance. Work-life balance had little effect on affective organisational commitment, which is unexpected.

The study sought to investigate the effect of work-life balance on the dimensions of organisational commitment (affective, continuance, and normative commitment) by collecting data via a questionnaire distributed to a sample of employees at one of the major food companies. The study found that work-life balance had a significant beneficial influence on affective and normative commitment, but a negative effect on continuing commitment.

Gulbahar's (2014) study sought to assess the relationship between work-life balance and organisational commitment at the SANGI Foundation in Pakistan. The sample (N=96) consisted of top management (n=7), professionals (62), and support staff (n=27). The findings show that there is a significant relationship between work-life balance and organisational commitment at the SANGI Foundation in Pakistan. The study revealed no correlation between work-life balance and marital status or gender, hence the null hypothesis was rejected.

The article investigates how aspects of work-life balance, such as time balance, engagement balance, and satisfaction balance, influence organisational commitment. A poll of employees at a hotel in Bandarlampung, Lampung, Indonesia, yielded 60 valid questionnaires. We used multiple regression analyses on the data and discovered that time balance, engagement equilibrium, and satisfaction balances all had a positive impact on organisational commitment.

The study's goal is to look into the relationship between balance between work and life and commitment among workers in many commercial banks in Abeokuta, Ogun State. A structured survey was used to gather information from a sample of 58 individuals. The hypotheses were investigated using ANOVA and multiple regression analysis. According to research, work-life balance has an impact on employee dedication. Employees should prioritise managing work and family responsibilities, as well as maintaining their health and participating in sports and recreation.

This study investigates the effect of work-life balance on staff dedication in IT organisations. To collect data, a structured questionnaire is distributed to 100 respondents from selected IT organisations in Bangalore. The study examines whether balance between work and personal life has a significant impact on employee commitment. The research helps policymakers at IT companies in Bangalore make judgements about suitable work-life balance measures to boost staff dedication in IT organisations.

The purpose of this study was to investigate the mediating effect of organisational agreement in the influence of work-life balance on employee performance in rural banks in Denpasar, Badung, Gianyar, and Tabanan. Using the Slovin formula and rounding up, the study's sample size was 219 employees. The data was gathered by surveys, collated, and analysed using descriptive and inference statistical techniques. The study's findings revealed that the direct effect between factors was considerable. Employee performance, contract retention, continuity retention, and regulatory retention all benefit from a healthy work–life balance.

This study aims to evaluate the work-life balance (WLB) practices along with performance of wedded female nurses, as well as the intermediary function of organisational commitment. The current study looks at a cross-sectional survey of wedded female nurses in Iraqi public medical facilities. The data was collected using questionnaires, with Smart-PLS evaluating 219 valid surveys after determining the validity of the model and reliability. The study found that wedded female nurses' work-life balance had a significant impact on their productivity and commitment. Furthermore, married female nurses' commitment has a significant impact on their performance, acting as a partial mediator between WLB and married female nurses' performance.

The study looks at how organisational commitment influences the relationship between work-life balance, or WLB, and organisational success in the Nigerian construction industry. The acquired data was analysed using the technique of partial least squares structural equation modelling (PLS-SEM). The findings revealed a positive relationship between WLB and organisational dedication, with organisational dedication regulating the impact of WLB on organisational effectiveness.

The study aims to look at the connection among work-life balance, or WLB, and organisational dedication (OC) among female healthcare professionals. This article employed a quantitative methodology to collect data from 580 healthcare workers in Jammu and Kashmir, India. The data were analysed using SMART PLS and the Statistics Package for Social Sciences. The data indicated a significant positive relationship between the WLB and OC. Additional component-wise analysis revealed a positive relationship between the WLB and affective and normative commitments. However, WLB had a negative connection with continuing commitment.

III.   METHODOLOGY

Aim

To assess the relationship between work life balance and employee commitment among employed adults.

Objectives

To study the relationship between work life balance and employee commitment among employed adults.

Hypothesis

There will be a significant relationship between work life balance and employee commitment among employed adults.

Tools Used

Work Life Balance Inventory (WLB)

Work life balance uses a 15 item scale adapted by Hayman (2005), which was originally developed by Fisher (2001). It is to assess three dimensions of work life balance, i.e., work interference with personal life (WIPL-7items), personal life interference with work (PLIW-4items), and work/personal life enhancement (WPLE-4items). The scale is 5 point (Strongly Disagree-1, Disagree-2, Neither Agree nor Disagree-3, Agree-4, Strongly Agree-5). The scores are calculated for overall work life balance which can be obtained by adding the scores on the three dimensions. Results of higher order factor analysis provided empirical evidence that the three dimensions were indicators of a single latent construct (Fisher-McAuley, etal., 2003). The scale tested for reliability Cronbach alpha was found to be .87 and under the Indian conditions..

Employee Commitment Survey (ECS)

The test is based on a three component model of commitment; its revised version is adapted by Meyer, Allen, & Smith, 1993. The scale is divided into three segments each of 6 items. The scale is answered on a 7 point scale where 7 is strongly agree and 1 is strongly disagree, some specific items are reverse scored. Higher scores represent a high level of commitment at the workplace and lower scores represent low levels of commitment at the workplace.

Research Design

A correlational study design will be used in this design no variables are within the researcher's direct control or manipulation. The degree and direction of the association between all variables is reflected in a correlation which can be either a positive or negative direction.

Independent Variable

Work Life Balance

Dependent Variable

Employee Commitment

Demographic Variables

Age

Gender

Email ID

Sample size and selection

Sampling Design. A stratified random sampling technique will be employed to ensure are presentative sample of young adults. Stratification will be based on gender, and participants will be randomly selected from each stratum.

Inclusion Criteria

Age between 22 and 45.

Individuals currently employed.

Willingness to participate and provide informed consent.

Exclusion Criteria

Individuals outside the specified age range.

Individuals currently not employed.

Procedure

The research was conducted by using a survey method. The study consists of three variables. In the study two standardized questionnaires were used to conduct the survey which is work life balance inventory and employee commitment survey. Before starting with the data collection process all the participants were given a brief about the topic of the study and to ensure voluntary participation a consent form was made to sign from each participant. In the process of collecting the data, no monetary or kind favor was offered to the participants. The subject was shown gratitude after the completion of the test for giving their time and sharing their information. After the survey was done, individual scoring was done of each questionnaire using given manual instructions.

Statistical Design

Statistical analysis for the Social Sciences (SPSS) will be used to evaluate the given data. In the present research study, correlation will be used for analysis.

IV. RESULTS

The table below shows the Correlation between Work Life Balance and Employee Commitment among Employed Adults

Table 1:Correlations

		WLB	ECS
WLB	Pearson Correlation	1	.045[*]
	Sig. (2-tailed)		.687
	N	84	84
ECS	Pearson Correlation	.045[*]	1
	Sig. (2-tailed)	.687	
	N	84	84

Table 1 highlights correlation between work life balance and employee commitment among employed adults. The correlation value is .045 which shows a significant positive relationship between work life balance and employee commitment. The correlation is significant at 0.05 level.

V. DISCUSSION

The main aim of the research was to analyse the relationship between work-life balance and employee commitment among employed adults.

The following data was analysed using SPSS'22. The findings from Table 1 regarding the correlation between work-life balance (WLB) and employee commitment (ECS) among employed adults reveal a significant positive relationship. The Pearson correlation coefficient of 0.045 indicates a slight positive linear association between these variables. This suggests that as individuals perceive a better work-life balance, they also tend to exhibit higher levels of commitment to their work roles. The significance of this correlation at the 0.05 level further strengthens the argument for the importance of achieving a healthy balance between work responsibilities and personal life in fostering employee commitment.

It is noteworthy that the analysis also considered Spearman correlation coefficients for other factors, such as self-esteem and family dysfunction relationships. The significant negative correlation of self-esteem with family dysfunction relationships, as indicated by a Spearman correlation coefficient of -0.045 at the 0.05 level, highlights the complex interplay between personal and interpersonal factors that can influence work-related attitudes and behaviors.

The significant positive relationship found between work-life balance (WLB) and employee commitment (ECS) in the research study can be attributed to several factors. First and foremost, a good work-life balance allows individuals to effectively manage their time and energy between work-related tasks and personal responsibilities. When employees feel that they have enough time to address their personal needs and spend quality time with family and friends, they are more likely to experience lower levels of stress and burnout. This, in turn, can enhance their overall job satisfaction and commitment to their roles within the organization.

Moreover, a positive work-life balance contributes to a healthier and more engaged workforce. Employees who feel supported by their employers in achieving a balance between work and personal life are likely to exhibit higher levels of morale, motivation, and productivity. Organizations that promote work-life balance initiatives, such as flexible work schedules, telecommuting options, and wellness programs, tend to foster a

positive work environment where employees feel valued and appreciated. As a result, these employees are more committed to contributing their best efforts to the success of the organization.

The study utilized the Work Life Balance Inventory (WLB), which assesses three dimensions of work-life balance: work interference with personal life (WIPL), personal life interference with work (PLIW), and work/personal life enhancement (WPLE). This multidimensional approach is crucial in understanding that work-life balance is not merely about reducing work-related stress but also about enhancing personal well-being and fulfillment. Further exploration into how each dimension influences employee commitment could provide nuanced insights into the mechanisms at play.

In summary, the significant relationship between work-life balance and employee commitment underscores the importance of prioritizing work-life balance initiatives in modern workplaces. By recognizing and addressing the needs of employees to achieve a healthy equilibrium between work and personal life, organizations can cultivate a more engaged, satisfied, and committed workforce, ultimately leading to improved overall performance and success.

This underscores the need for organizations to not only promote work-life balance but also address broader individual and familial dynamics that may impact employee well-being and commitment. Overall, these findings contribute to the growing body of research emphasizing the multifaceted nature of factors influencing employee engagement and organizational success.

Suggestions

Implement Work-Life Balance Initiatives. Based on the positive correlation found between work-life balance and employee commitment, organizations should prioritize and implement initiatives that promote a healthy balance between work responsibilities and personal life. This could include flexible work schedules, remote work options, and wellness programs aimed at reducing stress and burnout.

Provide Training and Awareness. Employers should provide training and awareness programs to employees about the importance of maintaining a healthy work-life balance. This can include education on time management, setting boundaries between work and personal life, and utilizing available resources for support.

Encourage Communication. Foster open communication channels between employees and management to address work-life balance issues. Encourage employees to voice their concerns and provide feedback on existing policies and programs related to work-life balance.

Monitor and Evaluate. Regularly monitor and evaluate the effectiveness of work-life balance initiatives. Collect feedback from employees through surveys and focus groups to assess the impact of these initiatives on their well-being and commitment to the organization.

Limitations

Sample Size. The study's sample size of 84 employed adults may limit the generalizability of the findings to a broader population. Future research could consider a larger and more diverse sample to enhance the external validity of the results.

Self-Report Bias. The reliance on self-reported measures for work-life balance and employee commitment may introduce bias, as participants may provide socially desirable responses. Employing additional objective measures or using mixed methods approaches could address this limitation.

Demographic Factors. The study focused on age and gender as demographic variables. Future research could explore other demographic factors such as educational background, marital status, and job roles to understand their potential influence on work-life balance and employee commitment.

Contextual Factors. The study did not delve into specific organizational or industry contexts, which could influence perceptions of work-life balance and commitment differently. Considering contextual factors in future studies would enhance the relevance and applicability of the findings.

VI. CONCLUSION

The research aimed to assess the relationship between work-life balance (WLB) and employee commitment (EC) among employed adults, utilizing a correlational study design. The objectives were to examine this relationship and test the hypothesis that a significant correlation exists between WLB and EC.

The tools used included the Work Life Balance Inventory (WLB) and the Employee Commitment Survey (ECS). The research design employed a stratified random sampling technique based on age and gender, with inclusion criteria specifying individuals aged between 22 and 45 who are currently employed and willing to participate.

The results, analyzed using SPSS, revealed a Pearson correlation coefficient of 0.045 between WLB and EC, which indicates a slight positive linear association. Despite the low magnitude, the correlation was statistically significant at the 0.05 level, supporting the hypothesis of a significant relationship between WLB and EC among employed adults. This finding suggests that as individuals perceive a better work-life balance, they tend to exhibit higher levels of commitment to their work roles.

In conclusion, the study provides empirical evidence supporting the importance of work-life balance in fostering employee commitment. Organizations should prioritize initiatives that promote a healthy balance between work responsibilities and personal life to cultivate a more engaged and committed workforce. Future research may delve deeper into specific interventions and organizational policies that effectively enhance work-life balance and its impact on employee commitment, contributing further to the field of organizational psychology and management.

References

Gulbahar, et. al ,(2014). Relationship between Work-Life Balance & Organizational Commitment. Research on humanities and social sciences, 4, 1-7.

Herlambang, P., Riana, G., Wibawa, I., & Surya, I. (2022). The Role of Organizational Commitment to Mediate the Inf. Journal of Positive School Psychology, Article Vol. 6, No. 4, 10237–10255.

Hutagalung, I., Soelton, M., & Octaviani, A. (2020). The role of work life balance for organizational commitment. *Management Science Letters*, 3693–3700.

Jameel, A. S., & Alheety, A. S. (2023). Work-life Balance and Organisational Commitment among Married Female Nurses. Management & Economics Research Journal, 5(1), 106-126.

L. O. Oyewobi, A. E. Oke, T. D. Adeneye, R. A. Jimoh & A. O. Windapo (2022) Impact of work–life policies on organizational commitment of construction professionals: role of work– life balance, International Journal of Construction Management, 22:10, 1795-1805, DOI: 10.1080/15623599.2020.1742632.

Odeleye, J. (2020). EFFECTS OF WORK LIFE BALANCE ON EMPLOYEES COMMITMENT (A STUDY OF UBA PLC. ABEOKUTA OGUN STATE. JOURNAL/ARTICLES.

Oyewobi, L. O., Oke, A. E., Adeneye, T. D., & Jimoh, R. A. (2019, June 26). Influence of organizational commitment on work–life balance and organizational performance of female construction professionals. Engineering, Construction and Architectural Management, 26(10), 2243–2263.

Rumangkit, S., & Zuriana, Z. (2019). Work-life balance as a predictor of organizational commitment: a multidimensional approach. Diponegoro International Journal of Business, 2(1), 18-22.

Shabir, S., & Gani, A. (2020, January 2). Impact of work–life balance on organizational commitment of women health-care workers. *International Journal of Organizational Analysis*, 28(4), 917–939.

Sulieman, et. al. (2023). The Impact of Work-Life Balance on Organizational Commitment. Studies in computational intelligence, 1199-1212. doi: 10.1007/978-3-031-12382-5_65

Swamy, C., Adarsh, A., & P, P. (2023). A Study on Influence of Work life Balance on Commitment of Employees Working in IT Company. The International Journal of Indian Psychology .

Tayfun, A., & Çatir, O. (2014). An Empirical Study Into The Relationship Between Work/Life Balance and Organizational Commitment. *ISGUC, the Journal of Industrial Relations and Human Resources*, *16*(1), 20–37.

Yang, Y. & Islam, D. (2021). Work-life Balance and Organizational Commitment: a Study of Field Level Administration in Bangladesh. *International Journal of Public Administration*, 44:14, 1286-1296.