

JOB STRESS AND EMPLOYEE COMMITMENT IN A PRIVATE ORGANISATION: A CASE STUDY OF STANEL WORLD, AWKA

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Abstract

The Nigerian workplace, the private sector in particular, is basically characterised by stress emanating from the enormous demand placed on employees to boost their performance level so as to achieve the predetermined objectives of the firm. This situation impacts greatly on employees' commitment. Consequently, this study aimed at ascertaining the extent to which work-home interface affects employee commitment in Stanel World, a private business organisation. The study adopted a descriptive survey design. The population of the study is one hundred and eighty seven employees (187) of which a sample size of one hundred and twenty seven (122) participants were obtained using Taro Yamane's formula. A five point structured likert scale questionnaire was used to collect data for the study which were analysed using regression and Pearson matrix correlation techniques through Ordinary Least Squares (OLS) estimation technique.. The correlation value of -.224 between work-life interface and employee commitment revealed that a weak negative relationship exists between job stress and employee commitment. This can result in a decrease in commitment of employees towards the organisation. The study therefore, recommends that Stanel World Awka consciously introduce annual leave in the organisation.

Keywords: Job Stress, Employee Commitment, Private Sector, Personal Life, Work Life, Work – Life Interface,

Introduction

The purpose for the establishment of a business organisation is for the achievement of stated objectives which in turn depends on the commitment level of employees who are willing to go above the minimum requirements expected of them. An employee who is committed to the course of an

organisation is one who sees his or her organisation as an important part of their life, and not just a place to get paid for a job well done. Commitment is a force that binds an individual to a course of action relevant to one or more organisational targets (Meyer & Herskovits, 2001). For a business organisation to successfully achieve its economic and social objectives, the need for effective coordination cannot be over emphasised. Coordination, which simply implies the alignment of human efforts with organisational objectives, causes burn-out in employees.

Burn – out which can either be called stress, is seen among employees who have been exposed to longer period of working hours than their natural bodies can take. Reasons for this burnout can be attributed to the following: increasing spate of globalisation, the dynamic and competitive nature of the business environment amongst other factors (Osibanjo, Salau, Falola, & Oyewunmi, 2016). Stress is a common element in any kind of job which employees must have to face in almost every aspect of life (Ekienabor, 2016). While job stress, on the other hand, can be defined as the harmful physical condition which manifests in emotional responses that is most likely to occur when a mismatch exists between the task requirements of a job and the capability of workers (Hayat, Hasnat, Umair, Muhammad & Zubair, 2016).

The Nigerian business environment with particular reference to the private sector is basically characterised by stress which results from the enormous demand placed on employees to increase their performance level so as to achieve the predetermined objectives of the firm. This situation impacts greatly on employees' commitment. It is against this background that this study seeks to specifically ascertain the extent to which work-home interface affects employee commitment in a private business organisation - Stanel world, Awka.

Objectives of the Study

The study was aimed at ascertaining the extent to which work-home interface affects employee commitment in Stanel World, a private business organisation.

Research Question

To what extent does work-life interface affect employee commitment in Stanel World Awka?

Research Hypotheses

HO₁: There is no significant relationship between work-life interface and employee commitment in Stanel World Awka.

HA₁: There is a significant relationship between work-life interface and employee commitment in Stanel World, Awka.

Literature Review

This section is in three parts which include; conceptual framework, theoretical framework, and empirical review.

Conceptual Framework

Under this section, the various variables such as work stress, work-home interface and employee commitment are examined.

Work Stress

Selye (1936) initiated the concept of stress in work organisation, and characterised it as pressure, tension or force, which an employee is expected to contend with. Organisational stress does not just appear suddenly, but builds up over time. The major sources of stress in organisation include but not limited to the following: role-conflict, work- life balance, heavy workload. Role conflict is a situation that occurs when the role employees are expected to play in an organisation is not well defined (Butler & Constantine 2005). While work – life balance is the continuously consistent interference between the personal life of an employee and their work-life. Heavy workload occurs when an employee is expected to undertake a task that outweighs his or her capabilities.

General, (2008) posits that the problem of job stress arises because of the difference that exists between employee job demand and the amount of control employees have over these demands. When an worker is not capable of meeting the job demands and unable to get the control over these demands, then such an employee faces physical and emotional stress (Hayat et al., 2016). According to Bowing and Harvey (2001), stress occurs with the interaction between an individual and the environment tends to produce emotional strain affecting a person's physical and mental condition.

Work stress is the reaction of workers to job demands and pressures that overwhelms their skills, knowledge, abilities and interest (Hicks & Caroline 2007), and thus affects their capacity to cope (Fried 2008). Stress is caused by stressors, which are events that create a state of disequilibrium within an individual (Ekienabor, 2016). Stress in the workplace can be a source of motivation in order to achieve organisational success, and can as well hinder morale, relationships, and performance (Amina & Bako, 2014). The different sources of stress in an organisation include; role ambiguity (Srikanth & Jomon, 2013), strained work relationship (Aisa, Haida & Sabita, 2013), heavy workload (Hayford & Amos, 2014), job insecurity (Onyang, 2009), role conflict (Hayford & Amos, 2014), and work – home interface (Bjm Group, 2015). For the purpose of this present study, work-home interface will be examined briefly.

Work- Home interface

The life of an individual is made up of different facets of which their work-life makes up a part of the overall facet. The fact that an employee is working in an organisations does not mean that such an employee does not have any other role they play in their life. Women for example are designed by nature to be the managers of their homes because of their meticulous nature in paying attention to details. The need for organisations to realise the fact that their employees have other serious engagements outside their work environment needs to be examined critically if any meaningful performance can be achieved. Employees often times find themselves trying to ensure that both their work life and personal life remain balanced without each one suffering for the success of the other. Consequently, effectively balancing work and family life is one of the main challenges confronting existing individual employees (Halpern, 2005). Traditionally, work-life balance has been described as a personal problem (Emslie & Hunt, 2009), and workers seem to have responded to their employees' requirements by giving extra benefits such as on-site childcare service and paid maternity leave in the place of work (Kim, 2014). Nevertheless, with environmental and value changes among workers, employees' desire for work-life balance has risen and employers have started to provide more active support for their workers' work-life balance (Thorntwaite, 2004).

In its list of the 100 best organisations to work for, *Fortune* magazine recognised organisations that endeavour to assist staff in managing the responsibilities of work and family (Muse, Harris, Guiles & Feild, 2008). Thus,

organisational efforts for making ensure employees' work-life balance are required and appreciated more than ever.

Work-family balance is defined as "satisfaction and good functioning at work and at home, with a minimum of role conflict" (Clark, 2000, p. 751). Moreover, Parkers and Langford (2008) defined this as "an individual's ability to meet work and family commitments, as well as other non-work responsibilities and activities" (p. 267). The existence of role conflict between the work life and personal life of an individual shouldn't be undermined; because individuals have the ability to question their continued stay in an organisation that takes away a greater amount of their personal time away from them.

Employee Commitment

Employees' commitment is the extent to which a worker identifies with the objectives and values of the business and is prepared to support their organisation succeed (Herscovitch & Meyer, 2002). Employee commitment is a key issue since it could be used to forecast employee's behaviours such as performance, absenteeism etc (Biljana, 2004). Employees' commitment also known as organisation commitment is defined as the employees' feeling of obligation to stay with their organisation (Allen & Meyer, 1990). A vital issue relating to employee commitment is the identification of variables that influence employees' retention or turnover intentions (Newstrom & Davies 2007). This entails that organisations need to identify those elements that their employees have bonded themselves with, which to a very large extent dictates their continual stay or departure from an organisation.

The dimensions of employee commitment include affective commitment, continuance commitment, and normative commitment. Affective Commitment relates to the degree to which a person identifies with, is involved, and takes pleasure in being a part of an organisation (McMahon, 2007). Affective commitment is conceptualised as an employee's attitude towards the organisation, involving an unshakable belief in, and acceptance of an organisation's objectives, readiness to apply substantial effort, and a strong desire to sustain relationship in their organisation (Eby, Freeman, Rush & Lance, 2005). Continuance Commitment involves a person being unwillingly bonded to an organisation on the ground of what he or she may stand to lose if he decides to leave his present organisation. That is, the cost of leaving the organisation maybe too high to pay (McMahon, 2007). Allen and Meyer (1990) posit that the costs linked with leaving an organisation

take two distinct forms. The first form arises from members' decision to retain their employment in the organisation because of personal investments like retirement benefits, inability to transfer job skills, family ties, length of service, etc. The second cost associated with the cost of leaving stems from perceived difficulty associated with finding a similar employment somewhere else. Normative Commitment entails both the organisation and the employee must have a sense of responsibility towards one another. That is, employees see it as an obligation to remain with their organisation. Employees who are normatively committed conduct themselves in harmony with organisational goals as they believe it is the right and ethical thing to do (Stallworth, 2004).

Theoretical Underpinning

The theoretical foundation upon which the study is based on is the Person-Environment Fit (P-E Fit) theory propounded by French and Caplan in 1972. The basic tenet here is that stress arises from a misfit between an individual and his or her environment. Stress arises if there is a mismatch between the demand placed on an individual, and the individual's ability to meet those demands. Mismatch between the objective reality of the work environment, and an individual's subjective perception of the work environment can also result to stress (Edwards, Caplan & Harrison, 1998). It is to this end that French and his colleagues presented two clear perceptions, which include; firstly, between the objective reality and subjective reality, and secondly, between environmental variables (E) and person variables (P).

Empirical Reviews

Hayat, et al (2016) examined the impact of job stress on organisational commitment in the banking sector in Pakistan. The researchers made use of 30 copies of questionnaires which were filled by the employees of 3 different banks. Results demonstrate that a negative and significant relationship exists between job stress and organisational commitment. Results also show that stress is a major cause that decreases the employee's commitment towards the organisation.

Nicholas, Obasi and Anene (2017) examined the influence of stress, commitment and job experience on employee performance in selected banks in Enugu metropolis. Descriptive survey design was employed for the study while a combination of quota and random sampling techniques were used to select two hundred and forty-four (244) respondents from

three selected banks in Enugu metropolis. The findings revealed that there is a significant positive relationship between role conflict, ambiguity and job stress in some selected banks in Enugu metropolis. The study also reveals that lack of participation in decision-making significantly contributes to job stress in some selected banks in Enugu metropolis. Based on these findings, the researchers recommended among other things that Non-Governmental Organisations (NGOs), governmental organisations, commercial banks, and Public and Private sector employers should give priority attention to the development and management of stress. Particularly, bank employees should observe the mental and stress levels of older employees because there is close relationship between age and job performance.

Ahmed and Ramzan (2013) examined the effect of job stress and its impact on job performance by using sample of 144 participants. The participants include senior graduate employees, customer services officers and managers of well reputed rising banks in Pakistan. The data were obtained through close-ended questionnaire. A statistical test of regression, correlation and reliabilities were also confirmed. The result showed that a significantly negative correlation exists between job stress and job performances, and that job stress significantly reduces the performance of an individual. The results suggested that organisations should have a very healthy, cooperative and friendly environment that would enhance better performance.

Gulbahar, Amjad, Ghulam and Qamar (2014) investigated the relationship between work-life balance and organisational commitment in SANGI Foundation, Pakistan. A survey design was used. The sample (N=96) consisted of top management (n=7), professionals (62) and support staff (n=27). The result shows that significant relationship exists between work life balance and organisational commitment in SANGI Foundation, Pakistan. The study finds no association of work-life balance with marital status, and gender, hence Null hypothesis was rejected, however, result hypotheses 4 find significant relationship between organisational commitments of professionals with support staff.

Kim (2014) examined the effect of work-life balance on affective commitment and in-role performance, and to explore the mediating role of affective commitment to link work-life balance and in-role performance in the Korean context. Using data gathered from 293 Korean workers, the study tested hypotheses using structural equation modeling (SEM) and regression analysis. The results showed no direct effect of work-life balance on in-role

performance. However, it was found that employees' experience of work-life balance increases affective commitment and that affective commitment has a positive influence on in-role performance.

Orogbu, Onyeizugbe and Chukwuemeke (2015) examined work life balance and employee performance in selected commercial banks in Lagos state. The research adopted a descriptive survey research design; the population of the study was 759 with a sample size of 262. Pearson product moment correlation and regression analysis was used to test the hypothesis. It was discovered that there is a significant positive relationship between leave policy and service delivery. The findings revealed that leave policy motivate employee ability to deliver services efficiently and effectively, in conclusion work life balance practice is an important factor in increasing employee performance. The researchers recommended that managers of these commercial banks should prioritise creating different work life balance incentives that will improve employee performance.

Methodology

This study adopted a correlation survey design which was used to ascertain the magnitude of relationship existing between the identified variables. The various sections in Stanel World, Awka were grouped into departments for simplicity purpose; fuel station, car maintenance centre (department A); farmers market (department B); barbing saloon as well as its body treatment and Spa, laundry services, juice bar and event centre (department C); bakery and chicken republic (department D). The total number of staff in Stanel World, Awka is one hundred and eighty seven (187), with the tabular representation of the various departments given in the table below:

Table 1: Distribution of staff among the four departments

	Dept A	Dept B	Dept C	Dept D
Supervisors	3	1	1	2
Senior Staff	2	1	2	3
Junior Staff	36	18	21	97
Total number of Staff	41	20	24	102

Source: Field Survey, 2018

Supervisors are employees with a good number of working experience in their profile, while senior staff comprises employees with HND and B.Sc Degrees while the junior staff includes employees with First School Leaving Certificates (FSLC), O'level Certificates, and OND. The sample size for this study was 127 which were derived using Taro Yamane's formula. The study made use of a structured questionnaire which is in two sections. Section A focused on the Bio-data of respondents while Section B was designed to measure the independent and dependent variables accurately using a 5 point Likert Scale questionnaire ranging from Strongly Agree 5 points, Agree 4 points, Undecided 3 points, Disagree 2 points, Strongly Disagree 1 point. The decision rule applied was that the calculated mean rating of responses on any of the questionnaire items equal to or greater than 3.5 would be regarded as "agreed" while the calculated mean rating of responses that fell between 2.50 and 3.49 would be regarded as "undecided". Where the calculated mean was less than 2.50, it was regarded as "disagreed".

For the purpose of this study, face and content validity were used to validate the instrument. Copies of the questionnaire were given to supervisors in Stanel World, Awka so as to ascertain if actually the instrument fitted this study. Inputs were made by the supervisors after which these inputs were made to reflect on the questionnaire. The instrument was tested for internal consistency using Cronbach Alpha at 5% level of significance. Data collected for the study was analysed using descriptive statistics in form of tables to present the frequencies and percentage means and standard deviations. The hypotheses earlier formulated for the study was tested using Pearson Product Moment Correlation Coefficient with the aid of SPSS Version 22.

Data Presentation and Analysis

Table 2: Demographic information of the respondents

Category	Frequency	Percentage*	
Gender:	Male	45	36.9%
	Female	77	63.1%
Educational			
Qualification:			
	FSLC	23	18.9%

O'level	41	33.6%
OND	21	17.2%
BSc/BEd	31	25.4%
PGD/MSc/MBA	6	4.9%
Years of experience: 0 – 5 years	113	92.6%
6 – 10 years	9	7.4%
15 & above	nil	nil

Source: Field Survey (2019)

* The reported percentage figures are the valid percentages based on the number of valid responses

From the demographic analysis above, female participants are 77 in number with a percentage proportion of 63.1% while their male counterparts are 45 with a percentage proportion of 36.9%. In terms of the educational qualification of participants, employees with Ordinary level certificate are more in number with a frequency of 41 and a percentage of 33.6%, while employees with First School leaving Certificate, Ordinary national Diploma, BSc/BEd, and Postgraduate degree have percentages of 18%, 17%, 25%, and 4.9% respectively. The reliability of the instrument was tested using Cronbach Alpha (α), which is a measure of the internal consistency of a scale.

Table 3: Reliability statistics of the instrument

	N	Cronbach Alpha (α)
Work-Life Interface:	6	.838
Employee Commitment:	7	.785

Source: SPSS Ver. 22

The work-life interface scale consisted of six items; the Cronbach alpha for the six items was .838. The employee commitment scale consisted of seven items; the Cronbach alpha for the seven items was .785. Cronbach's alpha for the thirteen items in the instrument was .741; which indicated a high level of internal consistency in line with suggestions from prior studies (Pallant, 2007).

Frequency Distribution and Descriptive Statistics**Table 4: Frequency distribution of work-life interface items**

S/N	Item	SA	A	UD	D	SD
1.	I think more about work when at home	3 2.5%	35 28.7%	8 6.6%	70 57.4%	6 4.9%
2.	My work life and personal life are conflicting	15 12.3%	7 5.7%	7 5.7%	33 27.0	60 49.2%
3.	My organisation does not provide on-site service to reduce my burden at home	8 6.6%	7 5.7%	5 4.1%	77 63.1%	25 20.5%
4.	My work encroaches on my relaxation time	17 13.9%	19 15.6%	8 6.6%	66 54.1%	12 9.8%
5.	I need to be left alone while at work	18 14.8%	77 63.1%	9 7.4%	12 9.8%	6 4.9%
6.	Home demands make me tired at work	4 3.3%	11 9.0%	12 9.8%	67 54.9%	28 23.0%

Source: Field Survey (2019)

Table 4 reveals the cumulative responses obtained from participants of the study. 60 (49.2%) of respondents did not allude to the statement that their work life and personal life are conflicting. 66 (54.1%) of them also disagreed that their work encroaches on their relaxation time. Several employees (54.9%) also disagreed that home demands make them tired at home and 77(63.1%) agree that their organisation does not provide on-site service to reduce their burden at home.

Table 5: Descriptive statistics of work-life interface items

S / N	Item Statement	N	Min	Maximum	Mean	Decision	Std. Deviation
1.	I think more about work when at home	122	1.00	5.00	2.6639	Disagree	1.02539
2.	My work life and personal life are conflicting	122	1.00	5.00	2.0492	Disagree	1.37782

3.	My organisation does not provide on-site service to reduce my burden at home	12 2	1.0 0	5.0 0	2.14 75	Disag ree	1.0258 8
4.	My work encroaches on my relaxation time	12 2	1.0 0	5.0 0	2.69 67	Disag ree	1.2523 7
5.	I need to be left alone while at work	12 2	1.0 0	5.0 0	3.72 95	Agre e	.99617
6.	Home demands makes me tired at work	12 2	1.0 0	5.0 0	2.14 75	Disag ree	.98478
	Grand Mean				2.57 24	Disag ree	

Source: SPSS Ver. 22

N represents the number of retrieved and analysed copies of questionnaire. The questionnaire items displayed in the table show the summation scale used in measuring work- life interface. The minimum column represents the minimum observed value of the five point likert scale questionnaire used while the column labeled maximum represents the maximum observed values obtained. The Mean column shows the mean response of each questionnaire item and its standard deviation accordingly. Respondents disagreed on items nos 1, 2, 4 and 6 indicating that they do not experience undue pressure from work after work hours, no work life and personal life conflict and no exhaustion at home that impacts negatively on their job. They disagreed that their organisation does not provide on-site service to reduce their burden at home. The grand mean Of 2. 57 is indicative that the employees do not experience stress at work.

Table 6: Frequency distribution of employee commitment items

S/N	Item Statement	SA	A	UD	D	SD
7.	I go the extra mile to see that my organisation succeeds in achieving its goal	8 6.6%	83 68.0%	7 5.7%	19 15.6%	5 4.1%
8.	I enjoy being a member of this organization	84 68.9%	2 1.6%	10 8.2%	16 13.1%	10 8.2%
9.	My organisation recognises my effort which encourages me	-	76 62.3%	18 14.8%	16 13.1%	12 9.8%
10.	I encourage highly skilled individuals to join my	6 4.9%	112 91.8%	-	4 3.3%	-

organization

11.	I am with this organisation because I have not found a suitable job elsewhere	16 13.1%	17 13.9%	3 2.5%	86 70.5%	-
12.	It is my obligation to remain with this organization	10 8.2%	1 0.8%	74 60.7%	25 20.5%	12 9.8%
13.	If an offer comes up elsewhere, I will leave this organisation	16 13.1%	39 32.0%	50 41.0%	11 9.0%	6 4.9%

Source: Field Survey (2019)

Of the 122 respondents, 83 (68%) agreed that they would go the extra mile to see their organisation success. An equally high proportion (68.9%) of the sample enjoy working in the organisation and 76 (62.3%) would encourage highly skilled individuals to join the organisation. Respondents (86) disagreed that they were still with the organisation because they could not find jobs elsewhere but were undecided on the items: “it is my obligation to remain with the organisation” and “If an offer comes up elsewhere, I will leave this organisation”.

Table 7: Descriptive statistics of employee commitment items

S/ N	Item Statement	N	Mini mu m	Maxi mu m	Mea n	Decisio n	Std. Dev.
7.	I go the extra mile to see that my organisation succeeds in achieving its goal	122	1.00	5.00	3.5738	Agree	.96995
8.	I enjoy being a member of this organisation	122	1.00	5.00	4.0984	Agree	1.42823
9.	My organisation recognises my effort which encourages me	122	1.00	4.00	3.2951	undecided	1.03404
10.	I encourage highly skilled individuals to join my organisation	122	2.00	5.00	3.9836	Agree	.42608
11.	I am still with this organisation because I have not found a suitable job elsewhere	122	2.00	5.00	2.6967	Disagree	1.13465
12.	It is my obligation to remain with this organisation	122	1.00	5.00	2.7705	Disagree	.94289
13.	If an offer comes up elsewhere, I will leave this organisation	122	1.00	5.00	3.3934	Undecided	.99218
	Grand Mean				3.0164	Undecided	

Source: SPSS Ver. 22

N represents the number of retrieved and analysed copies of questionnaire. The questionnaire items displayed in the table shows the summation scale used in measuring work- life interface. The minimum column represents the minimum observed value of the five point likert scale questionnaire used while the column labeled maximum represents the maximum observed values obtained. The Mean column shows the mean response of each questionnaire item and its standard deviation accordingly

While employees agreed on items 7, 8 and 10 “I go the extra mile to see that my organisation succeeds in achieving its goal”, “I enjoy being a member of this organisation” and “I encourage highly skilled individuals to join my organisation” respectively, they disagreed on items numbers 11 and 12 and were undecided on two items: 9 and 13. A grand total mean of 3.02 indicated that employees’ commitment to their job was neither weak nor strong.

Analysis of Research Question

The question posed in the study was:

To what extent does work-life interface affect employee commitment in Stanel World Awka?

Table 8: Correlation coefficient between work-life interface and employee commitment

		Work-Life Interface	Employee Commitment
Work-Life Interface	Pearson	1	-.224*
	Correlation		
	Sig. (2-tailed)		.013
	N	122	122
Employee Commitment	Pearson	-.224*	1
	Correlation		
	Sig. (2-tailed)	.013	
	N	122	122

*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Ver. 22

Table 8 above presents the correlation results between work-life interface and employee commitment; the value of *r* (pearson correlation)

was -.224. The negative sign implies that the variables move in the opposite direction of each other. The value, -.224 is indicative that a weak but negative relationship exists between the variables and that this relationship is also significant as the p value was less than .05. This implies that as work-life interface conflict (job stress) increases, commitment level of employees' decreases in their work-place.

Test of Hypothesis

The following hypothesis was tested in the study:

H0₁: There is no significant relationship between work-life interface and employee commitment in Stanel World Awka.

Table 9: Model Summary

R	R Square	Adjusted Square	R	Std. Error of the Estimate	Df	F	Sig.
.224 ^a	.050	.042		3.36309	1	6.314	.013
					120		

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Work-Life Interface

Source: SPSS Ver. 22

Table 9 above presents the model summary; with employee commitment as the dependent variable and work-life interface as the independent variable. The R Square value was .050 which indicates that as at the study period, based on available data, job stress (work-life interface) explained 50% of the systematic variations in employee commitment of Stanel World company. This is indicative of a goodness of fit for the model; that is, the model is good for statistical prediction. (and Adjusted R Square .042). The model had F value of 6.314 ($p < .05$) which shows that there was a simultaneous linear relationship between employee commitment and job stress. It also confirms the statistical significance of the overall model, that is, the job stress variable in the model is significant in explaining employee commitment in the firm under investigation. The coefficient of the independent variable is shown in the table below:

Table 10: Coefficient of the independent variable

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	28.874	2.037		14.171	.000
	Work-Life Interface	-.295	.118	-.224	-2.513	.013

Source: SPSS Ver. 22

The coefficient of work-life interface was -.295 (standardized -.224); the p value of the t statistic (-2.513) was .013 ($p > .05$); which implies a negative effect of work-life interface on employee commitment. This warrants a rejection of the null hypothesis and acceptance of the alternate; thus, 'there is a significant negative relationship between work-life interface and employee commitment in Stanel World, Awka'.

Discussion of Findings

The study found out that as work-life interface increases, the level of employee commitment in Stanel decreases. This is in agreement with the findings of; Hayat,et al (2016) which states that a negative relationship exists between job stress and organisational commitment which results to a reduced level of commitment which employees have towards their organisation. While in the study of Nicholas,et al (2017), a lack of employee participation in the decision-making process of an organisation contributes to an increased level of job stress among employees. Also, in the finding of Ahmen and Razman (2013), it was revealed that a negative correlation exists between job stress and job performance. It is known that an increased level commitment would yield a significant increase in job performance. Finally, in the study of Orogbu, et al (2015), it was revealed that leave policy motivates employee ability to deliver services effectively and efficiently.

Conclusion

The study was aimed at ascertaining the extent to which work-home interface affects employee commitment in Stanel World, a private business organisation. Work-life interface had a negative effect on employee commitment. This simply implies that as work – home interface conflict increases, employee commitment on the other hand

decreases. This warranted the rejection of the null hypothesis and acceptance of the alternate hypothesis that there is a significant negative relationship between work-life interface and employee commitment in Stanel World Awka.

Recommendations

Based on the findings of this study, the following recommendations were made;

1. Stanel World, Awka should adopt a leave policy which if implemented would afford its employees the opportunity to go on annual leave, a practice that is currently not in existence. This would likely boost employee commitment and affords them the opportunity to spend quality time with their families as well as attend to other personal issues which ordinarily their work would not have permitted them to do.
2. Since most of the employees are of the opinion that they need to be left alone while at work, there is need for the organisation to periodically organise events such as seminars, workshops, exercise sessions, out-door games, and medical intervention for them, with the intention of assisting these employees manage work and home related stress. The employees should be reoriented through training organised by their organisation on how to optimally use their time after work so as to get refreshed and resume work in the right state of mind.
3. Stanel World, Awka should constantly and consciously reward hard working employees for the effort they put in their task which would in turn create a sense of job satisfaction and subsequently commitment among organisational employees.

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