Examining Work-Life Balance and Its Effect on Employee Commitment: A Case Study of International Breweries PLC

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ARTICLE INFO

ABSTRACT

This study examined the effects of work-life balance on employee commitment advances, focusing on International Breweries PLC in Lagos State. The research aimed to assess how leave policies, flexible working arrangements, and wellness programmes influence employee commitment. Data were collected using a structured questionnaire distributed to a sample of 334 respondents, selected through convenience sampling techniques. The primary research instrument is the questionnaire, which includes specific questions aligned with the study's objectives. Both independent and dependent variables are measured using a five-point Likert scale. Data analysis was conducted using the Statistical Package for Social Science (SPSS), version 21.0. Correlation and multiple regression analysis are applied to test the hypotheses. The findings indicate a positive relationship between work-life balance and employee commitment. Based on these results, the study recommends that management should prioritize initiatives that support employees in balancing their work and personal lives. This approach also enhances employee commitment and contributes to organizational success.

1. Introduction

With globalization and technological advancements heightening workplace competition, work-life balance has become a crucial factor influencing employee productivity and organizational commitment [1]. Organizations are now facing growing pressure to adopt strategies that help employees manage both professional and personal responsibilities [2]. However, in developing economies like Nigeria, work-life balance initiatives are still in their infancy [3].

The increasing demands of work and home responsibilities have gained prominence in recent years due to demographic and workplace shifts. These include a rise in dual-career couples, changes in family dynamics such as more single-parent households, resistance to long-hours culture, and rapid technological advancements. These trends have created conflicts between the various roles

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individuals are expected to fulfil, prompting organizations to introduce measures that support employees in balancing their occupational and personal commitments.

Achieving and enhancing work-life balance is a significant topic in human resource management. It has garnered attention not only from employers and employees but also from governments, academic researchers, and the media. As a result, developing practical approaches to foster work-life balance has become a priority in creating a supportive and productive work environment [2].

Achieving an ideal work-life balance remains a global challenge, with few researchers offering a universally accepted definition [4]. Work-life balance is essentially about adjusting work habits to enable employees to better integrate their professional and personal lives. Mmakwe & Ojiabo [5] observed that the growing demands of work and personal responsibilities have become increasingly significant for employees in Nigeria, driven by demographic and workplace shifts such as heavy workloads, role conflicts, and time management challenges. These factors often leave employees struggling to prioritize between their job roles and personal commitments [6].

Onu *et al.* [7] highlighted that many organizations lack the workplace culture needed to uphold the leave policies outlined in employment contracts. Similarly, Obiageli *et al.* [8] noted that numerous Nigerian organizations exhibit weak organizational cultures, as evidenced by poor attention to staff welfare. In practice, the boundary between professional and personal life is often blurred, leading to employees facing significant challenges in balancing their work and family responsibilities. Many employees, driven by fear of layoffs, work extended hours or remain accessible via smartphones even outside of work hours. These dynamic places add additional strain on employee commitment, a critical concern for human resource professionals and management.

In many Nigerian organizations, work-life balance receives little to no focus from management. Employees frequently report dissatisfaction with rigid leave policies, a lack of flexible working arrangements, and limited wellness programmes, all of which can negatively affect their commitment to the organization. Despite these challenges, management often focuses on other motivational strategies, sidelining the importance of work-life balance initiatives.

Additionally, there appears to be a lack of awareness among both management and staff about the impact of work-life balance on employee commitment and productivity. Recognizing these challenges, this study aims to examine the effect of work-life balance on employee commitment at International Breweries Plc in Lagos State. The goal is to educate both management and employees on the importance of work-life balance and its potential to enhance organizational productivity.

International Breweries PLC, established in 1971 and headquartered in Lagos, is a leading Nigerian brewing company specializing in beer, malt beverages, and soft drinks. The company's major brands include Trophy Lager, Budweiser, Hero, Betamalt, Eagle Lager, and Castle Lite, distributed nationwide. As a subsidiary of AB InBev, it emphasizes innovation and quality, operating multiple breweries across Nigeria. International Breweries Plc is listed on the Nigerian Stock Exchange and stands out for its commitment to responsible brewing and sustainable business practices.

2. Literature Review
2.1 Work-life Balance

The concept of work-life balance has garnered significant attention in recent years. However, it has been observed that the manufacturing sector has received relatively less focus regarding work-life balance issues. Work-life balance is defined as the equilibrium between occupational roles and personal responsibilities, where individuals experience equal engagement and satisfaction in both areas [9]. It involves the trade-off between time allocated to work and time devoted to non-work

activities, emphasizing its critical role in fostering productivity and promoting healthy living in the workplace.

Work-life balance is an organizational strategy designed to empower employees to effectively allocate their time and energy between work and other essential aspects of their lives [10]. It reflects the extent to which individuals' needs are adequately addressed in both work-related and non-work areas. Achieving work-life balance significantly impacts employees' performance and the quality of service delivered to customers [11].

This study delves into the various dimensions of work-life balance, exploring its implications for employee well-being and organizational success. These dimensions are examined to provide a comprehensive understanding of how work-life balance can be achieved and maintained in professional settings.

2.2 Leave Policy

A leave policy refers to the allocated hours or days an organization permits employees to be absent from work within a specific period without facing any negative consequences [8]. This time off is typically paid by the company and allows employees the flexibility to step away from work for various personal or professional reasons. Leave policies play a crucial role in alleviating workplace stress [12], enabling employees to recharge and maintain a balance between their professional responsibilities and personal lives.

By granting employees the opportunity to attend to personal matters or family obligations, leave policies contribute significantly to fostering a healthy work-life balance. This balance, in turn, enables employees to better manage their professional and personal commitments, resulting in improved overall well-being and productivity. There are various types of leave policies designed to meet diverse employee needs, including:

   i. *annual leave* – regular vacation days provided to employees;
   ii. *career leave* – time off for professional development or career-related pursuits;
   iii. *paid family leave* – leave to support family obligations, such as caring for a loved one;
   iv. *medical leave* – time off for medical treatments or recovery;
   v. *sick leave* – leave taken due to illness or injury;
   vi. *study leave* – time off to pursue educational opportunities;
   vii. *paternity leave* – leave for fathers to bond with a newborn;
   viii. *maternity leave* – leave for mothers before and after childbirth;
   ix. *parental leave* – leave for parents to care for their child, typically after birth or adoption.

2.3 Flexible Working Arrangements

Flexible work arrangements allow employees to manage personal or family responsibilities during working hours by offering adaptable policies. Mungania *et al.* [13] described these arrangements as alternatives to traditional work practices, enabling employees to decide when and where to complete their tasks. These policies, often dependent on organizational goals, aim to improve employee flexibility and productivity.

Some countries mandate family-friendly policies, while others rely on voluntary adoption by organizations to address employees' dual-role responsibilities, such as childcare or attending to family needs [14]. Initially geared toward women, flexible work arrangements now support all employees equally in balancing work and caregiving [15,16].

Organizations offering flexibility may allow employees to work non-traditional hours or remotely. Common arrangements include flexi-time, job sharing, compressed workweeks, and telecommuting [17]:

i. *Flexi-time* – It allows employees to choose their start and finish times while maintaining core hours when all staff are required to be present. This system enables employees to meet deadlines while managing personal schedules [18,19];

ii. *Job sharing* – It splits a full-time position among two or more employees, dividing tasks and hours. This arrangement helps employees balance work with personal responsibilities and fosters collaboration among team members [20];

iii. *Flex place or telecommuting* – Telecommuting allows employees to work remotely using digital tools for part or all of their work, offering flexibility while maintaining productivity.

2.4 Wellness Programmes

Mujtaba & Cavico [21] noted that wellness programmes have become a key focus for employers, especially in the United States, marking a shift from traditional health and safety measures aimed at preventing injuries to promoting overall well-being. Taylor & Rohrer [22] described these programmes as initiatives designed to maintain and enhance employee health rather than simply addressing existing health issues. Incorporating physical, psychological, and spiritual development, wellness programmes boost employee performance and organizational productivity [13].

Wellness programmes not only create a healthier workforce but also enhance employee engagement and overall organizational productivity. Ioan *et al.* [20] highlighted the importance of developing integrated wellness approaches, often combining health practices with organizational consulting. Many programmes are outsourced to avoid disrupting daily operations, ensuring they are more effective and streamlined. Key types of wellness programmes include:

i. *Promotion of preventive care* – It focuses on minimizing health risks before they become severe. This includes initiatives such as encouraging exercise, healthy eating, stress management, maintaining a healthy weight, responsible alcohol consumption, and adult immunizations. These programmes target employees in good health, promoting long-term well-being and awareness;

ii. *Education and training opportunities* – Organizations can foster healthy lifestyles by offering workshops, seminars, and resources such as fitness support or onsite health services [23]. Examples include flu vaccinations, blood donation drives, or lunchtime fitness sessions, which motivate employees to stay active and prioritize their health.

2.5 Employee Commitment

Employee commitment is crucial for organizational success, reflecting an employee's determination to contribute positively and remain loyal to their workplace. According to Anam *et al.* [9], employee commitment is characterized by the belief that staying with their current employer is the best option. It is often described as a sense of obligation or loyalty to the organization [10].

Anthony [24] highlighted that committed employees form strong connections with their organizations, which enhances organizational performance. This commitment reflects an individual's moral responsibility to stay with the organization, regardless of potential benefits they might gain by leaving [25].

Odeleye *et al.* [26] emphasized the importance of distinguishing between different forms of organizational commitment, as each has unique implications for employee behaviour. While all forms of commitment reduce turnover, their influence on other work behaviours may vary significantly. Understanding these dynamics is essential for fostering a workforce that is both loyal and productive.

2.5.1 Relationship between work-life balance and employee commitment

Work-life balance, which involves an employee's ability to effectively prioritize between work responsibilities, personal life, social engagements, health, and family, is strongly linked to employee productivity and job satisfaction [27]. When employees achieve a proper balance between work and personal life, they are more likely to perform optimally at work while ensuring family and personal contentment. Research indicates that harmonious family environments often lead to conflict-free and pleasant workplaces. As a result, increasing turnover rates and growing demands for work-life balance have pushed organizations to adopt innovative human resource strategies. Initiatives such as flexible working hours, alternative work arrangements, comprehensive leave policies, and support for family-related responsibilities have become integral to many organizations' benefits packages.

Work-life balance initiatives are proactive organizational measures aimed at reducing work-life conflicts and enabling employees to excel in both their professional and personal spheres. The shift from viewing work-life balance solely as a means to accommodate employees with caregiving responsibilities to recognizing its role in enhancing organizational performance and employee engagement represents a significant paradigm shift [28].

The overall performance of organizations heavily relies on employee productivity, which is influenced by various work and family-related factors. Work-life balance not only enhances employee productivity but also boosts organizational profitability. Employee satisfaction or dissatisfaction significantly impacts an organization's overall performance [29].

2.6 Theoretical Framework
2.6.1 Border theory

Clark [30] introduced the work/family Border Theory as a new perspective on achieving work-life balance. According to this theory, each individual's role exists within a distinct domain of life, separated by boundaries that may be physical, temporal, or psychological. The theory focuses on the challenges of "crossing borders" between these domains, particularly the spheres of work and home. It suggests that the flexibility and permeability of these boundaries significantly influence the degree of integration, ease of transition, and potential conflict between work and personal life.

Flexible and porous boundaries allow for greater integration between work and home, making transitions smoother but potentially increasing the likelihood of work-family conflict. Conversely, rigid or segmented boundaries make transitions more challenging but reduce the risk of conflict between these domains [31]. The theory emphasizes the importance of addressing both personal and professional needs, enabling individuals to manage the competing demands of work and home life effectively.

Although definitions and interpretations of work-life balance vary, the concept is generally associated with achieving equilibrium or maintaining an overall sense of harmony in life [32]. By balancing these domains, individuals can better meet their own needs as well as the expectations of their employers.

2.7 Empirical Review

Nasimiyu & Egessa [4] investigated the effect of work-life balance on employee commitment among Kenyan civil servants. Their study focused on flexible work arrangements, work-life conflict, workplace practices, and support programmes. Data from 115 employees, collected through questionnaires and interviews, revealed that unmarried employees managed work and family roles better than their married counterparts, while women experienced higher levels of work-life conflict. Despite identifying a weak positive relationship between work-life balance and commitment, dissatisfaction with policies such as paternity leave and part-time work diluted its overall effectiveness.

Odeloye *et al.* [26] explored work-life balance factors in Nigerian government-owned organizations. Their literature review identified flexible work arrangements, wellness programmes, and family responsibilities as essential for improving staff satisfaction. The study concluded that work-life balance enhances employee performance and recommended regular policy updates to align with evolving needs.

Onu *et al.* [7] examined work-life balance on normative commitment among deposit money banks in Ogun State, Nigeria. Results indicated that leave policies significantly influenced employee commitment, but weak workplace cultures hindered their effectiveness. The study emphasized the need for supportive leave policies to improve employee loyalty.

Mitei *et al.* [33] focused on Kenyan tea factories and the influence of work-life balance practices on employee commitment. The findings revealed that organizational support for personal and family challenges positively impacted employee perceptions of commitment. However, many employees reported feeling unsupported in managing personal responsibilities.

Yan [34] explored the relationship between work-life balance and organizational commitment in a Chinese state-owned enterprise. A quantitative study involving 363 respondents found a significant positive relationship between work-life balance and employee commitment, influenced by demographic and occupational factors.

Obiageli *et al.* [8] examined work-life balance and employee performance in selected Lagos State banks. Their analysis established a significant link between work-life balance practices and employee performance, recommending the adoption of work-life programmes to enhance productivity.

2.8 Researcher's Model

The study proposes a theoretical model derived from an extensive review of existing literature (Figure 1). This conceptual framework visually depicts the relationships between key variables, emphasizing the link between independent and dependent variables. In the model, work-life balance components, such as leave policies, flexible work arrangements, and wellness programmes, serve as the independent variables, while employee commitment is the dependent variable. The connections between these elements are represented by arrows, indicating the hypothesized influence of work-life balance factors on employee commitment.

3. Methodology

The study employed a cross-sectional survey research design to gain a clear understanding of the phenomenon through data collected directly from primary sources. The target population consisted of employees at International Breweries PLC in Lagos State, Nigeria. As reported by the Human Resources Department, the organization had a workforce of 1929 employees, comprising 548 management staff and 1381 non-management staff. The sample size was determined to be 364

respondents, and a 10% attrition rate was added to account for unreturned copies of the distributed questionnaire.
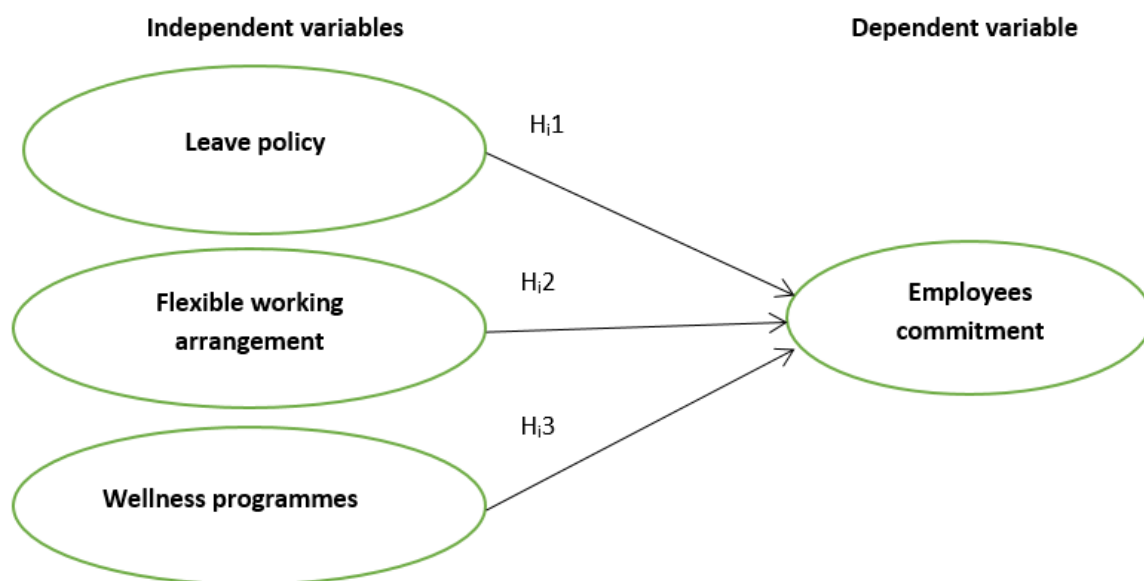

Fig. 1. Relationship between work-life balance and employee commitment

To ensure the reliability and validity of the research instrument, face and content validity were assessed with input from two senior lecturers in the Department of Business Administration at Benson Idahosa University and two senior HR officers from the company. Hypotheses were tested using Pearson's moment correlation and multiple regression analysis at a significance level of 0.05. Statistical analyses were conducted using Statistical Package for Social Sciences (SPSS), version 24, facilitating accurate data analysis and interpretation.

4. Data Presentation and Analysis

The correlation analysis revealed a strong positive relationship ($r = 0.808**$, $p < 0.000$) between leave policies and employee commitment at International Breweries PLC, Lagos State (Table 1).

Table 1
Correlation between the dependent and independent variables

		EC	LP	FWA	WP
EC	Pearson correlation	1	.808**	.494**	.570**
	Sig. (2-tailed)		.000	.000	.000
	N	334	334	334	334
LP	Pearson correlation	.808**	1	.511**	.600**
	Sig. (2-tailed)	.000		.000	.000
	N	334	334	334	334
FWA	Pearson correlation	.494**	.511**	1	.414**
	Sig. (2-tailed)	.000	.000		.000
	N	334	334	334	334
WP	Pearson correlation	.570**	.600**	.414**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	334	334	334	334

** Correlation is significant at 0.01 (2-tailed).

Flexible work arrangements showed a weak positive relationship ($r = 0.494^{**}$, $p < 0.000$) with employee commitment, while wellness programmes demonstrated a moderately significant relationship ($r = 0.570^{**}$, $p < 0.000$) (Table 1). These results suggest that all the independent variables, leave policies, flexible work arrangements, and wellness programmes, positively influence employee commitment. Consequently, the null hypotheses were rejected, and the alternative hypotheses were accepted.

These findings align with previous studies by Obiageli *et al.* [8], Yan [34], and Nasimiyu & Egessa [4], which similarly concluded that work-life balance practices positively impact employee performance and commitment.

Table 2 presents the model's fitness for regression analysis in explaining the study's phenomena. The coefficient of determination (R^2) measures the proportion of variation in the dependent variable [35] (employee commitment) accounted for by the independent variables (leave policy, flexible work arrangements, and wellness programmes). The analysis shows that these three variables collectively explain 67.1% of the variation in employee commitment. This implies that the remaining 32.9% of employee commitment is influenced by other factors not examined in this study.

Table 2

Multiple regression testing (model fitness)

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.819[a]	.671	.668	.45824

[a] Predictors: (constant), WP, FWA, LP

The *p*-value assesses the strength of the relationship between the independent and dependent variables. The findings reveal that the overall model is statistically significant, indicating that the independent variables effectively predict employee commitment (Table 3). This conclusion is supported by an F-statistic of 224.380 and a *p*-value of 0.000, which is well below the conventional significance threshold of 0.05.

Table 3

Analysis of variance

Model[a]		Sum of squares	df	Mean square	F	Sig.
	Regression	141.346	3	47.115	224.380	.000[b]
1	Residual	69.293	330	.210		
	Total	210.639	333			

[a] Dependent variable: EC
[b] Predictors: (vonstant), WP, FWA, LP

From the data, the established regression equation was:

$$Y = 0.370 + 0.632X_1 + 0.106X_2 + 0.154X_3 + \mu, \tag{1}$$

The regression model demonstrates that work-life balance has a positive coefficient, indicating a direct relationship with employee commitment (Table 4). Specifically, a unit increase in perceived leave policy leads to a 0.632-unit increase in employee commitment, while a unit increase in flexible working arrangements results in a 0.106-unit increase. Similarly, a unit increase in wellness programmes contributes to a 0.154-unit increase in employee commitment. The model also shows that when all variables are zero, employee productivity increases by 0.370 units. These findings align

with studies by Odeloye *et al.* [26], Mitei *et al.* [33], and Onu *et al*. [7], which emphasize that work-life balance enhances employee commitment, productivity, and organizational performance.

Table 4
Regression coefficients

Model[a]	Unstandardized Coefficients		Standardized Coefficients	*t*	Sig.
	B	Std. error	Beta		
(Constant)	.370	.164		2.256	.025
1 LP	.632	.039	.691	16.330	.000
FWA	.106	.043	.092	2.472	.014
WP	.154	.052	.118	2.946	.003

[a] Dependent variable: EC

4.1 Summary of Findings

This study explored the effect of work-life balance on employee commitment at International Breweries PLC. The results from the correlation and multiple regression analyses revealed the following:

i. The first objective examined the effect of leave policies on employee commitment. The findings indicated that leave policies have a significant positive impact on employee commitment at International Breweries PLC.

ii. The second objective focused on the influence of flexible working arrangements on employee commitment. The results confirmed that flexible working arrangements significantly contribute to determining employee commitment to the organization.

iii. The third objective analyzed the effect of wellness programmes on employee commitment. The findings showed that wellness programmes play a significant role in enhancing employee commitment and productivity at International Breweries PLC, Lagos State.

5. Conclusion

This study examined the impact of work-life balance on employee commitment at International Breweries Plc in Lagos State, analyzing employee responses using statistical methods. The findings revealed that leave policies, flexible working arrangements, and wellness programmes significantly influence employee commitment, demonstrating their positive effects. Work-life balance has become an essential factor for organizations striving for success, as it fosters employee commitment and supports the achievement of organizational objectives. Based on these results, the study concludes that work-life balance is a critical determinant of employee commitment at International Breweries PLC.

5.1 Recommendations

The research objectives of this study have been successfully achieved, leading to the following recommendations:

i. *Enhancement of leave policies* – The management of International Breweries PLC, as well as other organizations, should improve their current leave policies. Employees should be granted annual leave at times that align with their preferences, ensuring it does not negatively impact the organization;

ii. *Flexible working arrangements* – Management and employees should collaborate to establish flexible working arrangements that are mutually beneficial, promoting both productivity and employee satisfaction;

iii. *Wellness programmes* – International Breweries PLC should invest in relaxation and recreational facilities aimed at promoting employee wellness. Such initiatives would enhance physical fitness and overall well-being, contributing to improved commitment and productivity.

5.2 Contribution to Knowledge

This study made significant contributions to knowledge in the following ways:

i. *Addressing work-life balance and employee commitment* – The research resolved uncertainties regarding the impact of work-life balance on employee commitment, highlighting that leave policies have the most substantial influence on employee commitment;

ii. *Development of a conceptual framework* – A conceptual framework was designed to guide future studies on the topic.

5.3 Areas of Further Studies

i. *Incorporation of additional variables* – Future researchers should consider exploring other variables that were not included in this study to expand the scope of findings;

ii. *Application to other industries* – Future studies should extend their focus beyond the brewery sector to include organizations from different industries for a more comprehensive analysis.

Conflict of Interest
The authors declare no conflict of interest.

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