1. Introduction

Arising from high unemployment rate and unfavorable economic conditions, Nigeria has been known as a place where decent work practices may have been neglected by organizations and precarious work conditions have been embraced at the detriment of the people (Nkporbu, Asuquo & Douglas, 2016). The main focus of organizations in the country, seems to be the maximization of profits without caring about the welfare of the employees (Yange, Oyeshola & Aduloju, 2016). Organizations should note that, “employees who have positive perceptions and experiences in their workplaces will have an increased desire, willingness and ability to go the extra mile, will speak more positively of the company and will be more than willing to stay and help out when times get tough” (Fapohunda, 2013, p. 87).

Any organization that desires progress, competitiveness and profit must always find ways by which it can obtain the commitment of its workers. One of the very best ways of obtaining this individual outcome of commitment is by institutionalizing human resource practices that will help employees achieve a work-life balance. Work-life balance and organizational commitment practices can be employed to achieve the organizational outcomes of competitive advantage and improved organizational performance. Also, a reduction in work-interference with family (WIF) and family-interference with work (FIW) can help achieve organizational commitment. WIF on the one hand, presupposes that when work interferes with organizations and precarious work conditions have been embraced at the detriment of the people (Nkporbu, Asuquo & Douglas, 2016). The main focus of organizations in the country, seems to be the maximization of profits without caring about the welfare of the employees (Yange, Oyeshola & Aduloju, 2016). Organizations should note that, “employees who have positive perceptions and experiences in their workplaces will have an increased desire, willingness and ability to go the extra mile, will speak more positively of the company and will be more than willing to stay and help out when times get tough” (Fapohunda, 2013, p. 87).

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of the costs associated with leaving the organization, and normative commitment reflects a feeling of obligation to continue employment with the organization.

From the definitions above, it is implied that, organizational commitment is associated with the persistent affiliation of employees with an organization. Such affiliation of employees is critical for survival in today’s dynamic business environment, where they are expected to adjust to new working conditions, acquire new knowledge, learn new technologies, and provide high quality services to internal and external organizational constituents (Glinka, Enke, Kasper-Brauer & Sarstedt, 2017). This shows that, commitment of individuals who are working, schooling and have other obligations to fulfill outside the place of work should not be taken with levity. In line with these submissions, the concept of organizational commitment is crucial to be investigated amongst working postgraduate students especially within a university setting such as the Lagos State University (LASU).

Working postgraduate students, are committed to different roles (work, family and schooling) that may conflict with one another, yet they must not be found wanting in each roles. In other not to be found wanting in these roles, the need arises for organizations to institute work-life balance practices. Work-life balance has been noted to mean an employee’s control over his/her responsibilities between work, family, friends and self (Thulasimani, Duraisamy & Rathinasabapathi, 2010). Additionally, work-life balance helps in the alignment of work roles and family roles (Bashir & Ramay, 2008), which will bring about organizational efficiency and performance (Adame-Sánchez, González-Cruz & Martínez-Fuentes, 2016; Berkery, Morley, Tierman, Purtill & Parry, 2017). Some examples of work-life balance practices according to Igbimomwanhia, Iyayi and Iyayi (2012) include: teleworking, compressed work hours, child care, job sharing and self-rostering.

The current study therefore, investigates work-life balance as an antecedent of organizational commitment amongst working postgraduate students. This study aims to contribute to the body of knowledge in the areas of work-life balance and organizational commitment.

The research paper consists of research problem which consists of research objectives and hypotheses, literature review which contains conceptual clarifications, theoretical framework and empirical review. Also, in the paper is research methodology section, results and discussion and conclusion.

2. Research Problem Statement

The Nigerian working environment has been observed to be volatile, degrading, precarious and unfriendly (Mortimore & Adams, 1999). Also, in the Nigerian working environment, work-life imbalances have become common occurrence and have numerous consequences on organizations such as low productivity and growth trajectory (Igbimomwanhia et al., 2012). These work-life imbalances can lead to the non-commitment of employees because a non-alignment exist between their roles at work and roles at home. Commitment of employees is important for achieving organizational efficiency in Nigeria’s dynamic work environment (Azeez, Jayeoba & Adeoye, 2016). Nigerian worker faces a huge task of managing domestic risks in the absence of adequate employee benefit schemes and insurance coverage. According to Boyi (2015), organizations in this type of environment, who seek optimum performance from employees must not toy with their employees’ work-life balance. This is because employees’ have various roles to play; at-work, at-school and at-home and they must effectively manage these roles, in other not to lead to employee burnout. Reviewed previous studies in Nigeria on the subject matter, such as Akintayo (2010) and Babolola, Oladipo and Chovwen, (2015), using different samples such as industrial workers and working parents differs on their findings. For instance, the former found a significant relationship among the variables using industrial workers while the latter found a contradictory relationship using working parents. It is against this backdrop that; this study intends to correct the glaring lacuna and add to the growing body of literature on work-life balance by investigating the interplay between work-life balance and organizational commitment amongst working post-graduate students in Lagos State University. Also, a paucity of literature on work-life balance and organizational commitment in the Nigerian context is also a justification for this current study.
2.1 Research Objectives

1. To investigate the relationship between work-life balance and organizational commitment.

2. To examine the relationship between Work-Interference with Family (WIF) and organizational commitment.

3. To examine the relationship between Family-Interference with Work (FIW) and organizational commitment.

2.2 Hypotheses

H1: There is no significant relationship between work-life balance and organizational commitment.

H2: There is no significant relationship between Work-Interference with Family (WIF) and organizational commitment.

H3: There is no significant relationship between Family-Interference with Work (FIW) and organizational commitment.

3. Literature Review

This section makes conceptual clarifications and review existing theories on the relationship between work-life balance and organizational commitment. Also, it reviews existing works on the interplay between the investigated variables.

3.1. Conceptual Clarifications

3.1.1. Organizational Commitment

Irrespective of the growing works on organizational commitment, little movement has been made towards the establishment of a comprehensively recognized meaning of the idea. For instance, Azeez (2015) affirmed that, organizational commitment is the feeling of devotion that employees have towards the organization they work for, which largely depends on the extent to which they believe in the values, norms, orientations and aims of the organization and feel personally involved in the mission of making the organization prosperous. Congruently, Ng and Feldman (2008) referred to organizational commitment as a calming force that connects individuals to their organizations. Today's work environment requires a specific sort of initiative from the leadership and managers with a view to retaining their employees. Fundamentally, it is stated that even as committed employees have some freedom or autonomy on how they accomplish their day-to-day tasks, a clear direction from management is still needed (Azeez et al., 2016).

3.1.2. Work-Life Balance

Nigeria as a modernizing society, has its workforce gradually changing from a mechanical society to a modern nation that incorporates a multiplicity of fields and working environment choices and is characterized by occupations that require mental as opposed to physical effort. Another change to the Nigerian workforce includes; workforce diversity, specifically the multi-generational makeup of the population. Many things have caused this change within the workforce and instigated the introduction of the work-life balance issue to become a shifting and ongoing task for human resource professionals and organizations (Kossek, Noe, & DeMarr, 1999). Kalliath and Brough (2008) in their review-study of the work-life balance construct, acknowledged the six most commonly used definitions within the literature to be (i) work-life balance reflects an individual’s orientation across different roles, (ii) the extent to which an individual is engaged in – and equally satisfied with – his or her work role and family role, (iii) achieving satisfying experience in all life domains and to do so requires personal resources such as energy, time and commitment to be well distributed across domains, (iv) the extent to which an individual’s life roles priorities at a given point in time, (v) low levels of inter-role conflict and high levels of inter-role facilitation contribute to higher levels of perceived work-family balance. (vi) work-life balance is about people having a measure of control over when, where and how they work. Also, to the six regularly used definitions, Byrne (2005) defined work-life balance as a situation whereby, people have a degree of control over when, where, and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm to the mutual benefit of the individual, business and society. In line with this definition, Byrne (2005) also
indicated what work-life balance looks like in the workplace, they include options such as flexi-time, time off, compressed working hours, shift swapping, annualized hours, job-sharing, term-time working, working from home, teleworking, breaks from work, and flexible benefits.

Dimensions of work-life balance are work-interference with family (WIF) which means that, work interferes with the family domain of employees. This interference might have an adverse effect on their commitment, satisfaction and physical and emotional stability. While, family-interference with work (FIW) on the other hand, assumes that that family role interferes with employees’ role at work which can reduce employees’ commitment on the one hand and job satisfaction on the other hand.

3.2. Theoretical Framework

It is apt to say, no specific theory or perspective is universally acceptable to understand the relationship between work-life balance and organizational commitment (Igbimomwanhia et al., 2012; Pitt-Catsouphes, Kossek & Sweet, 2006). Morris and Madsen (2007) observed that, the academic body of knowledge regarding work-family or work-life balance scholarship depends on multiplicity of theoretical frameworks. To this end, some theories of work-life balance are reviewed to serve as theoretical underpinning for this study.

3.2.1. Spill-Over Theory

The Spillover theory holds that inputs in one role interrupts the inputs in the other role (Sirgy, Efraty, Siegel & Lee, 2001). The experiences caused by the spillover can manifest themselves into positive or negative spillover (Morris & Madsen, 2007). Example of positive spillover, is an employee in a good mood at home. This will definitely be transferred to the place of work and the negative spillover is a bad mood-if transferred to the place of work can be terrible.

3.2.2. Work-Family Conflict Theory

Greenhaus and Beutell (1985) changed the direction in which work-life balance was to be seen by introducing work-family conflict theory in which family and work contest for attention, time, and commitment. Work-family conflict theory is depicted as a type of combined role conflict in which the role stresses from the work and family realms are commonly irreconcilable in some regard (Carlson, Kacmar & Williams, 2000). According to Carlson et al. (2000), they opined that work-family conflict theory can be explained with six components and they include: Time-Based Work Interface with Family (WIF), Time-Based Family Interface with Work (FIW), Strain-Based WIF, Strain-Based FIW, Behaviour-Based WIF and Behaviour-based FIW. Work-to-family conflict emerges when an employee experiences at work, extensive, irregular, or unbendable work hours; work over-burden and different types of employment stress; interpersonal clash at work; extensive travelling and unsupportive managers or organizations’ obstructions to family life (Favero & Heath, 2012). As indicated by Reisine, Freilich, Ortiz, Pendrys, Shafer and Taxel (2012), work-family conflict has relentlessly expanded among the workforce because of the aforementioned issues.

3.2.3. Role Stress Theory

Role stress theory examines both features of an employee’s life as it transmits to work-family conflict patterns. Segal (1986) noted that the idea of conflict is established on the notion that the workplace and the family are “greedy” establishments, demanding devotion and time from employees. Nevertheless, Rantanen, Kinnunen, Mauno, and Tillemann (2011) observed that, the work-life examination has been steered by the role stress theory. They noted further that, the role stress theory assumes that work-life balance is significant for an individual’s psychological well-being, and that high self-esteem, fulfilment at work, and overall sense of harmony in life can be viewed as signs of an effective balance between work and life roles (Rantanen et al., 2011).

Since there is no one best way to view the relationship between work-life balance and organizational commitment, this paper adopts the three theories to form the backdrop to this study. The theories explain work-life balance and organizational commitment relationship better in a dynamic context such as Nigeria, where
employers do not care about their employees. This paper considers these approaches as the suitable theoretical basis to satisfactorily examine the interplay between work-life balance and organizational commitment amongst working post-graduate students at Lagos State University.

For the purpose of this study, the role stress theory will serve as the theoretical foundation to this study. This is because the role stress theory accepts that work-life balance is important for an individual’s psychological well-being, high self-esteem, fulfilment at work, and overall sense of harmony in life; this will ultimately have an effect on employees’ commitment.

3.3. Relationship between Work-Life Balance and Organizational Commitment

Under this section, existing studies were reviewed to support and refute the relationship between work-life balance and organizational commitment. In the United States of America, Malone and Issa (2012), investigated the relationship between work-life balance and organizational commitment of women in the US construction industry. They found that there were differences in their respondents’ commitment over different time intervals, as well as in their satisfaction with employer benefits based on whether or not they had children under 21 living at home. In India, Azeem and Akhtar (2014) for instance, found a significant relationship between healthcare employees’ work-life balance and their commitment. Based on the result of their regression analysis, they held that work-life balance contributes 37% variance to the health workers’ satisfaction and organizational commitment. Similarly, Tayfun and Çatir (2014) in their study, found a positive relationship between work/life balance of nurses and affective and normative commitment, was found no relationship between work-life balance and continuance commitment. Also, using the canonical analysis, Benligiray and Sönmez (2012)’s result revealed that the relationship between doctors and nurses’ organizational commitment and work–family conflict is weak and positive. More recently, Choo, Desa and Asaari (2016) employing the correlational and linear regression approach of the quantitative research design found that flexible working arrangement was significantly and positively related to organizational commitment. In the correlational study of Ch, Kundi, Qureshi and Akhtar (2014), they observed that a significant relationship exists between work-life balance and organizational commitment. Within the Nigerian context, Akintayo (2010) found a significant relationship between work-family role conflict and organizational commitment amongst industrial workers in Nigeria using the linear regression. Also, Babolola, Oladipo and Chovwen, (2015), in their study on the influence of organizational factors and work-family conflict on organizational commitment among working parents, observed that employees with high work-family conflict are more committed to their jobs. This result is inconsistent with the work of Good, Sisler and Gentry (1988) because, an employee that exhibits a high work-role and life-role conflict ought to be less committed to their organization because a negative spill-over effect exists.

Contrary to the findings above, Riaz and Hunjra (2015), in their study titled, evidence of organizational commitment and work-life conflict, the results of their study revealed a negative and significant impact of work-life conflict on organizational commitment. It was also uncovered that facets of work-life conflict also have negative and significant influence on organizational commitment. Also, Rehman and Waheed (2012)’s study on work-family conflict and organization commitment amongst faculty members at Pakistani universities, suggested a negative impact of work-family conflict on organizational commitment.

3.4. Relationship between Work-Interference with family (WIF) and Organizational Commitment.

The relationship between these variables has been understudied within the Nigerian context, most of the works on this relationship were written in the developed countries, most especially, United States of America. Previous research studies who used United States of America participants found that work interference with family (WIF) negatively relates to affective commitment (Good et al., 1988; Netemeyer, Boles & McMurrian, 1996; Streich, Casper & Salvaggio, 2008) and positively relates to continuance commitment (Casper, Martin, Buffardi & Erdwins, 2002). It is against this backdrop that; this study sets out to fill the glaring lacuna.
3.5. Relationship between Family-Interference with Work (FIW) and Organizational Commitment.

Casper, Harris, Taylor-Bianco and Wayne (2011) observed that, research on the relationship between family-interference with work (FIW) and organizational commitment is less well developed than that on work-interference with family (WIF). Earlier studies found mixed results with respect to this relationship. Some studies have found a negative relationship between work-interference with family (FIW) and affective commitment (Netemeyer et al., 1996); others have found no relationship (Casper et al., 2002; O’Driscoll, Ilgen, & Hildreth, 1992). Also, Casper et al., (2002) found no relationship between FIW and continuance commitment.

4. Research Methodology

This study used the survey research design in studying the interplay between work-life balance and organizational commitment among working postgraduate students in Lagos State University. Pink (2003) as cited in Sekaran and Bougie (2013) noted that, the survey research is concerned with “setting objectives for data collection, designing the study, preparing a reliable and valid survey instrument, administering survey, managing and analysing survey data, and reporting the results” (p. 102). Also, survey research design allows the researcher to collect quantitative data which can be analysed quantitatively using descriptive and inferential statistics (Saunders, Lewis & Thornhill, 2009). Furthermore, the cross-sectional approach of the design was adopted with a view to collecting information from the respondents at a specific point in time via a structured questionnaire.

4.1. Sample Size

The population of this study comprised all working postgraduate students in the faculty of education, social sciences and management sciences of Lagos State University. Also, the working postgraduate students were further selected from the departments that require working experiences as a criterion for admission into the programme. The population of postgraduate students in the selected departments was unknown. In this study and to ensure proper representation, the sample size was determined with the aid of Gpower 3.1. An apriori analysis was required to determine the sample size in gpower (Faul, Erdfelder, Buchner & Lang, 2009). The correlational model of the design-based approach of the apriori analysis was selected to detect the would-be sample size. The minimum sample size was computed based on the input of 95% confidence interval into the computer program and the computer does the calculation. Based on gpower’s recommendation, a sample size of 138 was drawn from the population. A sample of 100+ is satisfactory for a correlational test (Pallant, 2011). The samples were gotten from working postgraduate students in the following programmes: Post-graduate diploma in Human Resources and Industrial Relations (PGD, HRIR), Master of Human Resources and Industrial Relations (M. HRIR), Master of Social Work (MSW), Master in Educational Management (M. ED) and Master in Science and Technology Education (M.STE). Also, the male/female ratio for administering the instrument was fifty-five and forty-five percent respectively. Sampled students were asked to indicate their type of employer (public or private), and their years of experience was asked.

4.2. Sampling Technique

In the course of this study, data were collected using the multistage sampling technique. Also, the choice of this technique is premised on the fact that, the availability of the samples, homogenous characteristics of the sample and the readiness of the sample to be part of the study.

4.3. Data Collection Instruments

The variables which are continuous are measured with the adaptation of instruments. For work-life balance, the dimensions of work-family conflict scale developed by Carlson, et al., (2000) was adapted. The dimensions measured Work-Interference with Family (WIF) with items 1,2,3,7,8,9,13,14,15 and Family-Interference with Work (FIW) with items 4,5,6,10,11,12,16,17,18, using a 5-point Likert type rating scale; ranging from strongly disagree (1), disagree (2), undecided (3), agree (4) and strongly agree (5). Tews, Noe, Scheurer and Michel (2016) reported that the internal consistency reliability estimates for WIF and FIW were .89 and .93.
respectively. In this current study, WIF (α=.696), is reliable according to the submission of George and Mallery (2003), as cited in Gliem and Gliem (2003) and FIW (α=.741), and the overall Cronbach’s alpha coefficient for this scale was 0.801.

The construct of organizational commitment was measured by adapting the organizational commitment scale developed by Mowday et al., (1979). The scale measured organizational commitment as a facet using 15 items on a 5-point Likert’s type rating scale; ranging from strongly disagree (1), disagree (2), undecided (3), agree (4) and strongly agree (5). According to Li, Early, Mahrer, Klaristenfeld and Gold (2014), the organizational commitment scale has good internal consistency, with a Cronbach’s alpha coefficient reported of .890. In this current study, the Cronbach’s alpha coefficient was .827.

4.4. Data Collection Procedure

Data were collected from respondents on two-weekends, when they were in school to receive lectures. The personal administration, the immediate retrieval and the calibre of people (postgraduate students) the research instruments was administered to assisted the researcher in getting a hundred percent retrieval.

5. Research Results

5.1 Results

Table 1 revealed the result of the relationship between work-life balance and organizational commitment amongst working post-graduate students in Lagos State University. Hypothesis one was rejected based on the fact that, a positive relationship was found between both variables but not statistically significant.

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Means</th>
<th>Std. Deviation</th>
<th>r</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>WLB</td>
<td>138</td>
<td>2.9678</td>
<td>.59464</td>
<td>.090</td>
<td>.295</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>138</td>
<td>3.8444</td>
<td>.54705</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

** p is significant at 0.05 level (2-tailed)

Also, Table 2 below showed that the relationship between work-interference with family (WIF) and organizational commitment amongst working post-graduate students in Lagos State University, was positive though not statistically significant.

Table 2: Results of bi-variate correlation between Work-interference with Family (WIF) and Organizational commitment with descriptive analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Means</th>
<th>Std. Deviation</th>
<th>r</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIF</td>
<td>138</td>
<td>3.3398</td>
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<td>.064</td>
<td>.455</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>138</td>
<td>3.8444</td>
<td>.54705</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

** p is significant at 0.05 level (2-tailed)

Lastly, Table 3 discovered a positive but not statistical significant relationship between family-interference with work (FIW) and organizational commitment amongst working post-graduate students in Lagos State University.
Table 3: Results of bi-variate correlation between Family-interference with Work (FIW) and Organizational commitment with descriptive analysis

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Means</th>
<th>Std. Deviation</th>
<th>r</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIW</td>
<td>138</td>
<td>2.5958</td>
<td>.71303</td>
<td>.090</td>
<td>.295</td>
</tr>
<tr>
<td>Organizational Commitment</td>
<td>138</td>
<td>3.8444</td>
<td>.54705</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

** p is significant at 0.05 level (2-tailed)

5.2 Discussion

The results revealed in testing of hypothesis one that work-life balance does have a positive though not statistically significant relationship with organizational commitment. This finding suggests that non-arousal of conflict between time allocation to work and family improves organizational commitment of employees. As highlighted by the role stress theory, individuals have limited resources that need to be dispensed to greedy institutions of work-roles, schooling-roles and family-roles, when the time allocated for each role constrains employees’ participation in other activities, then a negative relationship occurs. Similarly, individuals need to experience lesser time pressure at work and vice-versa if they are to be more committed.

By establishing that work-life balance is positively related to organizational commitment among working post-graduate students in Lagos State University, this research helped to further validate the importance and generalizability of work-life balance on organizational commitment. Working post-graduate students that enjoy work-life balance will likely have a higher commitment, value success on the job and at home, and have the capability to help their organization when work is challenging. This result is in line with previous works of Malone and Issa (2012), Azeem and Akhtar (2014), Benligirav and Sonmez (2012) and Akintayo (2010) that found a positive relationship between work-life balance and organizational commitment. But, contradicts the works of Riaz and Hunja (2015) and Rehman and Waheed (2012) who found a negative relationship between work-family conflict and organizational commitment. The weak relationship between these variables in this context, can be attributed to some extent; the responses of individuals who participated in this study.

Also, a positive but not significant relationship was observed between work-interference with family (WIF) and organizational commitment. A working post-graduate student that feels that his/her work-role is interfering with his/her family-role displays lesser statistically significant relationship with organizational commitment than those who do not. This was observed in the weak positive relationship between WIF and organizational commitment (r=.064) as shown in table 2. This finding corroborates the study of Casper et al., (2002), who found a positive relationship between work-interference with family and continuance commitment. The continuance commitment means employees’ take into account the cost associated with leaving an organization. In reality, within Nigeria, employees’ take up precarious jobs because of the harsh economic conditions and high level of unemployment (Yange, Oyeshola & Aduloju, 2016). They might not get job satisfaction or fulfillment but the compensation they get pushes them to work. Also, the finding contradicts the works of Good et al., (1988), Netemeyer et al., (1996) and Streich et al., (2008), who noted that work interference with family (WIF) negatively relates to affective commitment.

Lastly, family-interference with work (FIW) had a positive, but not statistical significant relationship organizational commitment. This is a major contribution to the study because, earlier researchers such as Casper et al., (2011) discovered that, research on the relationship between family-interference with work (FIW) and organizational commitment is less well developed than that on work-interference with family (WIF). Previous studies found a mixed result with respect to this relationship. Some studies have found a negative relationship between family-interference with work (FIW) and affective commitment (Netemeyer et al., 1996); others have found no relationship (Casper et al., 2002; O’Driscoll et al., 1992).
6. Conclusion

This study assessed the interplay between work-life balance and organizational commitment amongst working post-graduate students in Lagos State University. This study, also advanced some inputs to the literature by confirming a positive relationship between work-life balance and organizational commitment among sampled population. From the study, a positive and non-significant relationship was noted between work-interference with family (WIF) and organizational commitment. Similarly, a positive and non-significant relationship was revealed between family-interference with work (FIW) and organizational commitment. This study concludes that, a non-significant but positive relationship exists between working post-graduate students’ work-life balance and their organizational commitment.

6.1 Research Implication

The study recommended that government and management of organisations in Nigeria, who have employees that are postgraduate students at Lagos State University, should establish and institutionalize the practices of work-life balance which includes transportation to and from the workplace, subsidized housing arrangements, adequate insurance coverage, relaxation centres, recreational facilities, flexible work arrangements, compressed work-hour, child care, teleworking and so on in their various organizations. Also, the work-life balance practices should be communicated to employees who are postgraduate students of the university with a view of getting their commitment. By so doing, ‘work-life balance’ enrichment would be created which will apparently have a spill-over effect on the performance of organizations. Additionally, a well-conceived work-life balance practices arrangement in line with organizational tenets will eventually lead to organizational commitment of staff that on the one hand and organizational competitive advantage on the other.

6.2 Research Limitation

The limitation to the study is that data was collected from a university in Nigeria; Lagos State University to be precise and the results cannot be generalized beyond the working postgraduate students at the university.

6.3 Future Works

Future studies should endeavour to collect data from working postgraduate students in other universities, with a view to generalize the findings amongst working postgraduate students.

References


vocational behavior, 14(2), 224-247.