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Balancing Work and Personal Demands: Implications for Staff Commitment in Nigerian Tertiary Institutions (A Study of Academic Staff of Federal Polytehnic Kaura Namoda)

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Abstract

Balancing work responsibilities with personal and family demands has become a major challenge for employees in Nigerian public institutions, where increasing workload, limited staffing, and rigid administrative structures often blur the boundary between official and private life. This study examines the implications of work–life balance on staff commitment in Nigerian public organizations with specific focus on the Federal Polytechnic Kaura Namoda. The specific objectives are: (i) to assess the impact of family care responsibilities on employee retention rate in the institution, and (ii) to examine the impact of work intrusion into personal time on employees' willingness to volunteer for extra tasks. The study addressed the growing concern that excessive work demands and inadequate consideration for personal needs may reduce commitment, increase turnover intentions, and weaken discretionary behaviours that are vital for institutional effectiveness. A descriptive survey research design was adopted and data were analysed using analysis of variance to determine the impact of the independent variable on the dependent variable. Findings revealed that family care obligations significantly influence employee retention, as staff who receive organizational support are more likely to remain committed to the Polytechnic. The study also found that frequent intrusion of work into personal time discourages employees from volunteering for additional responsibilities beyond their formal roles. It was recommended that management should introduce flexible work arrangements, family-friendly policies, and clear boundaries on after-hours assignments to enhance staff commitment. Strengthening employee support systems will promote loyalty, improve performance, and foster sustainable organizational development in the Polytechnic.

Keywords: *Work-Life, Balance, Employee, Commitment & Public Institutions*

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Background to the Study

The modern workplace has become increasingly demanding due to globalization, technological advancement, heightened competition, and changing organizational structures. Employees are expected to meet challenging performance targets, adapt to continuous organizational changes, and maintain high levels of productivity while simultaneously fulfilling their personal and family responsibilities. As a result, balancing work and personal demands has emerged as a significant concern for employees, employers, and researchers across the world (Greenhaus & Beutell, 1985; Guest, 2002). The ability of employees to effectively manage both work and non-work responsibilities has become a critical factor influencing organizational outcomes and employee well-being.

Work-life balance refers to the extent to which individuals are able to achieve satisfaction and effective functioning at work and at home with minimal role conflict (Greenhaus et al., 2003). It encompasses the successful management of responsibilities associated with employment, family, social relationships, and personal development. According to Clark (2000), employees who achieve a healthy balance between their work and personal lives are more likely to experience greater job satisfaction, reduced stress, and improved psychological well-being. Conversely, an imbalance between work and personal demands often results in work-family conflict, emotional exhaustion, decreased productivity, and lower job satisfaction (Allen et al., 2000).

Employee commitment remains one of the most important factors contributing to organizational effectiveness and long-term success. Organizational commitment refers to the psychological attachment, loyalty, and identification that employees have toward their organizations (Meyer & Allen, 1991). Highly committed employees are more willing to exert extra effort, remain with their organizations, and contribute positively to organizational goals. Research has consistently shown that organizational commitment is associated with improved job performance, reduced turnover intentions, and increased organizational citizenship behaviors (Mowday et al., 1982; Meyer et al., 2002).

The relationship between work-life balance and employee commitment has attracted considerable attention in organizational and management studies. Scholars argue that organizations that provide supportive work environments and policies that enable employees to balance their work and personal responsibilities are more likely to foster employee commitment and loyalty (Kossek & Ozeki, 1998). Flexible work arrangements, family-friendly policies, supportive supervision, and employee assistance programs have been identified as mechanisms that enhance work-life balance and strengthen employee commitment (Haar et al., 2014). When employees perceive that their organizations care about their well-being, they are more likely to reciprocate through increased commitment and dedication to organizational objectives, consistent with Social Exchange Theory (Blau, 1964).

In Nigeria, the issue of balancing work and personal demands has become increasingly important due to economic uncertainties, rising living costs, changing family structures, and demanding work schedules. Many employees work extended hours and face significant

pressures to meet organizational expectations while fulfilling family and social obligations. The situation is further complicated by inadequate organizational support systems and limited implementation of family-friendly workplace policies in many organizations (Adekola, 2010). Consequently, employees often experience work-family conflict, which may negatively affect their motivation, commitment, and overall job performance.

Furthermore, the increasing adoption of digital technologies and communication tools has blurred the boundaries between work and personal life. Employees are frequently expected to respond to work-related communications beyond official working hours, thereby extending work demands into their personal time (Derks & Bakker, 2014). This phenomenon has intensified concerns about employee stress, burnout, and declining commitment levels in many organizations. In the Nigerian context, where infrastructural and economic challenges already place significant burdens on workers, the consequences of poor work-life balance may be even more pronounced.

Despite the growing recognition of work-life balance as a determinant of employee outcomes, empirical evidence on its implications for staff commitment within Nigerian organizations remains limited. Many studies have focused on employee performance and job satisfaction, with relatively less attention given to how balancing work and personal demands influences commitment among employees in different organizational settings. This gap in knowledge necessitates further investigation into the relationship between work-life balance and staff commitment.

Therefore, this study seeks to examine the implications of balancing work and personal demands for staff commitment of academic staff of federal polytechnic Kaura Namoda. The findings are expected to contribute to existing literature and provide useful insights for organizational leaders, human resource practitioners, and policymakers in designing strategies and policies that promote employee well-being, commitment, and organizational effectiveness.

Statement of the problem

Employee commitment is vital for organizational success because it improves productivity, reduces turnover, and supports the achievement of organizational goals. However, many organizations face challenges such as low morale, absenteeism, and declining commitment due to employees' difficulties in balancing work and personal responsibilities. Increasing workloads, long working hours, and pressure to meet organizational targets often contribute to poor work–life balance.

In Nigeria, these challenges are worsened by economic pressures, job insecurity, inadequate workplace support, and limited family-friendly policies. Employees are expected to meet both work and family obligations, while the growing use of digital technologies has further blurred the boundary between work and personal life, leading to stress and work–life conflict.

Although previous studies have explored work–life balance and employee performance, limited research has focused on its implications for staff commitment in Nigerian organizations. This study therefore examines the relationship between balancing work and personal demands and staff commitment among staff of Federal Polytechnic Kaura Namoda, with a view to improving employee well-being and organizational effectiveness

Objective of the study

This study examines the implications of work–life balance on staff commitment in Nigerian tertiary Institutions with specific focus on the Federal Polytechnic Kaura Namoda. Its specific objectives are:

I. To assess the impact of family care responsibilities on employee retention rate in the institution, and
ii. To examine the impact of work intrusion into personal time on employees' willingness to volunteer for extra tasks.

Research Questions

The study is expected to answer the following research questions:

i. What is the impact of family care responsibilities on employee retention rate in the institution?
ii. To what extent does work intrusion into personal time affect employees' willingness to volunteer for extra tasks in the institution?

Research Hypotheses

$\mathbf{H}_{01}$ Family care responsibilities have no significant impact on employee retention rate in the institution.

$\mathbf{H}_{02}$ Work intrusion into personal time has no significant impact on employees' willingness to volunteer for extra tasks in the institution.

Review of Related Literature

Work-Life Balance

Work–life balance refers to the extent to which employees are able to effectively manage work responsibilities alongside personal and family obligations (Greenhaus, Collins, & Shaw, 2003; Haar, Russo, Suñe, & Ollier-Malaterre, 2014). It involves maintaining a satisfactory equilibrium between work and non-work domains in a way that minimizes conflict and promotes well-being (Clark, 2000; Voydanoff, 2005). Scholars have argued that work–life balance is achieved when employees experience minimal role conflict and are able to derive satisfaction from both their professional and personal lives (Greenhaus et al., 2003).

The growing complexity of modern workplace has made work–life balance an important concern for employees and employers alike (Guest, 2002). Technological advancements, globalization, and increased competition have intensified work demands, often extending work responsibilities beyond official working hours (Chesley, 2014; Derks & Bakker, 2014). Consequently, organizations are increasingly adopting work–life balance initiatives such as

flexible work arrangements, leave policies, and employee support programs to help employees manage competing demands (Kossek & Ozeki, 1998; Allen, 2001).

Studies indicate that employees who enjoy a healthy work–life balance tend to demonstrate higher levels of job satisfaction, organizational commitment, and productivity (Haar et al., 2014; Brough et al., 2014; Aboobaker & Edward, 2020). Conversely, poor work–life balance is associated with stress, burnout, absenteeism, turnover intentions, and reduced commitment (Allen et al., 2000; Maslach, Schaufeli, & Leiter, 2001). Recent evidence from Nigeria also suggests that work–life balance significantly influences employee commitment and job satisfaction (Adebayo & Ogunsina, 2011; Adisa, Mordi, & Osabutey, 2017)

Staff Commitment

Staff commitment refers to the degree of psychological attachment, loyalty, and identification employees have toward their organization (Mowday, Steers, & Porter, 1979; Meyer & Allen, 1997). It reflects employees' willingness to remain with an organization and contribute toward the achievement of organizational goals (Robbins & Judge, 2022).

According to Meyer and Allen's Three-Component Model, organizational commitment consists of affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1991; Meyer & Allen, 1997). Affective commitment refers to employees' emotional attachment to the organization; continuance commitment relates to the perceived costs of leaving the organization; while normative commitment reflects a sense of obligation to remain with the organization (Meyer & Allen, 1991).

Committed employees are more likely to exhibit positive workplace behaviors such as loyalty, punctuality, reduced absenteeism, and voluntary participation in organizational activities (Mowday et al., 1979; Organ, 1988; Meyer & Allen, 1997). They are also less likely to leave their organizations (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Organizational commitment is therefore considered a critical factor in achieving organizational effectiveness and sustainability (Robbins & Judge, 2022; Luthans, 2011).

Family Care Responsibilities

Family care responsibilities refer to the obligations employees have toward caring for children, spouses, elderly parents, and other dependents (Greenhaus & Beutell, 1985; Voydanoff, 2005). These responsibilities consume significant amounts of time, energy, and emotional resources, often creating competing demands between work and family life (Frone, Russell, & Cooper, 1992; Carlson, Kacmar, & Williams, 2000).

In many developing countries, including Nigeria, family responsibilities extend beyond the nuclear family to include support for extended family members (Mordi, Simpson, Singh, & Okafor, 2013; Adisa, Mordi, & Osabutey, 2017). Employees are therefore expected to fulfill numerous care-giving roles while simultaneously meeting workplace expectations. When family demands become excessive, employees may experience work–family conflict, resulting in stress, reduced job satisfaction, and lower organizational commitment (Greenhaus & Beutell, 1985; Allen et al., 2000).

Organizations that recognize family care responsibilities and implement supportive policies such as flexible schedules, parental leave, childcare assistance, and remote work opportunities often experience improved employee morale and retention (Allen, 2001; Kossek, Pichler, Bodner, & Hammer, 2011). Family-supportive work environments enable employees to manage both work and family obligations more effectively (Hammer, Kossek, Yragui, Bodner, & Hanson, 2009; Haar et al., 2014).

Employee Retention Rate

Employee retention refers to an organization's ability to retain its workforce over a specified period (Mathis & Jackson, 2011; Armstrong, 2021). High retention rates indicate that employees are willing to remain with the organization, while low retention rates often signal dissatisfaction, poor working conditions, or inadequate organizational support (Samuel & Chipunza, 2009).

Retention is particularly important because employee turnover can result in significant costs related to recruitment, training, and loss of organizational knowledge (Dessler, 2020; Allen, Bryant, & Vardaman, 2010). Studies have consistently shown that work–life balance initiatives contribute positively to employee retention by reducing work–family conflict and enhancing job satisfaction (Kossek & Ozeki, 1998; Allen, 2001; Haar et al., 2014). Employees who perceive that their organizations support their personal and family needs are more likely to remain committed and continue working within the organization (Rhoades & Eisenberger, 2002; Aboobaker & Edward, 2020)

Work Intrusion into Personal Time

Work intrusion into personal time occurs when work-related demands extend beyond official working hours and interfere with employees' personal, family, or leisure activities (Greenhaus & Beutell, 1985; Derks & Bakker, 2014). This phenomenon has become increasingly common due to advances in communication technology that allow employees to remain connected to work at all times (Derks & Bakker, 2014; Chesley, 2014).

Work intrusion may take the form of responding to emails after work hours, attending virtual meetings during personal time, handling urgent assignments at home, or remaining constantly available to supervisors. While such practices may improve short-term productivity, they often increase stress and reduce employees' ability to recover from work-related demands (Sonnentag & Fritz, 2007; Barber & Jenkins, 2014).

Excessive work intrusion has been linked to work–family conflict, burnout, emotional exhaustion, and decreased organizational commitment (Greenhaus & Beutell, 1985; Maslach, Schaufeli, & Leiter, 2001; Allen et al., 2000). Employees who experience constant intrusion into their personal lives may perceive that their organizations do not respect personal boundaries, leading to dissatisfaction and reduced willingness to contribute beyond formal job requirements (Bolino & Turnley, 2005; Derks et al., 2015)

Employees' Willingness to Volunteer for Extra Tasks

Employees' willingness to volunteer for extra tasks refers to their readiness to engage in activities beyond their formal job descriptions without being compelled to do so. Such behaviours are often described as organizational citizenship behaviours (OCBs) (Organ, 1988; Podsakoff et al., 2000). Examples include assisting colleagues, participating in committees, mentoring new employees, volunteering for special projects, and contributing additional effort toward organizational objectives. Employees who willingly undertake extra tasks contribute significantly to organizational effectiveness and performance (Organ, 1988; Podsakoff et al., 2000).

Research suggests that employees are more willing to volunteer for extra-role activities when they experience job satisfaction, organizational support, and work–life balance (Eisenberger et al., 2002; Haar et al., 2014; Brough et al., 2014). Conversely, excessive workloads and work–life conflict can reduce employees' motivation to engage in discretionary activities because they seek to preserve their limited personal resources (Bolino & Turnley, 2005; Greenhaus & Beutell, 1985; Halbesleben & Bowler, 2007).

Theoretical Framework

Spill-over Theory

Spill-over Theory (Marshall, 1980) This theory explains how experiences in one domain of life influence experiences in another domain. Positive experiences at work may enhance family life, while negative work experiences may create tension and conflict in personal life.

The theory suggests that excessive work demands can spill over into family life, causing stress and reducing employee well-being. Similarly, supportive work environments can generate positive outcomes that improve employees' attitudes and commitment. The theory is relevant because it explains how family care responsibilities and work intrusion influence workplace behaviors and commitment.

Work-Family Border Theory

Work-Family Border Theory (Clark, 2000) proposes that employees continuously navigate between work and family domains, each characterized by different expectations and responsibilities. Effective management of boundaries between these domains is necessary for achieving balance and reducing conflict.

The theory argues that employees who are able to establish clear boundaries between work and personal life experience greater satisfaction and effectiveness in both domains. However, when work intrudes excessively into personal time, boundary management becomes difficult, resulting in stress and reduced organizational commitment.

Empirical Review

Several studies have examined the relationship between work-life balance and employee outcomes. Inegbedion (2024) investigated the influence of work-life balance on employee commitment and found that dimensions of family life significantly affect employee

commitment, while job satisfaction mediated the relationship between work-life balance and commitment.

Research on employee retention has consistently shown that family-supportive workplace policies improve employees' willingness to remain with their organizations. Organizations that provide flexible work arrangements and support for family responsibilities experience lower turnover intentions and higher retention rates (Allen, 2001; Kossek & Ozeki, 1998; Haar et al., 2014).

Similarly, studies examining work intrusion into personal time reveal that excessive intrusion contributes to stress, work–family conflict, and reduced employee engagement. Employees who experience persistent work demands during personal time are less likely to participate voluntarily in organizational activities beyond their required duties. Such employees often prioritize protecting their personal resources and family relationships (Greenhaus & Beutell, 1985; Bolino & Turnley, 2005; Mache et al., 2014).

Within the Nigerian context, research has shown that work–life balance significantly influences employee morale, motivation, commitment, and organizational performance (Adebayo & Ogunsina, 2011; Akinyele, 2010; Ogunyomi & Bruning, 2016). However, limited empirical attention has been given specifically to the effects of family care responsibilities on employee retention and the influence of work intrusion into personal time on willingness to volunteer for extra tasks, particularly within Nigerian tertiary institutions.

Methodology

Research Design

The study adopted the survey design method due to its advantages in addressing both large and small populations, particularly when a smaller population is derived from a larger one. This method helps to reduce costs when implemented. Hence, the researchers adopt survey research design for its suitability in utilizing primary data.

Population of the Study

The target population encompasses all academic staff of Federal Polytechnic, Kaura Namoda totalling (342) individuals. Thus, all the employees were sampled since they are not too many

Method of Data Analyses

Data collected for the study were analysed using descriptive and inferential statistics; Regression and ANOVA was used to test hypotheses stated to determine the effects of the independent variable on the dependent variable. This was done through the application of Statistical Package for Social Sciences (SPSS) version 20.

Data Presentation, Analyses, Interpretation And Discussion of Findings

This research work assesses how work life balance has implications on employee commitment of academic staff of federal polytechnic Kaura Namoda. Data collection primarily relied on a questionnaire designed on a 5-point Likert scale and addressed structured questions aligned

with the study objectives. In administering the questionnaire, the researchers employed a simple random sampling to obtain data across the academic staff of the polytechnic for this study. The presentation is based on fully filled and returned questionnaires, out of 342 distributed questionnaires, only 320 were fully filled and returned.

Table 1: Objective one: *Assess the impact of family care responsibilities on employee retention rate in the institution.*

Impact of family care		**Employee retention rate ratings**					
		SA	**A**	**U**	**D**	**SD**	**Total**
1	Organizations' family care influences employee turnover	210	95	4	6	5	320
2	Family care responsibility influences employee's commitment to work	204	102	4	6	4	320
3	Work and family conflict influences employee's willingness to stay	206	94	5	7	8	320
4	Employee retention is influenced by comfort of his/her dependents	108	201	4	4	3	320
5	Number of dependents influence employee's turnover	207	101	4	5	3	320
6	Work family conflicts influence employee turnover	215	90	4	5	6	320
	Average total	**191.6**	**113.8**	**4.1**	**5.5**	**5**	**320**

Source: Fieldwork 2026

The result suggests that more respondents strongly agreed and agreed that family care responsibilities impact employee retention in federal polytechnic Kaura Namoda. The table shows that the cluster of mean of items for family care is 3.91 above the cut point of 3.0 (5+4+3+2+1 = 15/5 = 3 for a five- point summation Likert scale). Based on the objective, respondents agreed and strongly agreed that family care responsibility impacts employee retention in federal polytechnic Kaura Namoda. This implies that family care responsibilities affect employee retention rate in federal polytechnic Kaura Namoda.

Table 2 Objective two: *to examine the impact of work intrusion into personal time on employees' willingness to volunteer for extra tasks.*

Effect of work intrusion		**Willingness for more work ratings**					
		SA	**A**	**U**	**D**	**SD**	**Total**
1	Extra hours work demands influence employee OCB	206	100	2	4	8	320
2	Work life conflicts influence employees' extra role behaviour	214	90	3	5	8	320
3	Psychological detachment from work influences employee interest in extra work	167	130	5	12	6	320
4	Organization citizenship behaviour is influenced by work life conflict	200	111	5	0	14	320
5	Extra role behaviour is influenced by employee work life conflicts	207	100	3	2	8	320
6	Volunteering for extra work is influenced by family care responsibilities	209	103	4	2	2	320
	Average total	**200**	**106**	**3**	**4**	**7**	**320**

Source: Fieldwork 2026

The above suggest that more respondents agreed and strongly agreed that work intrusion into personal life affect employee willingness for extra task in FPT Kaura Namoda. The table shows that the cluster of mean of items for work intrusion is 3.96 above the cut point of 3.0 (5+4+3+2+1 = 15/5 = 3 for a five- point summation Likert scale). Based on the objective, respondents strongly agreed that work intrusion into personal time affect employee willingness for extra work in FPT Kaura Namoda. This implies that work intrusion into personal time affect employee's willingness for extra task in FPT Kaura Namoda.

Hypotheses testing

Hypothesis one

H_{01}: Family care responsibilities have no significant impact on employee retention rate in the institution.

Table 3: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.884[a]	.782	.780	.425	.091

a. Predictors: (Constant), FCR vs EC, FCR vs ER , FCR vs ERR

b. Dependent Variable: Family care responsibilities impact employee retention rate

Table 4: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	191.916	3	63.972	354.070	.000[b]
	Residual	53.480	296	.181		
	Total	245.397	299			

a. Dependent Variable: Family care responsibilities influences employees' retention rate in their organization

b. Predictors: (Constant), FCR vs EC, FCR vs ER, FCR vs ERR

Table 5: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.060	.086		.695	.488	-.109	.229
	WLB vs Employee commitment	.401	.047	.482	8.569	.000	.309	.493
	FCR vs Employee Retention	.207	.037	.321	5.645	.000	.135	.279
	WFC vs Employee Retention Rate	.095	.029	.136	3.285	.001	.038	.151

a. Dependent Variable: Family care responsibilities influence employees' retention rate in their organization

Interpretation

The regression sum of squares (191.916) is greater than the residual sum of squares (53.480), which is an indication that more of the variation in the dependent variable is explained by the model. The significance value of F statistic is (0.000) is less than 0.05, which means the variation explained by the model is not by chance

R, the correlation coefficient which has a value of 0.884 indicates that there is a strong relationship between family care responsibilities and employee's retention rate in FPT Kaura Namoda. R square, the coefficient of determination shows that 78.2% of the variation in employees' retention rate is explained by the model.

With linear regression model, the error of estimate is low with a value of 0.425. The Durbin Watson statistics of 0.091 is less than 2 which is an indication of auto-correlation. The family care responsibilities to employee commitment, retention and effectiveness coefficient of 0.782 significantly encourages employees to be more committed in Federal Polytechnic Kaura Namoda, which is statistically significant with (0.0001). Therefore, the null hypothesis should be rejected.

Hypothesis Two

H_{02}: Work intrusion into personal time has no significant impact on employees' willingness to volunteer for extra tasks in the institution.

Table 6: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.871[a]	.759	.756	.549	.078

a. Predictors: (Constant), Work Intrusion vs EWVFET, Work Intrusion vs OCB, Work Intrusion vs Extra Role Behaviour

b Dependent Variable: Work Intrusion influences employee willingness to volunteer for extra task.

Table 7 ANOVA [a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	280.475	3	93.492	310.269	.000[b]
	Residual	89.192	296	.301		
	Total	369.667	299			

a. Dependent Variable: Work intrusion influences employee willingness for extra task.

b. Predictors: (Constant), Work intrusion vs EWVFET, Work intrusion vs OCB, Work Intrusion vs Extra Role Behaviour

Table 8: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.076	.116		.655	.513	-.152	.303
	Work Intrusion vs EWVFET	-.144	.098	-.155	-1.471	.142	-.336	.048
	Work Intrusion vs OCB	.814	.056	.711	14.652	.000	.705	.924
	Work Intrusion vs Extra role behaviour	.295	.096	.339	3.074	.002	.106	.485

a. Dependent Variable: Work intrusion influences employees' willingness for extra task.

Interpretation
The regression sum of squares (280.475) is greater than the residual sum of squares (89.192), which is an indication that more of the variation in the dependent variable is explained by the model. The significance value of F statistic (0.0001) is less than 0.05, which means the variation explained by the model is not by chance.

R, the correlation coefficient which has a value of 0.871 indicates that there is a strong relationship between work intrusion and employees' willingness to volunteer for extra task. R square, the coefficient of determination shows that 75.9% of the variation in employees' citizenship behaviour is explained by the model. With linear regression model, the error of estimate is low with a value of 0.425. The Durbin Watson statistics of 0.091 is less than 2 which is an indication of auto-correlation.

Work intrusion to OCB, extra role behaviour and employee volunteer for extra work coefficient of 0.759 significantly affect willingness to volunteer for extra work by academic staff of federal polytechnic Kaura Namoda. which is statistically significant with (0.0001). Therefore, the null hypothesis should be rejected.

Discussion of findings
From the result of the data analyses, the study's findings are discussed inline with the objectives of the study

Objective One: To Assess the Impact of Family Care Responsibilities on Employee Retention Rate in the Institution

The findings of the study revealed that family care responsibilities significantly influence employee retention at Federal Polytechnic Kaura Namoda. The result indicates that employees who receive adequate organizational support in managing family obligations are more likely to remain committed to the institution and less likely to consider leaving their jobs. This finding is consistent with the study of Allen (2001), who found that family-supportive work environments significantly reduce turnover intentions and enhance employee commitment. Similarly, Haar et al. (2014) reported that employees who experience a healthy balance between work and family responsibilities demonstrate higher job satisfaction and stronger intentions to remain with their organizations.

The finding also agrees with the work of Aboobaker & Edward (2020), who observed that organizations that implement family-friendly policies such as flexible work schedules and leave arrangements tend to experience improved employee retention and organizational loyalty. In the context of Federal Polytechnic Kaura Namoda, the result suggests that employees who perceive management as supportive of their family responsibilities are more likely to reciprocate through sustained commitment to the institution. This supports the Social Exchange Theory, which posits that employees respond positively when organizations demonstrate concern for their welfare (Blau, 1964).

Furthermore, the finding corroborates the study of Kossek and Ozeki (1998), who established that unresolved family-work conflicts contribute to job dissatisfaction and employee turnover. Therefore, the retention of employees in the Polytechnic may depend largely on the extent to which management recognizes and accommodates family-related responsibilities.

Objective Two: To Examine the Impact of Work Intrusion into Personal Time on Employees' Willingness to Volunteer for Extra Tasks

The study further revealed that work intrusion into employees' personal time significantly reduces their willingness to volunteer for extra tasks beyond their formal job responsibilities. This finding suggests that when employees frequently experience work demands extending into their personal and family time, they become less willing to engage in discretionary behaviours that benefit the organization.

This result is in agreement with Greenhaus and Beutell (1985), who argued that work-family conflict occurs when pressures from work and family roles are incompatible, resulting in stress and reduced employee effectiveness. Likewise, Bolino and Turnley (2005) found that excessive work demands can lead to employee burnout and diminish organizational citizenship behaviours such as volunteering for additional assignments.

The finding also supports the study of Mache et al. (2014), which revealed that employees whose personal time is consistently interrupted by work-related activities experience lower levels of job satisfaction and commitment. Similarly, Adebayo and Ogunsina (2011) found that work-life imbalance negatively affects employee morale and willingness to contribute beyond prescribed duties in Nigerian organizations.

The implication of this finding is that employees at Federal Polytechnic Kaura Namoda are likely to exhibit greater commitment and readiness to undertake voluntary assignments when clear boundaries exist between work and personal life. This position aligns with the findings of Brough et al. (2014), who concluded that organizations that promote work-life balance enjoy higher levels of employee engagement, commitment, and organizational citizenship behaviour.

Conclusion

This study examined the implications of work–life balance on staff commitment at Federal Polytechnic Kaura Namoda, with particular emphasis on the effects of family care responsibilities on employee retention and the impact of work intrusion into personal time on employees' willingness to volunteer for extra tasks. The findings revealed that family care responsibilities significantly influence employee retention, as employees who receive adequate organizational support are more likely to remain committed to the institution. The study also established that frequent intrusion of work into employees' personal time negatively affects their willingness to undertake additional responsibilities beyond their formal job requirements. The study therefore concludes that work–life balance is a critical factor in enhancing staff commitment, loyalty, and overall organizational effectiveness.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. Management should implement family-friendly policies to help employees balance work and family responsibilities
2. The institution should set clear limits on after-hours work to protect employees' personal time and reduce work–life conflict.
3. The Polytechnic should regularly evaluate employees' work–life balance needs to improve staff welfare and commitment.

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