

METHODIST UNIVERSITY COLLEGE GHANA

**FLEXIBLE WORKING HOURS AND CHILD CARE POLICY PRACTICE ON
ORGANISATIONAL COMMITMENT; A STUDY OF TWO ORGANISATIONS
(UNIVERSITY OF GHANA AND GHANA STATISTICAL SERVICE)**

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DECLARATION

I do hereby declare that this work is the result of my research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.



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SUPERVISORS' CERTIFICATION

I hereby certify that this project work was supervised in accordance with guidelines and supervision of dissertation laid down by the Methodist University.



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DEDICATION

This work is dedicated to my family for all their support during the course of the study. I am very grateful for your support through to this time.

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My utmost acknowledgement goes to our Almighty God for seeing me through this course. Secondly to my supervisors, Mr. Gladstone Agbakpe and Mr. Robert Mensah for their patience, unflinching support, guidance, and feedback during the supervision of this thesis work. I am extremely grateful for all the support.

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ABSTRACT

The current study examined flexible work arrangement and childcare policy practices on organisational commitment within two state institutions. The study used a quantitative approach by adopting the comparative exploratory study design. A sample of one hundred and twenty-four (124) respondents were obtained via purposive and convenience sampling using survey questionnaires and online Google Forms for the data collection. Ethical guidelines including informed consent, confidentiality, voluntary participation, cause no harm were upheld throughout the study. The obtained data were analyzed using descriptive, frequency, Pearson correlation, independent t-test for the analysis and the results presented. The findings from the study revealed various domains of flexible work practices being used and highly valued by the institutions. A positive relationship between tenure and organisational commitment was found. Also, there was significant differences where married employees reported higher levels of commitment than unmarried employees. Further, childcare practices were found to be beneficial but was not significant when compared with institution without childcare practices in the workplace. The findings were discussed in line with literature. The research ended with some recommended strategies for management of the sampled institutions to consider in ensuring that they offer employees the best of conditions on childcare practices and flexibility in work arrangements. The researcher also posited some practical recommendations for other stakeholders within the sector as well as some research gaps for future studies.

TABLE OF CONTENT

DECLARATION	i
SUPERVISORS' CERTIFICATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENT	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
CHAPTER ONE	1
INTRODUCTION	1
1.0 Background.....	1
1.1 Problem Statement	4
1.2 Purpose of the study.....	5
1.3 Research Objectives.....	6
1.4 Significance of the study.....	6
CHAPTER TWO	8
LITERATURE REVIEW	8
2.0 Introduction.....	8
2.1 Theories/Concepts.....	8
2.1.1 Work life flexibility.....	8
2.1.2 Work life flexibility and organizational outcomes.....	9
2.1.3 Family life course theory	14
2.1.4 Role conflict.....	15

2.1.5 Organisational commitment theory.....	15
2.2 Review of Related Literature	19
2.2.1 Flexible workplace policy and organisational commitment	19
2.2.2 Organisational commitment.....	26
2.2.3 Childcare policy and organisational commitment	31
2.2.4 Work tenure and organisational commitment	46
2.2.5 Marital status and organisational commitment	54
2.3 Conceptual Framework.....	59
2.3 Hypotheses.....	60
2.4 Operational definition of terms	60
CHAPTER THREE	61
METHODOLOGY	61
3.0 Introduction.....	61
3.1 Research Approach	61
3.2 Research Design.....	61
3.3 Target Population	62
3.4 Sample.....	62
3.5 Sampling Technique.....	62
3.6 Material	63
3.6.1 Demographic characteristics	63
3.6.2 Work flexibility	64
3.6.3 Childcare policy practices	65
3.6.4 Organisational commitment scale.....	65
3.7 Procedure	66
3.8 Scoring	67

3.9 Ethical Consideration.....	68
CHAPTER FOUR.....	70
RESULTS.....	70
4.0 Introduction.....	70
4.1 Respondents Profile	70
4.2 Presentation of study variables	72
4.3 Presentation of findings	78
4.4 Conclusion	81
CHAPTER FIVE	82
DISCUSSION	82
5.0 Introduction.....	82
5.1 Discussion of findings.....	82
5.2 Summary	84
5.3 Conclusion	85
5.4 Limitation of the Study	86
5.5 Recommendation	87
5.5.1 Recommendation to stakeholders	87
5.5.2 Recommendation for future research.....	87
REFERENCES.....	89
APPENDIX.....	103

LIST OF TABLES

Table 1: Demographic Characteristics of the Study Participants.....	72
Table 2: Distribution of responses on work flexibility options usage in the organisations.....	73
Table 3: Distribution of responses on work flexibility options value in the organisations.....	74
Table 4: Organisational commitment.....	75
Table 5: Responses on Childcare policy within the implementing institution.....	76
Table 6: Distribution of respondents' satisfaction with childcare policy within the implementing institution.....	77
Table 7: Summary of Pearson r Correlation test Indicating Relationship between work tenure and organisational commitment.....	78
Table 8: Summary of Independent t-test comparing commitment based on marital status.....	79
Table 9: Summary of Independent t-test comparing commitment due to the presence of childcare practice.....	80

LIST OF FIGURES

Figure 2.1: Conceptual Framework.....	59
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CHAPTER ONE

INTRODUCTION

1.0 Background

In accordance with Ghana's Labour Laws (2003), Labour Act 651, Section 33-38, an employee's actual daily hours of work are eight. Employees can work longer hours at a particular time, provided the average working hours do not exceed the normal working hours, and must not exceed a total working hour of 40 hours a week. For seasonal work, a worker may work for 10 hours per day, provided that average working hours during the year must not exceed 8 hours per day. Working hours for shift workers also must not exceed normal working hours according to the Labour Act. Those doing menial and hazardous jobs are meant to have shorter days, provided the working hours are deemed to be equivalent to work done on the basis of eight hours a day for the purpose of all rights which may flow from the employment.

It is the duty of the employer and employee in the employment relation to know the human resource requirements and practices of their business and make adequate provisions in human resource for that (Noe, Hollenbeck, Gerhart, & Wright, 2015). The worker is not supposed to work longer than the stipulated time because of the nature of the job. There must be provision made for a shift-system if the nature of the business is continuous.

The past years has witnessed key variations in how work is organized in the Ghanaian workforce. Rapid economic growth and development was accompanied by a strong surge in the number of women in employment. This led to a significant increase in the proportion of families where both parents are at work. The number of households headed by a working single parent has also increased (Russell, Layte, Maître, O'Connell, & Whelan, 2004). Moreover, a recent study of those caring for ill, disabled or elderly dependents, found that the proportion of care givers combining their care commitments with employment has grown enormously (Cullen et al., 2004). These changes have brought the issue of reconciliation

between work and care commitments to the fore in Ghana and some parts of the world (Hochschild, 1997). This has consequently led to the examination of work-life conflicts. Work-life conflicts have been found to have a potentially detrimental impact on productivity, personal effectiveness, marital relations, child-parent relationships and even childcare development if not managed effectively (Gornick & Meyers, 2003). Comparative research has tended to concentrate on national policies that support work-life balance, although interest in firm-level initiatives is growing. One crucial method of juggling work and other commitments has been recognized as flexible working arrangements (Evans, 2001).

The importance of organisational commitment cannot be underscored. Thus, these flexibilities in work arrangement have been linked with some positive outcomes such as job satisfaction, pro-social behaviours, commitment, and organisational effectiveness (Muchinsky, 2012; Robbins & Judge, 2019). Some antecedents' factors including demographic features such as tenure, age, gender among others have been identified to influence organisational commitment (Bratton & Gold, 2017; Gasengayire & Ngatuni, 2019). The literature on such relationship have been explored extensively mostly in western context with minimal in novel geographic context like Ghana thereby providing a shortfall in our understanding of such linkage in providing a generalization. Flexible work is a work arrangement which allows workers to alter the worktimes away from the traditional work arrangements which requires employees to stick to a time regime eg. 8 a.m to 5 p.m

Flexible working arrangement is also conceptualized to mean employees being allowed to work from home (Carlson, Grzywacz, & Kacmar, 2010).

The flexible work arrangement (FWA) is aimed at providing employees with greater freedom in scheduling their work and flexible location to perform their task without fixation (SHRM, 2014). Other researchers term it as flexitime, remote work (Dessler, 2011). Flexible work

arrangement has been examined and been found to have merits to employees and the organisation. Muchinsky (2012) reported that firms that adopt flexible work arrangements have employees who have a better work-life balance, improved mental health of employees emanating from stress, and generally report high job satisfaction as against those that do not have such work arrangements.

Family-friendly policies such as childcare policy developed and implemented by organisations have significant influence on employee outcomes which consequently influence the organisations achievement of its goals and objectives (De Menezes & Kelliher, 2017). For instance, studies conducted by Bae and Yang (2017) reported that firms with childcare policy stipulating childcare leave and childcare resource such as a day care centre have their employees reporting high satisfaction and commitment on their job roles. It is widely noted that children under five (5) years constitute the future of each nation and therefore require serious commitment from the adult population, particularly state institutions and the private sector enterprises to ensure their proper growth and development into adulthood. This is necessitated within these periods where males and females' parents are actively engaged in productive activities (Muchinsky, 2012). The Ghanaian government and people give credence to this, and it is reflected in the several constitutional clauses, parliamentary acts, and legislative instruments (LI) protecting vulnerable groups of people including women and children (Labour Act, 2006). In order to achieve the aforementioned by providing the essential framework and direction for directing various policy acts as described, it is important that suitable levels of protection, survival, and development policy be provided. The research settings chosen for the study work schedule is a full-time arrangement where workers are expected to work for eight (8) hours for five days in a week. This work arrangement has been found to affect work-family balance of employees who are parenting. Similarly, this work arrangement does not provide the flexibility for employees to perform their task even if it can

be done offsite or remotely. A flexible work arrangement will be of immense benefits to the employees in these organisations selected for this research.

1.1 Problem Statement

Most research on the flexiwork interface has adopted a scarcity perspective, suggesting that involvement in multiple roles in freedom leads to inter-role conflict (Greenhaus & Beutell, 1985). The evidence is inconclusive where some studies found positive outcomes and others found negative outcomes such as inter-role conflict and poor management when offered with flexible work arrangements.

Yet, sociological theorists have suggested that flexible role engagement can generate resources that offer benefits to individuals. Consequently, there have been calls to study the effect of flexiwork interface (Pedersen & Lewis, 2012; Kattenbach, Demerouti & Nachreiner, 2010). According to De Menezes and Kelliher (2016), more research is needed on how flexiwork and child policies are related to work-related outcomes to make the case to organisations that such practices are important and deserves attention.

Moreover, although reviews of the effects of work patterning flexiwork, demographic characteristics and organisational commitment have been conducted, there is little synthesized evidence available on the effects of flexible working arrangements on employee outcomes and well-being (Artazcoz, 2005). An earlier study on the effects of changing the shift work organization on health and wellbeing found that three types of interventions—switching from slow to fast rotation, switching from backward to forward rotation, and self-scheduling of shifts—can significantly improve employees' health and work-life balance. Additionally, it is entirely uncertain how flexible working and childcare practices will affect fairness. For instance, Artazcoz (2005) highlights gaps in the research about the effects of flexible working

arrangements on the health of various groups across socioeconomic strata and by occupational group, ethnicity, or gender (Artazcoz, 2005).

From a practical point of view, the problem still exists as to whether the found relationship between demographic features on organisational outcomes including organisational commitment does apply to individuals in this research context. Even, if it applies, what is the extent and effect that it has on organizational commitment have been least explored or examined. This present a gap in the applied dimension of research where scanty examination on the research topic is investigated and thus a lacuna in our understanding of the relationship as it applies to the research settings.

Further, to the best of my knowledge, flexible work arrangements and childcare practices in organization relation with commitment have not been explored extensively within our novel context in Ghana. Most of the studies found after a careful review of scholarly databases such as Jstor, Pubmed, Science Direct, Emerald, EBSCO host among others found that majority of the studies have been conducted in western and Asian countries with minimal from Ghana.

Last and most important, a comparative study may be an intervening mechanism between demographic features, flexible work arrangements, childcare policy, and organisational commitment.

These identified gaps influence the researcher to undertake this current study.

1.2 Purpose of the study

The study was conducted to identify the relationship between some demographic features influence on commitment by employees. The found relationship will provide empirical evidence on the relationship to aid management in developing work policies that is geared towards enhancing employee's commitment to the organisation. Also, the study has a purpose

to explore the child policy practices within the targeted institutions and its outcomes on employees' commitment and general satisfaction with such practices within the organisation. Further, the study intends to document the flexible work options being used by the sampled organisations and the most used approach and vice versa.

1.3 Research Objectives

The main objectives of the study are:

1. To determine the relationship between employees' work tenure and organisational commitment.
2. To determine the difference in marital status on organisational commitment.
3. To determine the difference in organisational commitment as influenced by presence of childcare practices or not.

1.4 Significance of the study

Research studies are conducted with some goals and merits which underlines the study. The current study is of no exception and thus have the following significance.

First, this study is beneficial to the cause of employees, organisations, societies, and the country as a whole. The study offers in-depth and specific information for policy formulation, particularly the Ministry of Gender, Children and Social Protection, the Ministry of Labour, Trade unions and the Ghana Employers Association (GEA). These bodies are pivotal in advocacy, designing, implementing effective and efficient reforms for integrating the flexible working strategies and childcare dimension in the formulation of policy.

In addition to the above, it will add to already existing literatures on flexible working arrangement and childcare policy studies relative to organisational outcomes. Though studies

have been conducted in this research scope, it is however scant as little contributions is coming from unique context and settings like the current study. Also, the literature is amassed with studies from western countries and context which does not provide a holistic view about the research topic for the global world. The report from the study will thus add up to the stock of empirical findings on flexi-working and organisational commitment. Additionally, this will be used as reference information for academics and researchers considering conducting similar study. As a result, material for empirical research will be obtained to direct future research.

Moreover, the studies will provide empirical evidence on the relationship that exists between the independent variables and the dependent variable. The relationship will inform the strength and direction of the research variables to shape stakeholders' perspective on the role of the selected predictor variables on the criterion variable.

In sum, the study will be of immense practical, policy and academic importance in work designs to unearth the best of practices to achieve the organisational goals and objectives.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section gives a theoretical framework for workplace flexibility that both grounds the idea in larger settings and places it in the context of significant micro-level theories. Though recommendations for greater research into theoretical frameworks have been made repeatedly in the work and family literature, it is crucial to emphasize that few theories specifically address workplace flexibility (Greenhaus & Powell, 2006). In addition, organisational commitment and some empirical studies conducted on flexible work arrangement and family benefits policies on childcare policy are reviewed and presented as such.

2.1 Theories/Concepts

2.1.1 Work life flexibility

Ecological systems theory or model is arguably the most frequently utilized theoretical framework for workplace flexibility. According to this theory, the greatest way to understand an individual is in the context of how that person's personality and environment interact (see Bronfenbrenner, 1989). The microsystem, mesosystem, exosystem, and macrosystem are the four tiers of systems that make up the environment. The home, the workplace, and the community are the three most significant microsystems in the framework of work-life studies. A person's active participation in each domain enables intersection across various realms. This systemic theory assumes that the employee is a part of a system and may influence how that system functions as it describes the inputs, processes, outputs, and feedback loops between the employee and his or her surroundings (Voydanoff, 2007).

Flexibility in the workplace is seen from an ecological perspective as a feature of the environment that supports "proximal processes" — progressively more complex person-environment interactions — that lead to favorable outcomes for employees, their families, and their organizations. According to ecological systems theory, workplace flexibility is a social quality of workplaces derived from structural (the presence of policies and the fundamental nature of the tasks carried out, such as manufacturing vs. service) and interactional elements (supportive culture and leader-subordinate trust). This not only creates a set of restrictions for workplace flexibility, but it also probably adds to variety in that flexibility within the bounds of the regulations. Because it anticipates a number of procedures and ideas that are likely to lead to workplace flexibility, ecological systems theory is a good theoretical tool for defining how flexibility can effect desired results.

By utilizing micro-level theories and models of the work-family interface, it is feasible to appreciate the theoretical underpinnings of workplace flexibility. Although more recent theoretical advancements have begun to focus on the ways in which work and family support one another rather than compete with it, they still frequently center on the family life cycle, role conflicts, fit, and control.

2.1.2 Work life flexibility and organizational outcomes

Olawale, Fapohunda and Ilesnmi (2017) conducted a study to examine work-life balance and organisational commitment. The study revealed the perceptions of working postgraduate students in Lagos State University-Nigeria on the relation between the research variables. The research adopted the quantitative approach where the survey research design was used. The research adopted the probability sampling style with multistage sampling technique to recruit participants. The participants used were one hundred and thirty-eight postgraduate students in various disciplines as the research sample size. Standardized research instruments which are

valid and reliable were used to measure the research variables. The research outlined and followed ethical protocols governing research using human subjects such as confidentiality, informed consent, beneficence, and cause no harm. The researchers subjected the primary data obtained from the field into analysis with the aid of statistical tests. The Pearson correlation test and regression approaches were used. The findings from the study by Olawale et al. (2017) indicate a positive relationship between work-life and organisational commitment but was not statistically significant. The research recommends further studies on examining the research variables in different jurisdictions.

In order to investigate the impact of organizational commitment on work-life balance and organizational performance, Oyewobi, Oke, Adeneye and Jimoh (2019) carried out a main study. Women who work in construction as professionals medium and large-sized Nigerian construction organizations were the only participants in the study.

The study used the survey design which is part of the quantitative approaches in research. Data were obtained using cross-sectional survey to get data for the domains of the research variables. Analysis of the data was performed using partial least square structural equation modelling (PLS-SEM). The PLS-SEM is a robust quantitative statistical technique which reveals relationships and causality relations among variables. The findings from the study by Oyewobi et al. (2019) revealed a positive relationship between work life balance and organisational commitment. It was also found that, organisational commitment has a mediating role in the relation between work life balance and organisational performance. The results had implications for industry practitioners and scholars in aedia for replication studies. However, the study is limited as its adopted a cross-sectional style in data collection with only female gender as the study's participants. The researchers further recommend the usage of other robust data collection approach and use of diverse research participants including gender.

Aruldoss, Kowalski and Parayitam (2020) conducted a study which was purposed to investigate the relationship between quality of work life and work life balance. The study also examined the mediating role of job stress, job satisfaction and job commitment among individuals in India. The empirical evidence from employees in India was achieved after the quantitative approach was adopted to carry out the study. The design was the survey design where survey research instrument was administered. Primary data were obtained from the sample respondents of four hundred and forty-five employees in a cosmopolitan city in southern part of India. The measure was standardized measures that examined the various research variables. Descriptive statistics means and standard deviations were presented for some of the measures. The analysis was performed with the parametric test hierarchical regression. The statistical method made it possible to look at the relationship and forecast how the independent variable, which acts as a mediator between the dependent variables, will affect it. The investigation by Aruldoss et al. (2020) revealed that job dedication and quality of work life were positively correlated. It was also found that job commitment is positively related to work life balance. Further, the research found partial mediation of job stress, job satisfaction, and job commitment in the linkage between the quality of work life and work life balance. Despite the findings, the study outlined some limitations which include social desirability that is inherent in self-report measures.

Kandiah (2019) examined the impact of work-life balance on organisational commitment. The study was conducted among nurses in hospitals in Dublin, Ireland. The study used the quantitative approach where numeric data was sorted, analysed, and results presented. From among the quantitative approaches, the researchers specifically used the cross-sectional research design. According to the researchers, the cross-sectional research design allowed for data to be collected at a point in time. The sampling strategy is the non-probability sampling techniques convenience sampling and snowball sampling. The convenience sampling was

used in selecting respondents at their own convenience in the hospitals and their referrals to other nurses was also used which was the snowball sampling technique. The data was primarily collected from the field after hard copies and online questionnaires were administered to hospital nurses in Dublin. The questionnaires had sections that sort to ask respondents to provide their demographic features such as gender, age, length of experience, employment type among others and sections that measured the variables on commitment, organizational support, work-life balance, etc. The sample size used for the study was one hundred and thirty-one employees who participated in the study. The sample size according to the researchers was adequate to detect an effect and was justified as a good sample statistic number. The measures used were work-life balance, work overload, perceived organisational support, and organisational commitment. The analysis that was performed to test the hypothesis was the standard multiple regression analysis to examine the relationship between the independent variables and the dependent variables. The findings from the study by Kandiah (2019) indicate a positive relationship between work-life balance and organisational commitment but not statistically significant. This means, the higher the presence of work-life balance experiences by employees the higher their level of commitment but this relationship was not strong enough to be significant. The researchers found organisational support as a good predictor of organisational commitment among the nurses.

Hill, Erickson, Holmes, and Ferris (2010) conducted a study to examine workplace flexibility impact on organisational outcomes such as work-life conflict. The study is a global study involving data obtained from the International Erusiness Machines Global Work and Life Issues collected in 2007. The data collection was conducted in seventy-five (75) countries with sample size of twenty-four thousand, four hundred and thirty-six respondents. The data collection phase included mobilizing data on various dimension of work life, workplace flexibility, work hours, among others. The obtained data for the current study was secondary

data form. The researchers used the existing data from the International Business Machines Global Work and Life Issues data bank and subjected it to analysis and interpretation. The findings from the study by Hill et al. (2010) indicate that workplace flexibility is beneficial to individuals and organisations that these individuals work. According to the researchers, the merits help organisations in achieving its goals and objectives. They report that work flexibility merits also include reduced work-life conflict, increase work hours, and a balanced life.

Lee and Sirgy (2019) examine the impact of work-life balance and job satisfaction. The study examined this relationship by investigating the role of dimensions of work-life balance including schedule flexibility and telecommuting to overall life satisfaction. The research approach used by the researchers was the quantitative approach to examine the variables. The study was conducted in the digital workplace to examine the interlinkages between the variables. The digital workplace in their research refers to institutions that are into Information Technology (IT) activities. The researchers examined the various variables and analysis was conducted. From the main research approaches, the researchers adopted the quantitative approach which was essential to measure the quantitative variables. The main analytical technique was the use of correlation analysis. The obtained findings and interpretation of the results was presented. Descriptive analysis was presented on variables such as gender, age, tenure, and job status. The study found that there is a positive influence of work-life balance on overall life satisfaction and thriving of employees. The researchers found work-life balance to be strongly related to life satisfaction. Thus, the more balanced employees feel about their work and their life, the greater their overall satisfaction in their life.

Gangan and Sankar (2020) conducted a study to examine determinants of organizational commitment among service industry employees in Puducherry. The researchers reported many factors that influence organisational commitment. This includes factors such as work

environment, professional relationships, organisational policies, organisational support, and work-family balance to consider its effect on organisational commitment. Organisational commitment was operationalized as loyalty and dedication by workers towards an organisation for which in this study was Puducherry UT organisations. The researchers obtained primary data from the field by collecting data from one hundred and eighty-four service industry employees. The participants were recruited through the use of convenient sampling technique for the data collection. The technique which is a form of non-probability sampling type was found to be optimal in the time and resource utilization. The data was analysed using Pearson correlation and multiple regression analysis. The researchers found that organisational policies are the highest influencers of organisational commitment whilst work atmosphere was the least factor for commitment. Work-flexibility was found to have moderate effect on organisational commitment as well.

2.1.3 Family life course theory

Family life course theory, which highlights how employment gets increasingly complex over the course of a person's life, particularly before and after motherhood, is another wide theoretical framework that situates the topic of workplace flexibility well. In its stead, this offers a more dynamic view of occupations and lives as they change throughout the course of historical, biological, and social time, as opposed to the static dichotomy between work and life, which is a frozen moment in time (Moen & Sweet, 2004). This information can help to explain variations in the correlation between employment flexibility and various outcomes according to age (Pitt-Catsoupes & Matz-Costa, 2008). Changes in family needs, resources, and vulnerabilities as well as changes in family roles, relationships, responsibilities, and circumstances over the course of a person's life are said to also have different effects on the

work-family interface, in addition to varying by significant subgroups like age and gender (Ayree, 1992).

2.1.4 Role conflict

Role conflict theory states that conflict or ambiguity within a role will result in an undesired situation (Madsen, 2003). Greenhaus and Beutell (1985) defined work-family conflict as the perceived contradiction of role expectations between work and family, when playing one role makes playing the other role more difficult (p. 305). Flexibility in the workplace may thereby reduce role conflict. Role conflict is related to the idea of the scarcity concept (Ayree, 1992), which maintains that humans have a certain amount of energy and that when they take on multiple roles, these obligations tend to drain them and inevitably result in stress or inter-role conflict. This is also known as the "resource drain model," where there is a conflict between work and family life because there are limited resources being used in one area, which leaves less time for another area (Frone, 2003). This paradigm suggests that workplace flexibility should be seen as a way to make better use of time and resources (e.g., avoid wasting time in a long commute by telecommuting).

2.1.5 Organisational commitment theory

In the literature on industrial and organizational psychology, it may be argued that the idea of organizational commitment has become more well-known. Organizational commitment has been characterized in a variety of ways by several academics. O'Reilly (1989, p. 17) lists a few of these, including "an individual's psychological link to the organization, including a sense of job participation, loyalty, and belief in the organization's principles." According to this perspective, organizational commitment is demonstrated by employees' willingness to put forth effort on behalf of the organization and their acceptance of organizational goals (Miller

& Lee, 2001). Additionally, according to Cohen (2003, p. 11), "commitment is a force that binds an individual to an action relevant to one or more aims."

Affective commitment

Affective commitment, which reflects the person's emotional connection to the organization, is the first aspect of organizational commitment in the paradigm. Affective commitment is "the employee's emotional attachment to, identification with, and involvement in the organization," according to Meyer and Allen (1997, p. 11). Organizational members that are emotionally invested in an organization continue to work there because they wish to (Meyer & Allen, 1991). Because they see their job connection as compatible with the organization's objectives and values, members who are emotionally devoted to the organization stay with it (Beck & Wilson, 2000). A work-related attitude with favorable feelings for the organization is known as affective commitment (Morrow, 1993). This type of attitude, according to Sheldon (1971, p. 148), is "an orientation towards the organization, which ties or attaches the identity of the person to the organization." The level of an individual's affiliation with and involvement in a specific organization is referred to as their "affective commitment" (Mowday et al, 1982). The degree to which a person's wants and expectations for the organization match their actual experience has an impact on the strength of their affective organizational commitment (Storey, 1995). Affective commitment is also referred to as "value rationality-based organizational commitment, which relates to the degree of value congruence between an organizational member and an organization," according to Tetrick (1995, p. 589). According to Meyer and Allen's (1997) organizational commitment model, affective commitment is influenced by things like job difficulty, role clarity, goal clarity, and difficulty, as well as management receptivity, peer cohesion, equity, personal importance, feedback, participation, and dependability. Development of affective commitment entails internalization

and identification (Beck & Wilson, 2000). First and foremost, identification with the goal to forge a satisfying relationship with an organization serves as the foundation for people's affective attachment to their employers. Second, through internalization, this refers to shared objectives and guiding principles between people and the organization. Generally speaking, emotional organizational commitment is focused on how much a person identifies with the organization (Allen & Meyer, 1990).

Continuance commitment

The continuance commitment dimension is the second component of the tridimensional model of organizational commitment. Continued commitment is defined by Meyer and Allen (1997, p. 11) as "knowledge of the consequences involved with quitting the organization." Because of how the person perceives or weighs the costs and dangers of leaving the existing organization, it is calculative in nature (Meyer & Allen, 1997). Employees whose primary connection to the organization is based on continuing commitment remain because they must, according to Meyer and Allen (1997, p. 67). This illustrates how persistence and affective commitment differ. The latter requires that a person remain in the organization out of choice. A continuation commitment can be seen of as an instrumental attachment to the organization, where the person's affiliation with the organization is based on an evaluation of the financial benefits received (Beck & Wilson, 2000). Organizational members become committed to a company because of the favorable extrinsic benefits acquired through the effort-bargain, even though they may not share its objectives or share its beliefs. The perceived costs of quitting the organization impact the strength of ongoing commitment, which suggests the need to remain (Meyer & Allen, 1984). According to Best (1994, p. 71), "continuance organizational commitment will, therefore, be strongest when alternatives are scarce and the number of investments is considerable." This argument supports the idea that employees may leave an

organization if better options are available. Additionally, according to Meyer et al. (1990, p. 715) "accumulated investments and bad employment alternatives tend to push individuals to maintain their line of action and are accountable for these persons being committed because they need to." This suggests that people stay with an organization because they are attracted by other accumulated assets that they risk losing, including pension plans, seniority, or talents unique to the organization. Termination of service is a "cost" associated with leaving, whereas the need to stay is a "profit" associated with continuing involvement. Tetrick (1995, p. 590) describes organizational commitment as "an exchange structure, whereby performance and loyalty are supplied in return for material benefits and 44 rewards," which lends credence to the idea of profit. Therefore, in order to keep people who are continuously devoted, the organization needs to pay more attention to and recognize those factors that raise employee morale and encourage sustained commitment.

Normative commitment

Normative commitment is the final component of the organizational commitment paradigm. Normative commitment is described as "a feeling of obligation to maintain employment" by Meyer and Allen (1997, p. 11). Individuals are obligated to maintain their membership in the organization due to internalized normative views of duty and obligation (Allen & Meyer, 1990). Employees with normative commitment "believe that they ought to remain with the organization," according to Meyer and Allen (1991, p. 67). According to the normative component, the employees continue working because they ought to or because it is the right thing to do. Normative commitment is defined as "the work behavior of individuals, guided by a sense of responsibility, obligation, and loyalty towards the organization" by Wiener and Vardi (1980, p. 86). Members of an organization are devoted to it for moral grounds (Iverson & Buttigieg, 1999). No of how much status advancement or satisfaction the organization has

provided the normative devoted employee over the years, they believe it is morally right for them to remain there. Accepted guidelines regarding the obligation of reciprocity between the organization and its members have an impact on the strength of normative organizational commitment (Suliman & Iles, 2000). The social exchange theory, which is the foundation of the reciprocal responsibility, contends that a person who receives a benefit is under a strong normative duty to return the favor in some form (McDonald & Makin, 2000). This suggests that people frequently feel obligated to compensate the organization for its investment in them, such as through training and development. According to Meyer and Allen (1991, p. 88), "either through the process of socialization within the society or the organization, this moral obligation originates." In either situation, it is founded on the principle of reciprocity, which means that if an employee receives a benefit, they have a moral duty to return the favor or the organization has a duty to do the same.

2.2 Review of Related Literature

This section of the chapter reviews related studies of flexible working hours and childcare policy on organisational commitment. The related studies are grouped under two sub-headings: flexible workplace policy and organisational commitment.

2.2.1 Flexible workplace policy and organisational commitment

Russell, O'Connell and McGinnity (2009) investigated "the relationship between four flexible working arrangements – flexi-time, part-time hours, working from home and job-share – and two key employee outcomes – work pressure and work-life conflict, using data from the first national survey of employees in Ireland in 2003". Their findings indicated that "while part-time work and flexi-time tend to reduce work pressure and work-life conflict, working from

home is associated with greater levels of both work pressure and work-life conflict". This can as well be situated with nursing mothers in an organisation.

Additionally, work-at-home options and perceived schedule flexibility are often linked to lower levels of work-life conflict, according to Hill, Erickson, Holmes, and Ferris (2010). Employees with workplace flexibility are able to work longer hours (typically equivalent to one or two more 8-hour days per week) before experiencing work-life conflict, according to break point analyses of subgroups.

On the other hand, Smithson, Lewis, Cooper and Dyer (2004) reported that flexible work practices reinforce gender pay gap among employees. Their conclusion was drawn after a mixed method approach was used to obtain information from 50 participants to share their experiences on flexible working arrangements. They found that women undertake flexible practices to provide caring role for children and the sick which hampers their career growth whereas males defer their flexible work arrangement when they have achieved higher heights in the organisation and for reasons which mandate that that is the alternative available.

Petts, Mize and Kaufman (2021) conducted a study to examine the role of organizational policies that support flexible work arrangement, workplace culture, and perceived job commitment of mothers and fathers who take parental leave. The study was conducted in the United State of America. The researchers adopted the survey experimental design to examine the research objectives. A sample size of one thousand, seven hundred and thirteen (1713) respondents who had provided data set to an online pool of research data collection platform known as Prolific. The secondary data source was chiefly used in the study and analysis were drawn from it to test the stated hypothesis. The researchers used descriptive statistics to provide the mean, standard deviation, minimum and maximum scores for the variables including the demographic features, dependent, and independent variables. Using a full

factorial design which allowed for multiple combination of factors, the researchers were able to determine the outcome of each combination. Analytical strategy used was the linear regression model to predict the impact of the dependent variable which was measured on a continuous scale on organization commitment. The researchers found statistical significance of flexible work arrangements and organizational commitment. The researchers reported that a more favourable policies such as flexible work arrangement is positively linked with organizational commitment. Despite the findings, the study is critiqued to have used secondary data set which may be nuanced from the current study and had to be manipulated or cleaned thoroughly before usage. Also, the study provides only an American perspective on the relationship between flexible work arrangement and commitment and thus further studies using different context was recommended by the study authors.

Zhou, Li and Gao (2020) conducted a study to determine the nexus of family and friends support, work-family conflict, organizational commitment, and turnover intention. The study was conducted among young preschool teachers in China. The study used a sample of one thousand, one hundred and twenty-one (1121) Chinese young preschool teachers. Young preschool teachers were operationalized and/or defined in the study as teachers born in or after 1990. The study tested if work-family conflict and organizational commitment mediated the relation between family/friends support and turnover intentions. The study used structural equation modelling as its analytical approach to test the research hypothesis. The findings revealed that supportive family/friends as well as school support have a significant impact on young preschool teachers in their management of work-family conflict. Such support and flexibility also have impact on mitigating young preschool teachers' intention to leave the job and rather spike their organizational commitment levels.

Okemwa (2016) conducted a study on the relationship between flexible work-arrangement and commitment. The study respondents were nurses in selected public hospitals in Kenya.

The study research approach was the quantitative approach. The design used for the study was the cross-sectional survey design to collect prompt data at one point in time from the nurses. The study's population consisted of one thousand, two hundred and seventeen (1217) nurses in twenty-seven (27) level 4 and level 5 public hospitals in Kenya. However, due to impracticability in using the whole population, the researcher sampled three hundred and sixty-four (364) nurses from 7 large hospitals for the study. The sampling technique employed by the researcher was through the proportionate simple random sampling. This allowed for each respondent to have equal chance of being selected from the population pool. The researchers administered questionnaires which had both structured and unstructured questions on the research variables. The obtained primary data was then subjected to analysis using quantitative analytical tools. Linear regression analysis was used for data analysis to regress the relationship between flexible work arrangement and commitment of the respondents who voluntarily participated in the study. It was found that, there was a significant positive relationship between flexible work arrangements and nurses' commitment in the public hospitals. The researchers recommended that more flexible policies should be implemented in these hospitals to achieve greater nurse commitments. The researchers also further stated that higher levels of commitment will minimize turnover and turnover intentions that characterizes the profession.

Tsen, Gu, Tan and Goh (2021) conducted a study to examine whether flexible work arrangements (FWA) decrease or increase turnover intention. The study was theoretically grounded by comparing between two theoretical perspectives, the social exchange theory and border theory. The study's methodology is the 2015 iteration of the work orientation module from the International Social Survey Program (ISSP). The ISSP is a nationally representative data set from thirty-five (35) countries and contains data from seventeen thousand, six hundred and four (17,604) respondents. To evaluate the theoretical underpinnings of each

FWA, the researchers employed a parallel double-mediation model with bootstrapping methodologies. The study's conclusions showed that the variables for organizational commitment and work-family problems were important mediators for the theories. The value from the study was the emphasis in the explanatory power of the social exchange theory and broader theory as effective theoretical reasoning in commitment studies and in the context of flexible work arrangements. Criticism for the study stems from the data set used which only used single items to measure some constructs such as turnover intentions which is found not to be sufficient universal measure for a variable. Thus, multiple item variables are recommended for use in social science research to allow for reliability checking, faking, and acquiescence.

Sharma and Yadav (2019) examined the impact of family-friendly workplace support in terms of flexible work arrangements on organisational commitment. The study was conducted in India. A sample of one hundred and thirty-seven (137) employees who are office-based working in different businesses in the service industry. The study used the quantitative approach where primary data was obtained via questionnaire. The items on the questionnaires were standardized measures that have been developed and used in other studies to examine family-friendly workplace support and organizational commitment variables. The scales were reported to have high internal validity with Cronbach scores greater than .7 and validity measures which had content validity, criterion validity, and construct validity. The obtained data from the field with self-administered questionnaire were coded and analyzed using the Statistical Package for Social Sciences (SPSS) software. The analysis used were the Pearson correlation and multiple regression. The Pearson correlation was used to examine the correlation between the variables of interest. The dimensions of the independent variable (flexible work arrangements) and the dependent variable were predicted using multiple regression (organizational commitment). The results from the study showed that family-

friendly support has a significant and positive effect on organizational commitment. The researchers recommended to business managers and boards to create a more supportive environment at the workplaces.

Kamanja (2020) conducted a study as part of requirements in the fulfilment of postgraduate education for master's education in Business Administration (MBA) at the Kenya Methodist University. The study was on the influence of work environment on employee engagement. The study concentrated on employees at central government ministries in Kenya. Due to the broadness of the research settings, the researcher focused on a case scenario of Meru County. The relationship between work environment and employee engagement was achieved by using the descriptive survey design. The method allowed for quantitative data to be collected by the researcher to test the stated hypotheses. Standardised questionnaires were administered and retrieved from two hundred (200) employees in central government ministers within the Meru County. Ethical concerns were upheld in the conduct of the study including principles such as informed consent, beneficence, voluntary participation, anonymity, Also, since the study was a descriptive design with the use of questionnaires, it did not cause harm and the items were not sensitive to elicit negative emotions. The data collected was primary and was therefore collected for the study. The data was coded, cleaned, and prepared ready for analysis. Quantitative analysis of data with regression as the analytical tool was used. The findings from the regression analysis showed that the work environment (physical and social environments) had significant influence on employee engagement. The study found that work environment which is supportive and provide avenues for employees to manage their physical and social environments were related to employee engagement at the workplace. The study, however, did not discover a significant link between workplace flexibility and employee engagement. The study recommended that management in these ministries provide holistic work environments. The researcher also recommend that more studies should be conducted to

examine the role of work flexibility on organizational outcomes such as employee engagements and commitment.

Nkanata, Muchangi, and Kiiru (2021) examined the influence of work schedules on staff retention in public level five hospitals in Kenya. The study investigated the moderating effect of perceived organizational support as well. The study's objective was to investigate the influence of flexitime arrangements and teleworking arrangements on staff retention in public level hospitals. The study's target population were doctors which total four hundred and seventy-two (472), nurses of about three thousand, three hundred and eighteen (3318), and four hundred and forty-eight (448) clinical officers in the eleven available public level five hospitals. Out of the population due to resource and time constraint in using all the members in the population, a subset was selected for the study. A sample of eight hospitals were selected and respondents sample size of forty (40) doctors, two hundred and seventy-eight (278) nurses, and thirty-seven (37) clinical officers were selected. The sampling technique used in the sample selection was the probability sampling technique which allows for equal representation as each member has an equal chance of being selected. The specific sampling technique used was the proportionate stratified random sampling for the hospitals and a simple random sampling to select the study participants in each stratum. Data collection was embarked on using a semi-structured questionnaire that was sent to the hospitals and respondents and picked at a later date. Informed consent and confidentiality were assured, and this allowed for increase participation in the study. The data collected were subjected to preliminary analysis. The preliminary analysis included check for skewness of data, reliability analysis using Cronbach alpha, and data outliers were checked. The SPSS software was the software used for the analysis with descriptive and inferential statistics being used to present the results. The study found out that the presence of work schedules and flexi-arrangements was not a motivating factor that influences these health professionals' decisions to leave their

current workplace. The variance explained by flexi-arrangements in predicting staff retention was small and insignificant. The researcher highlighted the role of management in identifying and developing new approaches that will attract and retain talents in this health facilities and the health delivery sector as a whole.

2.2.2 Organisational commitment

Organisational commitment is one of the fundamental concepts in industrial and organizational psychology, human resource management, counseling, and the social science field (Tolentino, 2013). Tolentino (2013) conducted a study to examine the organizational commitment and job performance. The study was conducted among academic and administrative personnel in higher level institutional institutions. The researchers found commitment of academic and administrative personnel as strong. These personnel feel they ought to stay in the university as they are driven by the need for them to remain loyal to the institution.

In the quest to examine the relation between the availability of two (2) popular types of flexible work arrangements (i.e., flextime and compressed workweek) and work-to-family enrichment and, in turn, the relation between work-to-family enrichment, job satisfaction and turnover intentions. McNall, Masuda and Nicklin (2009) used a sample of two hundred and twenty (220) employed working adults and found that work-to-family enrichment mediated the relation between flexible work arrangements and both job satisfaction and turnover intentions, even after controlling for gender, age, marital status, education, number of children, and hours worked. This implies that the availability of flexible work arrangements such as flextime and compressed workweek seems to help employees experience greater enrichment from work to home, which, in turn, is associated with higher job satisfaction and lower turnover intentions. This finding was equally reported by De Menezes and Kelliher

(2017) who used structural equation modeling to analyse survey dataset of two thousand, six hundred and seventeen (2,617) employees. They found that average positive indirect effects from flexible working on employee satisfaction.

A study was conducted by Affum-Osei, Acquah, and Acheampong (2015) to examine the linkage between demographic variables (age, gender, tenure, marital status) and organisational commitment. The study was conducted in Ghana by using the commercial banks in Ghana. The researchers used a descriptive correlation survey to examine the research objectives. Questionnaires was the main instrument used to gather the data from respondents. A total of two hundred and six (206) employees were randomly selected from ten (10) commercial bank branches in Ghana. The researchers' found that majority of the employees sampled for the study indicated high commitment to their organizations. The researchers found job tenure to relate to organisational commitment. They found that respondents who have spent long period (more than 5yrs) at the workplace had higher scores for organisational commitment than those who have spent short period (less than 5yrs). This the researchers explain that long service in an organization leads to greater knowledge of the operations of the organization, an increase in the technical know-how that propel their self-worth and value to the organization, as well as high sense of self-esteem. The researchers recommended that organisational policies should be aimed at improving employees' commitment to enhance their performance on the job.

A review study was conducted by Bodjrenou, Xu and Bomboma (2019) on the antecedents of organisational commitment. The review considered the personal and organizational factors that have influence on organisational commitment. The review show that antecedents of organisational commitment are varied including factors such as age, personality, tenure, education, and values orientation which were characterized as personal factors. Organisational internal factors identified were training and development, leadership, mentoring, job autonomy, and organisational support. The researchers made practical implications for

organisations to enhance the organisational commitment of employees. The researchers also made recommendation for future research direction to concentrate on organisational commitment and factors that influence it.

Iqbal, Kokash and Al-Oun (2011) examined the impact of demographic factors on organisational commitment. The study was conducted among faculty members in the Kingdom of Saudi Arabian universities. The findings from the study reveal that organisational commitment is influenced by factors such as job experience, gender, and age. The researchers recommended that more studies on organisational commitment should be conducted within different organization, industry or sector. This is because of the association that organisational commitment has to other job-related behaviours such as work absenteeism, job satisfaction, actual turnover and turnover intentions.

Nugroho (2020) conducted a review of studies published in the journal of multidisciplinary healthcare on assessment of organisational commitment among nurses in major public hospitals in Saudi Arabia. The authors of the study critiqued the studies that found organisational commitment predictors which were predominantly on personal factors to be inadequate in explaining commitment among nurses in Saudi Arabia. The authors concur with the studies that report commitment of nurses in the moderate category. They however do not support the assertions and conclusions made by findings which were on small coefficient determination of 0.05. This indicates organisational commitment which is explained only five (5) percent whiles the majority of variance in organisational commitment of ninety-five (95%) is explained by non-personal factors such as organisational factors. The authors therefore recommend the examination into other factors that predict organisational commitment outside the personal factors such as age, tenure, and marital status that have been related to organisational commitment. The authors outlined other predictors such as training and development opportunities, leadership, mentoring, job design, and organisational support

as valuable predictors for further investigation by researchers. The revelation from this review study is however limited as the commentary is exclusively based on findings in Saudi Arabia which may not be the case in another novel context such as Ghana. Also, the call for organisational factors to predict organisational commitment is limited as the personal factors such as tenure, age, gender, marital status among others is also relevant in understanding influencers of organisational commitment.

Kelliher and Anderson (2010) investigated the work intensification effect of adopting flexible working methods. They provide evidence that, in line with other studies and using a sample of professionals, flexible workers have better levels of job satisfaction and organizational commitment than their non-flexible counterparts. However, they also stated that there was evidence of increased workloads for both those who work fewer hours and those who work remotely.

Al-Haroon and Al-Qahtani (2020) conducted a study on organisational commitment among health workers. Specifically, nurses who play vital role in the provision of health care in the healthcare matrix. The purpose of the study was grounded on the outcomes that level of organisational commitment of nurses have on its relation to productivity and quality of care that is offered by the health institution to patients. The study aimed to examine the nurses' level of organisational commitment and the impact of key socio-demographic variables on the construct. The researchers adopted the quantitative approach to examine the research purpose and aim. Among the designs in the quantitative approach, the cross-sectional descriptive design was employed for the study. Questionnaires that had items on the revised validated version of the three-component model (TCM) questionnaire were self-administered. The sample size was three hundred and eighty-four (384) nurses who were sampled using the systematic random sampling technique. However, response rate was eighty eight percent

(88%) corresponding to three hundred and thirty-seven (337) responses. The analysis was performed by using the Statistical Package for Social Sciences (SPSS) version 22. Analysis was done using independent sample t-test and analysis of variance (ANOVA) to compare mean scores of the variables. Multiple linear regression analysis was performed as well to examine the relationship and identify the predictors. The findings indicate an overall score of positive organisational commitment among the nurses. It showed most nurses have moderate level of job commitment. The study found organisational commitment was positively related to socio-demographic variables such as age. There was also a significant difference in the levels of commitment among the nurses based on age groups. The researchers concluded that there should be policies to enhance organisational commitment of its employees by developing new approaches that retains committed nurses.

Regarding how the adoption of flexible work practices (FWPs) impacts workers' performance in their careers. Leslie, Manchester, Park, and Mehng (2012) combined signaling and attribution theories and hypothesized that managers read employees' usage of FWPs as a signal of high or low organizational commitment, depending on whether managers make productivity or personal life attributions, respectively. The success of an employee's career is in turn influenced by how managers view an employee's devotion.

Converse to the positive outcome of flexible work practices on organisational outcomes, Kattenbach, Demerouti and Nachreiner (2010) found that the flexibility dimensions in their study was unrelated to performance. Kattenbach et al. (2010) findings were generated after a survey study was conducted using one hundred and sixty-seven (167) employees from varied organisations in Germany. That is seventeen (17) organisations. Similar finding has also been reported by Kossek and Ozeki (2008) in a systematic literature review on work-family policy and productivity. Their review used both qualitative and quantitative published studies to examine the relationship and found that work-family policies to minimize work-family

conflict is expensive with outcomes on productivity (performance, commitment, involvement, turnover, burnout, absenteeism) often mixed on positive and negative effects.

2.2.3 Childcare policy and organisational commitment

The childcare role is hampered when parents are actively engaged in work activities providing little time and resource to provide care for the child. This has been reported to be one of the triggers of work-family conflict. Contrary, if this childcare role is appreciated by organisations and thereby makes provisions for it for via policy or provision to its members, it will help minimize the anxiety, stress and uncertainty that employees may deal with as they work in such organisations. Childcare policy has been on the forefront where consultants, researchers and employees are calling for firms to establish and implement so that the positive outcomes can be accrued.

The Harvard Business Review (HBR) had an exclusive cover on the subject matter of childcare policy for mothers working in organisations. The authors including Beck (2017) reported that firms are offering on-site care, help with back-up care, and generous benefits to make childcare less stressful for their employees. Beck (2017) stated that all these strategies by firms have positive influence in maximizing employee retention and loyalty.

A study by Bae and Yang (2017) using “Korean Labor and Income Panel Study (KLIPS) with dataset spanning from 2006 to 2013” found that there were significant positive relationships between organisations with family-friendly policies such as childcare leave benefits and organisational commitment. They further reported job satisfaction as another positive outcome.

In Ghana, the Labour Act provides some relief to working mothers in their pregnancy and after delivery. Employees are entitled to take a paid leave of twelve (12) weeks with an indication

of the expected date of her confinement and thereafter with a medical certificate issued by a medical practitioner or a midwife. Also, nursing mothers can take childcare leave which may interrupt her work for an hour during working hours to nurse her baby and will be paid for accordingly. Despite the provisions in the Labour Act (2003), it is skewed for females and little provision for male employees. Other jurisdiction such as Korea, Finland, Sweden among others have incorporate males too to provide childcare roles on leave.

Child policy and commitment

A study was conducted by Munongo and Pooe (2021) on the role of women-friendly HR management practices and organisational commitment among female professionals. The study provides research evidence from women perspectives in Zimbabwe. The study examined various human resource management practices that are being implemented by organisations on organizational commitment among female professions. The research was critical as there has been paucity in studies from developing countries on such topic within the workplaces. Specifically, studies in Zimbabwe have been limited on the research topic and the study by Munongo and Pooe (2021) is aimed to fill the research gap. The researchers in attempt to achieve their research purpose used the quantitative approach where numeric data was obtained from the field to help answer the research hypothesis. The quantitative approach has numerous research designs, and the authors selected the cross-sectional survey. The cross-sectional survey design allowed for data to be obtained in a short period of time at a point in time. The cross-sectional survey also allowed for survey tools to be employed in the data collection phase. On sampling, the researchers used a sample size of two hundred and ten employees who were employed in both the private sector and public sectors in Zimbabwe. The sampling was specifically targeted to only females who are professionals in the two sectors stated. The sample size was deemed adequate by the researchers as it met the threshold for using the analytical tools and assumptions underlying the use of those statistical

tools. The data collection was done using self-administered questionnaires and online survey tools to obtain data from the respondents. Prior to the study, during the study, and after the study, ethical principles guiding research in social sciences was adhered to. The researchers ensured that there was informed consent where permission was sorted from the institutions that the respondents are employees at. During the data collection period, respondents were assured of confidentiality of information provided. Also, they were assured of anonymity as sensitive details that could have been used to trace their responses were not collected. Further, the respondents were informed of their option to partake in the study which was solely for academic purpose or choose to opt out anytime in the study without any consequences. The participants were also informed of the beneficence of the study to management of their institutions, to academia, and the global body of literature for which they willingly offered their consent to participate. The ethically obtained data from the field was then processed for analysis. The data analysis was performed with the aid of robust statistical analytical tool known as structural equation modeling using the AMOS version 25.0 software. The findings from the study show that there is a significant positive relationship between women-friendly human capital management practices and organizational commitment of employees. This provides a greater perspective of women friendly policies such as presence of work-life balance, child care opportunities, among others as significant predictors of organizational commitment within a novel African country as the study's context. This is similarly the case in the current study to examine the interlinkages in another African country, Ghana.

In a study by Siu (2014), the author examined the role of work-family conflict and organizational commitment. The researchers argued that family-responsive benefits by institutions such as child care assistance including on-site or off-site day care, referral system for family issues, presence of psychological services were essential in promoting the organizational commitment of employees. To come to this conclusion, the study was

conducted in Malaysia. This was sorted from policies of Malaysian organisations and/or multinational companies (MNC) operating in the Eastern culture country-Malaysia. Theoretically, the study employed the self-concept theory and the paternalistic roles as the theoretical framework for the study. Data collection was multi-mode as the researcher used the email, telephone, and social media to obtain the online and printed forms of data from the questionnaire. The sample size was two hundred and two participants which indicate a response rate of 72.4%. The analysis was conducted using multiple analytical tools including the exploratory factor analysis to examine the underlying factors for the research measures which were work-family conflict and organizational commitment. In order to investigate the connections between the variables and its subdomains, correlation analysis was also performed. A hierarchical regression was also conducted on the variables. The findings from the study revealed a negative significant relationship between work interfering with family with affective commitment. On continuance commitment, there was a positive relationship with strain-based work interfering with family. The study also found gender to moderate the relationship between time-based work interfering with family (WIF) and affective commitment. However, the relationship between time based work WIF and affective commitment was negative for female employees only. The study had practical implications for the development of family-friendly human resource management practices in organisations. The study also serves as guide for policy development for human capital in Malaysian organisations or multinational organisations that are operating in the country.

Meyer and Smith (2000) conducted a study to examine the effect of human resource management (HRM) practices and organizational commitment. The study examined a test of a mediation model. The study was conducted using the survey design which is a form of the quantitative approaches in research. The survey instrument used was the questionnaire which was self-administered to respondents. The respondents were employees drawn from several

organisations to complete the survey. The survey instrument had standardized measures which assessed variables such as procedural justice, organisational support, organisational commitment, HRM practices (performance appraisal, benefits, training, and career development). This was administered to a respondent number of two hundred and eighty-one which served as the sample size. The data collected from the respondents was analysed using an advanced statistical tool known as the structural equation modeling. The results from the modeling showed a significant relationship between employee's evaluations of human resource management practices and commitment (normative and affective commitment). The relationship was mediated by employees perception of presence of organisational support and procedural justice. The outcome of the study had implications in human resource management practices (HRM) where the practices are predictive tools in ensuring that employees commit to the organisation. It shows that the relationship between HRM and organisation outcome, commitment is not direct but influenced by firms with effective support systems and procedural justice.

Batt and Valcour (2003) conducted a study to determine human resources practices as predictors of work-family outcome and employee turnover. The study adopted the quantitative approach of enquiry to examine the relationship among the variables. The variables were human resources practices as the predictor variable and three outcomes of interest as the criterion variable. The outcome variables were of significance to firms and employees which are work family conflict, employees' control over managing work and family demands, and employees' turnover intentions. The independent variables consisting of three human resources practices which are work-family policies, design of work, and incentives developed to enhance attachment to the firm. The research design that the study systematically followed was the survey design where questionnaires were administered to respondents. The sampling of respondents occurred using non-probability sampling technique

which does not allow every individual a chance of being selected to be part of the study. The sampling was drawn using a non-random sampling approach known as convenience sampling. The respondents number forming the sample size was five hundred and fifty-seven. The sample size was found to be adequate to detect an effect when there is indeed an effect. The sample size was also appropriate as it met the minimum dataset to conduct regression analysis. The questionnaire development was done using standardized measures and the data was primarily obtained. During the data collection period, the researchers ensured that basic ethical guidelines were followed. The study ensured informed consent, voluntary participation by respondents, confidentiality, and anonymity, caused no harm to respondents, and beneficence of the study was stipulated. The obtained data was cleared, entered, and analyzed. The analysis was performed using series of hierarchical regression equations with the Statistical Package for Social Sciences (SPSS) software. The findings of the study show that aspects of the job design significantly influenced how much control employees had over managing both work and home responsibilities. The researchers also found that human resources incentives were critical in work-family conflict and turnover intentions among employees. The HR incentives explain significant portion of work-family conflict as well as intentions of employees to stop their work engagement with an organization. The researchers also found that gender difference was significant in explaining each of the three independent variables. Thus, there was significant difference in the outcomes based on employees gender. The study had implications for management of institutions to improve on their human resource practices as it contributes towards organisational effectiveness through minimizing “work-family conflict, empowering employees to manage work and family demand, and reducing turnover intentions of employees”.

Cohen (2007) conducted a study on the research topic “commitment before and after: An evaluation and reconceptualization of organizational commitment”. The study was a

quantitative approach for enquiry. The design was a systematic review where studies that have been conducted on the research theme commitment was harnessed together systematically to identify trends, variations, crude statistical data, among others. In the study by Cohen (2007), they built on the earlier review by Meyer and Allen on commitment in the workplace: theory, research, and application (1997). The researchers concur that a systematic review design where they proposed a holistic conceptual framework based on the strengths and weaknesses of prior studies on commitment. The revelation from the study indicated that organizational commitment is two-dimensional. These are instrumental dimension and affective dimension of organizational commitment. They researcher postulates that there is the need to distinguish between commitment propensity which is deemed to develop before one's entry into an organization and another set of commitment attitudes that is inculcated and harnessed after one's entry into the organization. The researcher's proposed theoretical model indicates the development of commitment and its role in organisational outcomes.

Paré and Tremblay (2007) conducted an empirical study on the topic "the influence of high-involvement human resources practices, procedural justice, organizational commitment, and citizenship behaviors on information technology professionals' turnover intentions". The study was a quantitative study that employed the survey research design. The study was aimed at answering the research question on whether high involvement HR practices are required to develop effective strategy for retention of highly skilled professionals. The other main research question as to determine if procedural justice, organizational commitment, and citizenship behaviours influence the direction and magnitude between high-involvement HR practices and employees' turnover intentions. To answer these research questions, the survey instrument had items which were standardized and previously validated measures. This ensured data reliability and validity as it allowed for comparison and replication to happen. For sampling, the researchers used a sample size of three hundred and ninety-four

respondents. The respondents are highly skilled professionals. The data obtained from these respondents was used to test the research model hypothesized. The revelation from the study by Paré and Tremblay (2007) show that human resources practices such as fair rewards, employee recognition, and competency development have a negatively and directly related to employees' turnover intentions. The researchers also found that organizational commitment influenced the direction and extent of high-involvement HR practices on turnover intentions of the highly skilled professionals.

Allen, Shore, and Griffeth (2003) conducted a study to examine the role of perceived organizational support and supportive human resource practices in the turnover process. The study was conducted among employees in the United States of America. The respondents profile included department store salespeople and insurance agents. The study was a quantitative one where survey research design was deployed for the study. The respondents completed questionnaires developed with standardized items on the variables of the study. The data was ethically obtained from the respondents and the data collection phase was guided by American Psychological Association (APA) guidelines in the use of human participants for studies. The data obtained from the field was primary and thus the data was collected specifically for the study that the researchers purposed to conduct. This influenced the researchers to have items that are relevant to the research topic. The data obtained was then taken through vigorous analysis and interpretation with the aid of structural equation modeling. The SEM analysis was found to be robust in determining causal relationship among the research variables. The revelation from the study by Allen et al. (2003) suggest that the human resource practices contributes to organizational outcomes. The findings demonstrate that positive HR practices, such as “decision-making, reward equity, and advancement chances”, boost the development of antecedents like perceived organizational

support. The researchers reported that perceived organizational support has a negative relationship with employee withdrawal from work in actual or perception.

Anderson, Coffey, and Byerly (2002) conducted a study on the topic “formal organizational initiatives and informal workplace practices: Links to work-family conflict and job-related outcomes”. The study examined the impact of formal and informal work-family practices on work-to-family conflict (WFC) and family-to-work conflict (FWC). The study used secondary source of data for its analysis and reporting. The secondary data source was obtained from the National Study of the Changing Workforce (NSCW-1997). The NSCW is a national data on work attributes, work outcomes, and human resource practices. The researchers conducted the analysis on the data using the robust technique known as structural equation modeling. This allowed for causality and relationship linkages to be established among variables. The results showed that there is a negative significant relationship between lack of managerial support and work-to-family conflict. The researchers also found that work-to-family conflict was linked to negative outcomes such as employee turnover intentions, job dissatisfaction, and stress. Family-to-work conflict was linked to negative outcomes such as stress and employee absenteeism. These indicates that both work-to-family conflict and family-to-work conflict have dire consequences on organizational outcomes and thus must be mitigated to ensure that goals and objectives of the organisation are achieved. The study findings also revealed that there were no apparent differences in the observed relationships as accounted for by gender. The study had implications for practitioners and scholars on human resource practices, work flexibility, and its impact on organizational outcomes.

Yang and Islam (2021) conducted a study to examine work-life balance and organizational commitment. The study was conducted among officers working in field level administration in Bangladesh, India. The study’s aimed to explore the impact of job pressure stress and workplace support such as presence of child care options on work-life balance and

organizational commitment. The research approach was the quantitative method and the design from this method adopted for the study was the survey design. Questionnaires were administered to the employees and their responses on the various variables of the research interest on the questionnaire were collated. The sample size used for the study was one hundred and fifty-seven from a total population size of five hundred and sixty-three field level officers in administration. The data was subjected to analysis with the aid of the Statistical Package for Social Sciences (SPSS). The analytical technique was regression analysis where multiple regression was used to test the research hypothesis. The findings from the study by Yang and Islam (2021) indicated that family supportive organizational policies have a profound influence on work-life balance of employees. Though affective organizational commitment was not influenced by work-life balance in this study, the researchers called for more studies to examine the linkages. The study had implication where it served as preliminary examination of work-life balance among public servants surveyed for the study. The study was of practical value as recommendation and advice to policy makers and management of public institutions to improve work-life balance of public servants.

Agarwala, Arizkuren-Eleta, Del Castillo, Muniz-Ferrer, and Gartzia (2014) conducted a study to examine the influence of managerial support on work–life conflict and organizational commitment. The study was a comparative study which examined India, Peru and Spain. The study adopted the quantitative approach and the survey design was used. Questionnaires were administered to respondents in the various countries with the standardized measures. The sampling involves a sample size of three hundred and twenty-nine employees from different business organisations and the sampling technique was convenience sampling. The cross-cultural study shows that the work-life conflict is similarly experienced in Spain and Peru as well as Peru and India. Findings from the international comparison by Agarwala et al. (2014) revealed that, all three countries the relationship between work-life conflict and managerial

support in terms of work-family demands are linked with affective commitment. The researchers also examined individual differences based on the variables examined including gender, marital status, and childcare responsibilities. The revelation indicated that there is no gender differences that emerged from the study. On marital status, it was found to have influenced perceptions of work life conflict as well as affective commitment. Relative to childcare responsibilities, the authors found it be linked with work life conflict as well as affective commitment. The research had implication for institutions to offer work friendly environment such as childcare support systems to aid employees. The comparative study also shown how the various context in terms of culture, social, and economic variations between Spain, Peru, and India could influence work-family concerns.

Kulkova (2017) conducted a study on human resource (HR)-Practices that will aid in maintaining a work-life balance. The study was conducted using organisations in Russia. The research inquiry was a sociological research about work-life balance. The research technique was survey design and questionnaires were administered to respondents for their responses. The sample size for the study was five-hundred participants who are employees and volunteered to partake in the study. The obtained data was analysed, interpreted, and reported by the author. It was revealed that working problems affect families and vice versa. The study also showed organizational practices that aid in maintaining a balance work and family with specific theme on flexible work schedule and childcare assistance. The researcher argued that various HR practices to help balance work with family should be prescribed and implemented. These modern trend in HR to achieve that include supporting workers in many facet of their activity. The activities include providing improved conditions of work, opportunities for employees to care for children, flexi-working, tele-working, schedule flexibility, etc. These when implemented according to Kulkova (2017) will motivate employees to be productive, reduce absenteeism level, improve customer service, enhance job

satisfaction, reduce employee ill-health, enhance creativity and energy increase. This can be done in many folds including offering part-time options, short working hours for mothers, having varied start time, work on terms, among others. Similarly, another approach is to offer the element of work-life balance is childcare assistance by the organization. According to the author, from the sociological enquiry conducted, childcare is important for employees and thus opportunity for caring for children resonates in work-life balance system. The author advocates that organisations should have their own day care centres for worker's children as it benefits will be reaped by the employee through increased productivity, reduced retention, and enhanced employee welfare and commitment to the organization. The author concludes by admitting that in practical terms, developing work-life balance is highly time consuming and economically draining. Therefore, there is the need for management to be prudent and efficient in the management process to ensure that the implementation is done with mechanisms that will ensure value for all stakeholders.

Butts, Casper, and Yang (2013) conducted a study on how important are work-family support policies. The study approach was a meta-analytic investigation of the effects of work-family support policies on employee outcomes. Analysis was done using Bivariate and structural equation modeling to produce the research results. The revelation from the study shows that work-family support policies has a positive relationship with job outcomes such as job satisfaction, affective commitment, and intentions to stay with the organization. That is, the presence of policy availability that offers support to employees to balance their family and work activities was found to have significant effect size that made employees have positive work experiences with satisfaction on the job, commitment, and lower turnover.

Wang, Lawler, and Shi (2011) embarked on a study on implementing family-friendly employment practices in banking industry. The study gathered evidences from some African and Asian countries. These are China, India, Kenya, and Thailand. The sampling involved a

random selection of thirty-six domestic banks in the capital cities of the four countries selected. The sample size for the two-time series for the data collection consisted a total of six hundred and fifteen employees. The response rate ranged from 70% to 90% in the unique jurisdiction. The questionnaires were administered in English for India and Kenya as English is the official language and was translated into Chinese and Thai for the Chinese and Thai participants. The questionnaire had measures such as family-friendly policies items, work-family conflict items, organizational commitment, and control variables. The data obtained was analysed using descriptive, reliability analysis, correlation, and Analysis of Variance (ANOVA), and regression. The research findings showed that family-friendly policies are more effective in enhancing organizational commitment. Among the four countries used in the study, the researchers reported that Kenya and Thailand were the two countries where child-care related family-friendly policies showed a significant positive relationship with organizational commitment. The research implication was the call for more child-care related family friendly policies to be enacted in organization. The revelation from the study showed implication that cross-cultural research had on practice and theory.

An investigation into work-life balance policies and organizational effects was done by Chaudhuri, Arora, and Roy in 2020. The study was a critical analysis of Indian-related literature. The researchers' research technique used Deery's (2008) conceptual framework to produce a comprehensive literature review of empirical studies related to the research issue. According to the findings of the critical evaluation, organizations in the banking and higher education sectors have generously adopted employee-friendly work-life policies, which have positive spillover effects for the institutions. Policies promoting work-life balance have a considerable impact on organizational outcomes, including dedication, according to the study.

Anita, Abdillah, Wu, Sapthiarsyah and Sari (2020) conducted a study to examine married female employees' work-life balance and job outcomes. The study also examined the role of

affective commitment in the relationship. The study context was female employees in the banking sector in Indonesia to determine the effect of work-life balance and commitment on married female employees job performance. The study was a quantitative research and the research design utilized to examine the research hypothesis was the survey technique. Questionnaires were administered to purposively selected female respondents' employees at their convenience to respond to. The data obtain was analysed using the structural equation modeling with partial least square as the statistical tool for the responses gotten from the field. The findings demonstrated that work-life balance has a substantial impact on job performance. Since affective commitment mediates the link, work-life balance not only influences job performance directly but also indirectly through affective commitment. The study implications were highlighted for management of these organisations to prioritize policies that will inure to female employees' ability to balance family and work.

Bejtkovský (2017) conducted a study to examine the human resources management in the context of modern personnel trends. The study settings were selected health care providers in Czech Republic. The target respondents were human resource managers in these settings. The study approach was the mixed method where both quantitative and qualitative research approaches were employed in the study. The sample size of the study was forty-seven respondents to offer their insight on the research question and their feedback tested with the research hypothesis. The analysis of the data obtained was done with the statistical method known as Pearson's Chi-square test. It was found that human resource management practices directly has influence on work outcomes and current human resource trends are critical towards organizational sustainability. HR trends such as job flexibility, friendly work environment, supportive management style, among others contributes towards organizational outcomes such as performance, commitment, satisfaction, etc.

French, Dumani, Allen, and Shockley (2018) conducted a study on work–family conflict and social support. The study is a robust one as it employed meta-analysis which is a unique research technique in research. The study provided a comprehensive and in-depth investigation on the relationship between social support and its linkage with work-family conflict. Studies that were included in the meta-analysis were one thousand and twenty-one effect sizes and forty-six countries. The researchers’ theoretical framework was the social support theory. After the review, the researchers finding indicate that broad sources of support for employees from different sources such as the organizational policies, supervisors, type of support, context, among others have a strong effect on work-family conflict. The researchers argued that social support is from the organization is essential source of support for employees in managing conflicts and redirecting it into productive activities for the organization.

Chou and Cheung (2013) examine a study on family-friendly policies in the workplace and their effect on work–life conflicts. The study was conducted in Asia, specifically in Hong Kong. The competing demand faced by employees in the country and its associated outcomes in terms of conflict with work or personal life influenced the researchers to conduct the study. The researchers embarked on the study by using the quantitative approach where survey design was used for the study. The data collection for the study was telephone interview of over one thousand employees in Hong Kong. The data was analysed and the findings indicates that work settings with family-friendly policies have negative influence on work-life conflicts. Thus, institutions that have policies and practices that makes their institution a homelike environment such as have flexible work time, child care centres for nursing mothers, supportive management, among others tend to have employees with relative minimal work-life conflict. The researchers proposed that more regulatory approach should be implemented on family-friendly policies. Also, the study had implications that family-

friendly policies are smart strategies by businesses and should be implemented by organisations to averse negative consequences. The researchers proposed that there is the need for more studies to examine family-friendly policies impact on organizational outcomes as well as its consequences when its not being practiced in an organisation. That is, comparative studies as well as randomized studies should be undertaken on the research topic.

2.2.4 Work tenure and organisational commitment

Gasengayire and Ngatuni (2019) found that working experience as the significant predictor of organisational commitment in their survey study to examine some demographic antecedents (age, gender, tenure) of organisational commitment.

A meta-analysis was performed by Meyer, Stanley, Herscovitch and Topolnytsky (2002) on antecedents and correlates of organisational commitment. The researchers found that tenure had a positive relationship with commitment.

A study was conducted by Parveen (2015) on organisational commitment as predicted by biographic variations. The study was conducted among college teachers in Islamabad. Among other hypothesis, the research hypothesized that teachers with longer teaching experience will demonstrate more commitment towards their profession than teachers with less work experience. The study used probability sampling technique known as stratified random sampling to select participants. The sample composition included both males and female teachers with varied ages and years of experience comprising of fifty participants. The research approach was quantitative, and the design was exploratory in nature. Ethical guidelines were followed in the conduct of the study including informed consent, permission from respective college administration, confidentiality, and voluntary participation in the

study. The ethically obtained data from the field occurred through the administration of questionnaires which had items to assess the various demographic variations and organisation commitment variable. The mobilized data was then subjected to analysis and testing. First reliability analysis was performed, and split half reliability (form reliability) indicated a good score (0.91) which indicated that the measure for the dependent variable is appropriate. Descriptive statistics was performed which shown that frequencies and percentages of various independent measures such as age, marital status, tenure, among others. Mean and standard deviations for the measures were also presented. Analysis was conducted with various statistics including independent t-test and descriptive. Details of the results shows that those who work for longer years have high organisational commitment as compared to employees who have lesser years of work experience.

In other studies, Timalisina, Sarala, Rai and Chhantyal (2018) conducted an empirical study to examine predictors of organisational commitment among nurses in Nepal. The study was a quantitative study in nature. A cross-sectional analytical study was used for the study. A sample size of one hundred and ninety-seven (197) nursing faculty members from nursing colleges in Nepal. The sampling selection technique was proportionate stratified random sampling technique to select the sample size from eighteen (18) nursing colleges which are affiliated to five (5) universities in Kathmandu Valley in Nepal. Structured questionnaires with items on socio-demographic information, organisational support, and organization commitment were used for data collection. The obtained data was checked for accuracy, data cleaning, and double data entry by using Epi-data software. The data analysis was carried out using SPSS software. The analytical technique was the use of binary regression analysis to identify the predictors of organisational commitment. The findings from the study indicate majority of respondents having moderate level of organisational commitment (68%) followed by high level of organisational commitment (29%) and low level of organisational

commitment (3%). Also, it was found that nursing faculty members of Kathmandu Valley in Nepal reported that with more years of work experiences (greater than 5 years), nurses were less likely to have high level of organisational commitment. The researchers concluded that predictors of organisational commitment include higher education in nursing, job position, job satisfaction, type of appointment, and organisational tenure.

Brimeyer, Perrucci and Wadsworth (2010) conducted a study to examine the nexus between age, tenure, resources for control, and organizational commitment. The study's objective was to explain higher levels of commitment based on tenure. The study obtained data from four hundred (400) unionized factory workers in the Midwest in the United States of America. Thus, a sample size which is half the population of employees in the large midwestern factory which was the settings of the study. Data collection was longitudinal and mixed mode. Data for analysis were gathered during a four-year project involving observational data, focus group sessions, group meetings, and survey questionnaire. Descriptive statistics including factor analysis, demographic data reporting, and reliability analysis were conducted to examine the data reliability, frequencies, and mean scores. Correlation analysis was performed and a correlation matrix was generated which showed the relationship between organizational commitment and the predictor variables. Regression analysis was also performed where commitment was regressed on work experiences showed significant prediction. Thus, the primary data analysed indicate that tenure affect organizational commitment. Organizational commitment of older and more experienced workers was high as compared to younger and less experienced workers. Also, this found relationship increases when there are high levels of autonomy.

In a study to identify antecedents of effective and normative commitment, McCormick and Donohue (2019) conducted a study. The study investigated a number of established antecedents of commitment among volunteers that offer services in a large Australian non-

profit organization that provides specialized disability support, lifestyle support, and career progression services to clients. The researchers used a self-report survey to gather data from nine hundred and twenty-one (921) respondents who are volunteers. This translates to twenty three percent (23%) response rate of the population which is about four thousand (4000). The data collection was mixed mode with some collected using online and others through filled hardcopy questionnaires. This comprised of online submission accounting for 36% of the returned questionnaires and sixty-four percent (64%) accounted for by hardcopy return of the questionnaires. Preliminary analysis was conducted to test the assumptions underlying regression which were normality, homoscedasticity, linearity, and absence of multicollinearity. These were found satisfactory and other measures including scale reliability and confirmatory factor analysis also showed satisfaction. Among other antecedent factors such as socialisation experiences and organisational support, tenure was found to be a significant antecedent in predicting moderately organisational commitment. This was found after the researchers have performed multiple regression analysis of the primary data obtained from the field survey. The researchers opined that; antecedents of organisational commitment are essential for management consideration for improved work outcomes.

Kooij, De Lange, Jansen, Kanfer, and Dijkers (2011) conducted a meta-analysis study on age- and tenure on work-related motives. The study used literature of studies that have conducted on the research topic. The literature were retrieved from academic databases such as Academic ProQuest, Emerald fulltext, Psycinfo, Science Direct, Web of Science, Wiley Interscience databases and IngentaConnect. The required papers were assessed using keywords to unearth papers that had those keywords in the title or content. From the searches, eighty-four (84) papers were retrieved from the searches which also included engagement with authors to provide unpublished studies which were two (2) studies. The researchers found from the meta-analytic results that there is a significant positive relationship between

age and tenure as independent variables on intrinsic motive to work. The researchers theoretically based the study using the span theories and work motivation which shows that age and tenure has an influence in work motives.

Dogar (2014) conducted a study to determine the relations between organisational commitment and selected demographic factors. The study was conducted in the banking sector in Istanbul, Turkey as its research settings. The researcher collected data via the use of mail as its survey data collection approach. The sample questionnaires sent was four hundred and only two hundred were returned representing response rate of 50%. The obtained data was then analyzed using t-test and ANOVA test. The outcome from the study indicated that there was no significant difference between men and women relative to their organisation commitment. An ANOVA analysis test indicated that age had a significant effect on organisational commitment. The researcher recommended the institutionalisation of activities aimed at enhancing organisational commitment including the demographic features of employees.

Nacpil and Lacap (2018) conducted a study to examine the level of job satisfaction and organizational commitment of employees as predicted by demographic features. The study was conducted among employees of a government agency in the Philippines. The study employed the non-probability sampling method by relying specifically on the purposive sampling to select respondents. The participants characteristics were varied on gender, educational attainment, years of service, age groups, and employment status. The study approach was quantitative, and the design was descriptive research design for the study. The survey questionnaire was the research instrument used which had items on the demographic profile, job satisfaction, and organisational commitment constructs. The analysis was done using t-test, ANOVA, and Pearson correlation to test the hypothesis of the study. The revelation from the study was that, there is significant differences in the level of satisfaction

based on tenure, gender, and age. On commitment, there was no significant difference in organisational commitment based on respondent's sex. Additionally, when respondents were categorized according to educational attainment, there was no discernible variation in the level of organizational commitment. Further, there was no significant difference in the level of organisational commitment based on employment status of respondents. However, when respondents were categorized based on tenure, there was a substantial difference in the amount of organizational commitment on years of service. A significant difference was also reported for age groups categorized on level of organisational commitment. The researchers recommend that commitment predictors in the study requires further studies to establish its veracity or otherwise.

Volkova and Chiker (2020) did a study to determine what demographic factors, such as tenure and gender, influence employees' perceptions of their organization's culture and their experiences with commitment and organizational identity. The study was conducted in selected Russian public organisations. The research approach was the quantitative approach and specific research design was the survey design. Questionnaires were administered to respondents electronically for their responses. A sample size of two hundred and forty-eight employees in two public organisations participated in the study. This was computed as corresponding to 62% response rate from the questionnaires administered. The data was further analysed to test the hypothesized statements by the researchers. The analysis included preliminary analysis including skewness analysis to estimate normality of distribution for the research variables. One-way analysis of variance (ANOVA) and the independent sample t-test were used to analyze the data. The results showed that organizational tenure has a significant impact on how employees view the organizational culture and how much they are committed to and identify with the organization. The findings shows that demographic variables matter in the organizational commitment, identification, and socialization in organisations.

Rai (2012) embarked on a study to examine organizational commitment among long-term care staff. The study used the quantitative approach to examine the research objectives. The cross-sectional design was used, and data was obtained through self-administered questionnaire. The study sampled three hundred and sixty-three (363) staff members of nine long-term care facilities. The data was then subjected to analysis. Regression analysis was used after test of assumptions in the use of regression have been met. It was found that, organizational commitment was significantly predicted by tenure. Tenure explained a significant variance in the organisational commitment of employees in these care facilities. Also, other factors such as workload, facility size, social support, and job satisfaction together contributed to forty-seven percent (47%) variance in the organisational commitment.

On the other hand, another study was conducted by Asrar, Ilyas and Aslam (2017) on the impact of job tenure on employee's organisational commitment within Non-Governmental Organisations (NGOs) in Pakistan. The researchers used the quantitative approach to examine the relationship between job tenure and organisational commitment. The design use for the study was the cross-sectional research design. The questionnaires used was a scale developed by Cook and Wall (1980) to measure the variables on a five-point Likert scale with scoring 1 indicating strongly disagree to 5 indicating strongly agree. The study sampled two hundred (200) respondents through random sampling technique. The data analysis was done using the SPSS to generate the descriptive and the correlation analysis. The findings of the survey study show that the relationship between job tenure and organisational commitment was insignificant. The researchers recommended that future studies should be conducted where future researchers use other variables along with organisational tenure to examine it linkage with organisational commitment. The recommendation partly influenced the current study to examine the interlinkages.

To add, Chaudhry and Saini (2014) examined the impact of psycho-demographic variables on organizational commitment. The study was conducted in the banking sector in Haryana. To achieve the research objective, a comparative study of organisational commitment between private bank employees and public bank employees. Questionnaires were administered to employees including managers and non-managers. The sample size for the study were three hundred and two respondents in various branches of the two broad categories of banks. An analysis was conducted with the aid of statistical techniques using independent t-test and analysis of variance (ANOVA) to examine the objectives of the study. Preliminary analysis including reliability test which shown that the measure from the scales was reliable. The findings from the study shown that there was no significant difference in organisational commitment in the various selected banking institutions based on work experience. Thus, there was no difference in the commitment levels of respondents based on work experiences of employees.

Also, Ng and Feldman (2011) examined the linear and non-linear moderating effects of organizational tenure on affective organizational commitment and citizenship behavior. The researchers utilized a meta-analytical approach to test the moderating effects. The meta-analysis included forty (40) studies conducted across on the relationship between organizational commitment, organizational citizenship behaviour (OCB), and tenure. This corresponds to a sample size of eleven thousand, four hundred and sixteen (N=11,416 respondents). The researchers found effect size of the relation between affective organisational commitment and non-self-measures of OCB to be .23. Organisational tenure was found to moderate the relationship in a non-linear way. Thus, the strength of the relationship of commitment-OCB increased prior to 10years tenure in an organisation but after a decade or after that point, the strength of the commitment-OCB relation decreased as

tenure increases beyond ten years (10yrs). The researchers thus found a curvilinear pattern between the relationship.

2.2.5 Marital status and organisational commitment

Demographic characteristics of employees have been found to have significant effect on organisational commitment by prior researchers (Gasengayire & Ngatuni, 2019). The research is inconclusive as some predict no effect of some demographic features (gender and marital status) on commitment (Cogaltay, 2015; Shamma, 2018). Some researchers such as Cogaltay (2005) argue that demographic features are inherent and thereby should be used as control variables in studies whereas others predict the inter-relationship between some demographic features as independent variables and commitment as dependent variable in studies. The demographic factor that was identified and selected for this study was on marital status and their commitment to their jobs. One central feature of commitment is attachment to the organisation of an employee. This attachment continuation is a factor of the effect of leaving the organisation for the other and the tradeoffs thereof. From the principle of bonding and attachment, marriage people are more likely to subject themselves and commit themselves to an organisation at the expense of unmarried people who may be influenced to explore more by hopping from one organisation to the other or may be lured to take greater risk in changing organisations with the least provocation (Meyer et al., 2002).

Also, married people have psychological attachment to an organisation through identification, familiarity, internalization leading to value congruence, and assimilation of current organisation's goals, attitudes and work etiquette (Bratton & Gold, 2017). This is converse to unmarried people who may have short tenure, may have no family restrictions in who they work with, where they work and when they work. Empirical studies are highlighted below:

A study was conducted by Gasengayire and Ngatuni (2019) to examine employees' demographic characteristics influence on organisational commitment in Rwanda. The study design was survey and data obtained were analysed using descriptive statistics and multiple regression. The findings reveal that marital status of employees had significant positively affect overall organisational commitment specifically on continuance and normative commitments. Conversely, a meta-analytical study was conducted by Cogaltay (2015) on the effect of gender and marital status on organisational commitment. The analytical study used 30 independent genders on organizational commitment studies within Turkey with a sample group of eleven thousand, seven hundred and twenty-four (11,724) participants and additional seventeen (17) independent studies and five thousand, four hundred and sixty-seven (5,467) participants using marital status as antecedent. The researcher found that organizational commitment is not affected by either gender or marital status. The weakness of the study is its limitation to only one country for a meta-analysis which may not be the case in another.

Clarence and George (2018) conducted a study to examine the role of demographic variables in organizational commitment. The study was conducted among catholic college teachers in Bangalore, Asia. The researchers hypothesized that demographic features including marital status will have statistically significant effect on commitment. The researchers used the demographic questionnaire, organisational commitment scale developed by Meyer et al. (1993) which assessed all the three-dimensions of commitment. The researchers administered the instruments to respondents who met the inclusion criteria for the study. The sample size used for the study as one hundred and seventy-six respondents who were teachers in four colleges. The sampling technique was the non-probability sampling called convenience sampling. The data obtained from the respondents were clean and prepared for analysis. Analysis was performed with the aid of the SPSS software which allowed for parametric test to be used to examine the relationships. The data analysis employed the t-test and the One-

Way Analysis of Variance (ANOVA). The study's conclusions showed that married individuals were more devoted to their organization than unmarried individuals. The researchers suggested that additional research be done to look at demographic factors in organizational commitment in various circumstances.

Popoola (2009) conducted a primary study on organizational commitment of records management personnel. The study settings were selected private universities in Nigerian private universities. The research purpose was to investigate socio-economic factors (gender, age, marital status, educational qualification, tenure, and salary) effects on organisational commitment of records management personnel in the twenty-four selected Nigerian private universities. Using the ex-post facto research design type. A sample of two hundred and forty (240) records management personnel out of a population target of three hundred and ten (310). The valid response from the questionnaires that were administered was two hundred and twenty (220). This when computed led to a realisation of a response rate of 91.7%. The obtained data was analysed using descriptive analysis, Pearson Correlation, and Regression. The correlation analysis of the findings from the study revealed that there was significant relationship between socio-economic factors explored and organisational commitment. The regression analysis also found that the socio-economic factors significantly determined organisational commitment of the respondents. On marital status, the researchers found married people had less organisational commitment as compared to single personnel. That is, the single (unmarried) records management personnel had higher scores for organisational commitment than married personnel. The researcher recommended that administrators in these schools of higher learning in Nigeria should take into account the socio-economic variables of these records management personnel when strategizing interventions to improve organisational commitment.

Igbeneghu and Popoola (2010) conducted a study to determine the influence of age, marital status, length of service and job satisfaction on organizational commitment. This was conducted among medical records personnel in selected university teaching hospitals in Nigeria. The researchers used the ex-post facto research design. The sample size used for the study was three hundred and fifty-nine (359) medical records personnel. Data collection was done using questionnaires that had the research instruments to assess the various variables. The data was analysed using regression modelling and the revelation were as follows. The researchers found positive significant relationship between organisational commitment and marital status. Also, there was significant difference in organisational status based on marital status where married people within the medical records units had high organisational commitment as compared to unmarried personnel. Generally, the researchers also reported that a combination of age, marital status, length of service, satisfaction in the job have significant influence on organisational commitment within the selected personnel in the research settings.

Clarence and George (2018) conducted a study to examine the role of demographic variables in organizational commitment. The study was conducted among catholic college teachers in Bangalore, Asia. The researchers hypothesized that demographic features including marital status will have statistically significant effect on commitment. The researchers used the demographic questionnaire, organisational commitment scale developed by Meyer et al. (1993) which assessed all the three-dimensions of commitment. The researchers administered the instruments to respondents who met the inclusion criteria for the study. The sample size used for the study as one hundred and seventy-six respondents who were teachers in four colleges. The sampling technique was the non-probability sampling called convenience sampling. The data obtained from the respondents were clean and prepared for analysis. Analysis was performed with the aid of the SPSS software which allowed for parametric test

to be used to examine the relationships. The One-Way Analysis of Variance (ANOVA) and t-test were used the data analysis. The findings from the study revealed that there is no gender difference in commitment. Thus, there was no statistically significant differences revealed in organisational commitment scores of males and females. However, the finding was situated in the confines of possible confounding variables influencing the outcome. The research was also limited to a single research population which may be different based on a comparative study using multiple research institutions for the study.

Salami (2008) conducted a study to examine demographic and psychological factors role in predicting organizational commitment. The study was conducted among industrial workers. Participants forming the sample base were three hundred and twenty (320) comprising of majority males (170) and the least were females (150). The sampling design was random sampling selected from five (5) service and five (5) manufacturing organizations in Oyo State, Nigeria. The primary data collected was analyzed using hierarchical multiple regression analysis. Demographic characteristics significantly predicted organizational commitment. Psychological variables such as work-role salience, achievement motivation, and job satisfaction also significantly predict organizational commitment of the workers. The researchers recommended that management in industries should factor in the role of demographic characteristics also influencing organisational commitment.

The findings on the effect of marital status on organizational commitment is inconclusive and therefore the current study examined the effect that marital status have on commitment to add to the scope of literature on the theme marital status and organizational commitment.

2.3 Conceptual Framework

Conceptual framework for the study is presented in Figure 2.1 below. The conceptual framework is developed based on the research objectives. The implication from the framework is organisational commitment is impacted by antecedent factors. These identified factors are categorized as personal factors and institutional factors which impact on the levels of organisational commitment. From the framework, it is noteworthy that organisational commitment levels of employees as an independent variable is influenced by dependent factors including age, tenure, marital status, and organisational policies such as childcare policy practice etc. This conceptual framework thus serves as the interlinkages that connect the variables for the study. The framework serves as a graphical guide for the study. This is presented in Figure 2.1 below.

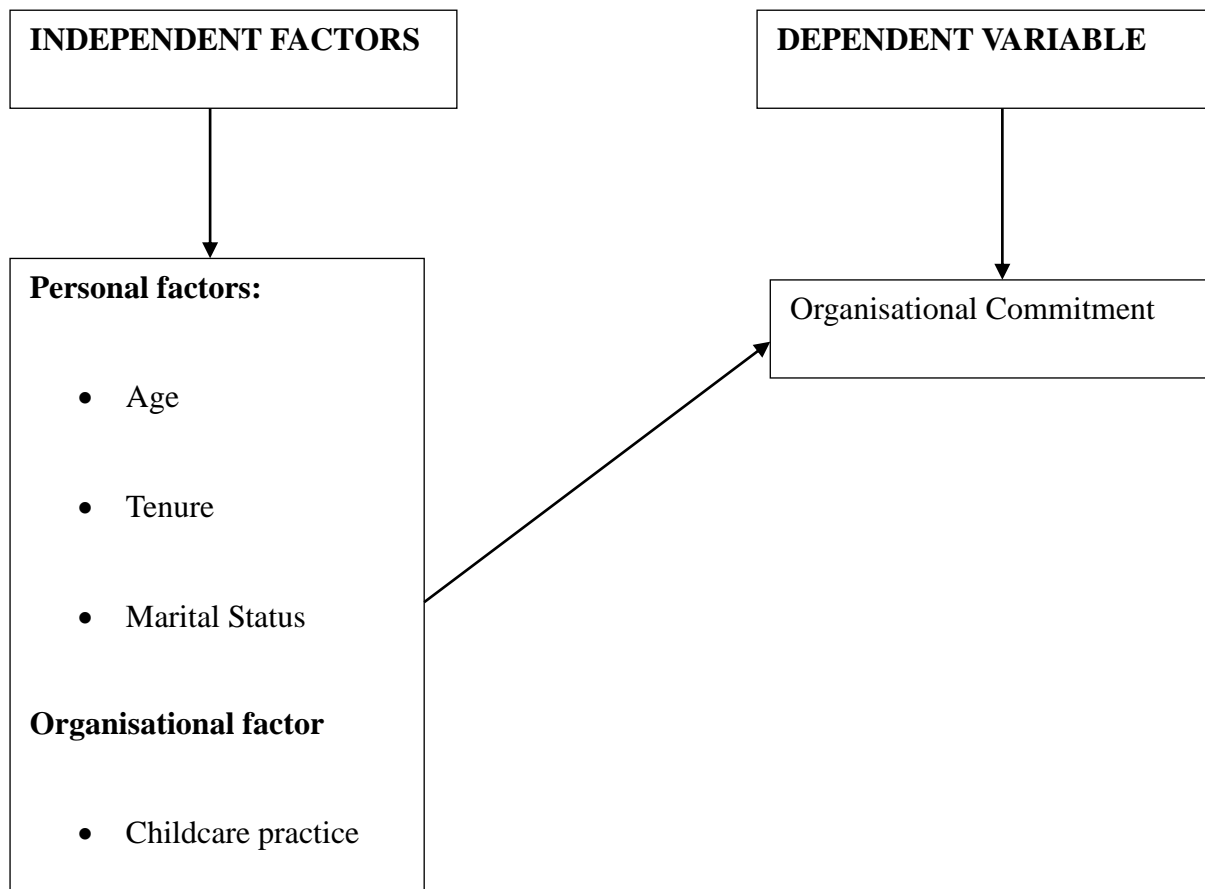


Figure 2.1: Conceptual Framework.

2.3 Hypotheses

The research hypotheses are:

1. There will be a positive correlation between work tenure and organisational commitment.
2. Employees who are married will be significantly committed than persons who are not-married (single).
3. There will be a positive significant difference in organisational commitment between organisation that has childcare policy practices and another which does not have such a policy practices.

2.4 Operational definition of terms

Flexible work arrangement: It means employees given the freedom to work from home or any location outside the traditional office work environment.

Childcare Policy: A document that has provision on childcare benefits for children under 5years for employees of a firm.

Childcare Policy practice: This refers to institutions that have provisions for insurance, day care for children and friendly work environment for mothers.

Commitment: An obligation to continue employment with an organisation

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter essentially describes the various techniques and approaches that were used for the study. It comprises of the design, the population, sampling, instrument, procedure used for collecting data that was analysed and ethical considerations that were upheld.

3.1 Research Approach

From the three prevalent methodologies used in academic research, a quantitative approach was selected for the study. The quantitative method was applied in the current investigation. The researcher foresaw that numerical data would be required to address the research concerns. The quantitative method must be used in this situation. Additionally, the quantitative technique for the current investigation was appropriate because it was based on the empiricist paradigm (Creswell & Creswell, 2017). Additionally, the study aims to investigate links between the variables, and the quantitative strategy aids in making predictions between variables. The quantitative approach is characterized by the use of the survey style for data collecting (Saunders et al., 2009). This gave justification for the study's quantitative research approach.

3.2 Research Design

From the quantitative approach adopted for the study, the specific design adopted was the use of the comparative exploratory study design. The research design is a technique in quantitative studies in which researchers examine, compare, and contrast the attitudes, opinions, or behaviors of the population (Creswell, 2012). In this design, researchers collect quantitative data predominantly using questionnaires and draw comparisons. As indicated by

Creswell (2012), a quantitative design is suitable when a researcher seeks to understand relationships between variables that are being measured.

3.3 Target Population

The population of the study were staff of two large organisations in Accra. The selection of the firms was based on either an organisation has a childcare policy in place or not. Further, the research population was ideal as they were the focus of the study which is to examine the flexible working arrangement and childcare policy on their organisational commitment. The size of the population for the selected departments in the two large institutions was about five hundred. This served as the population of the study from which findings will be extrapolated.

3.4 Sample

The research selected a sample from the population for the study. Consequently, 124 respondents who are employees were selected, and their responses were obtained to form the sampling frame to draw inferences from. This sample size was chosen as it meets the assumptions in using descriptive and inferential analytical tools (Pearson correlation and Independent t-test) that the researcher intends to use to analyse the obtained data (Field, 2013). Similarly, the large sample size of 124 respondents has higher statistical power to detect an effect if there is according to Cohen (1992) statistical power table.

3.5 Sampling Technique

The study used two different techniques, the purposive and convenient sampling method which are noted to be the most used non-probability sampling method (Etikan, Musa, &

Alkassim, 2016). The non-probability sampling does not provide equal opportunity for participants to be selected but based on subjectivism (Creswell & Clark, 2017). Purposive was employed to select the firms as well as recruit respondents who are employees. According to Etikan et al. (2016), purposive is the best method if the researcher wants to deliberately choose participants that have qualities and can provide the information by virtue of their knowledge and how they fit into the sample space as it pertains to in this study. The convenience sampling was used to select participants who are willing and readily available to share their insight about the research topic. These techniques under the non-probability sampling types were ideal in selecting the sample respondents for the study in a non-random manner.

3.6 Material

This section enumerates the measures that were used to collect data. It provides a description of the measures that were developed and/or adapted from other studies for this current study. The materials used for the study are standardized measures to examine the various variables. The first part of the instrument will assess the demographic features of respondents followed by the measures of individual variables (childcare policy, work flexibility and organisational commitment measure).

3.6.1 Demographic characteristics

This had questions on the demographic features to provide background characteristic of participants who partook the study (Saunders et al., 2009). Demographic characteristics provided a profile of respondents who partook in the study. Some demographic features items on the questionnaire included gender, age, marital status, highest educational level, and tenure. For gender, the response option was dichotomous with either a male or female as the options to select from. With age, the researcher allowed for respondents to write their ages in

complete forms. With marital status, three options were provided ranging from being married, single, and other whereas the respondent will specify which other marital status he or she is a part of. Highest educational qualification was also asked, and the response option had the least as diploma, progress to degree as the next option, masters, and other qualifications. Tenure was measured in terms of number of years a respondent has worked in the firm. Tenure response was opened, and respondents wrote their years of working in the organization. Employment status indicated the employment contract that ensue between a respondent and the organization. The options for employment status were permanent staff, contract staff, and other mode of engagement with the organization where respondents were asked to specify if its other.

3.6.2 Work flexibility

The work flexibility scale was obtained from Hill et al. (2008) work on work flexibility and work conflict in the workplace. It has been tested and found to have high reliability with internal consistency of the measure computed to be a Cronbach alpha of .76. The measure is also favourable in assessing work flexibility as witnessed in its greater usage by scholars to examine work flexibility. The measure has face validity with items that assesses work flexibility at the face value. Also, the measure is found to have construct validity where items measure the construct work flexibility. Construct validity was examined by the scale developers and was found to have such metric of validity as a measure for flexibility. Content validity has also been reported to be inherent in the work flexibility scale by Hill et al. (2008) where the measure's content is directly related to work flexibility construct. Moreover, the measure has been correlated with other measures of work flexibility and found to have criterion validity and able to predict flexible work environment. Thus, significant predictive validity is also found with the measure. The validity co-efficient was 0.73 for the measure. In

sum, the measure is reliable and valid tool to examine work flexibility and was adopted for use in the current study.

3.6.3 Childcare policy practices

This was assessed by asking respondents questions with dichotomous answers that were obtained from the Scotland Education System for Early learning and Childcare Settings (ELCS) developed by the Scotland Ministry of Education. The ELCS (n.d) was developed to examine childcare settings. This study adopted items from the measure and was used to examine whether the organisation have a childcare policy. There were questions on the childcare policy implementation involving authority inspection of childcare settings, play facilities and health and nutrition. The responses generated were tallied and related with how it influences organisational commitment. The reliability score was 0.62 and the validity coefficient score was 0.60. These scores indicate a moderate fit for use of the measure for its intended purpose.

3.6.4 Organisational commitment scale

The original organisational commitment scale was developed by Meyer, Bobocel and Allen (1991). Jaros (2007) developed an abridged version of the original measure which has 8 items with Cronbach alpha of .66 for 6 items. Therefore, the revised version with six items for continuance commitment was used for this study. The measure was also valid. Validity measures such as content validity, construct validity, criterion validity, and face validity have been found to be inherent in the measure. The abridged scale measure has been examined on its content and was found to be content valid (Jaros, 2007). The measure's individual items appear to measure organizational commitment and thus meet the face validity measure. Expert in the field of organizational commitment research area has also reported the measure as being face valid (Al-Jabari & Ghazzawi, 2019). The construct, organizational commitment is found to be inherent in the measure and thus the construct validity was also reported to be high for

the measure. The organisational commitment scale used was therefore a standardized measure and would help measure the variable organisational commitment that the study intends to assess. The two critical characteristics for a scale to have which are reliability and validity was found in the adopted measure by Jaros (2007) for the study.

3.7 Procedure

At the various institutions, the main contact unit were the Human Resource (HR) unit. It is therefore presumed that such formalities take some time to process. As such, a period of about two weeks was allowed before a follow up was made for permission from the ‘gatekeepers’ to collect data. However, prior to that a detailed explanation was provided to the gatekeepers of these institutions as to what the study entails. Also, opportunity was given to clear all doubts about the study. Once permission was granted, the actual data collection begun. The collection of data was expected to last for about two to three weeks depending on the level of compliance with the respondents and indeed it took that time. The study was scheduled to be fully self-administered survey. However, due to the global pandemic (Covid-19), the self-administered field survey was used as well as the researcher also adopting the online survey method. To obtain responses from respondents who were working from home, on shift schedule, and those who have been asked not to come to the office as they are non-essential staff were asked to fill an online form that had the measures for the study. The Google Forms ® was used as the survey items were transformed unto the template of the online Google Forms ® for data collection. The developed forms had an introduction which briefed respondents about the study. Ethical issues guiding the study in terms of confidentiality and voluntary participation were enumerated. The researcher’s e-mail was provided which allowed to ask questions in order to clear their doubts about any uncertainty about the study. The obtained responses were confidentially kept in the database of Google Gmail which was

only accessible to the researcher so that no other person can have access to the information which may breach ethical issues on confidentiality and anonymity. The estimated time for the completion of the questionnaire was about 7 minutes.

3.8 Scoring

All constructs in this study were measured using standardized scales that have been developed by other authors and used in conducting some studies. The survey questionnaire was presented in four (4) sections.

Section A had items which asked respondents about their demographic characteristics. The demographic characteristics sorted for included gender, age, marital status, educational qualification, experience, employment status, among others.

Section B was the work flexibility measure. The work flexibility measure which was grouped into two with one sub-category on uses and the other category on value. The first category on uses had six dimensions and was scored on a dichotomous range as 1=using and 2=not using. The second category on value had six dimensions and was scored on a three-point scale with 1=little or no value 2=some value and 3=great value. A universal assessment of flexibility perception item was also asked, and the scoring was also dichotomous with 1=yes and 2=no.

Section C had items that assessed childcare policy practices. The items were scored dichotomously with 1=yes and 2=no. There was an item too to assess general satisfaction with childcare policy practices and was scored on a four-point Likert scale from 1=very satisfied to 4=very dissatisfied.

Section D comprised of measure of Organisational commitment items. Six items were adapted, and the scoring was on a five-point Likert format ranging scale from 1=strongly

disagree to 5=strongly agree. The higher the scores, the higher the level of organisational commitment.

3.9 Ethical Consideration

According to Saunders et al. (2009), ethical consideration is an important component in conducting academic research work and thus researchers must be guided by sound ethical guidelines and principles. In line with such requirements, this study was guided by approved principles in using human respondents in research. Basic ethical principles such as informing respondents about the study was done by the researcher. Prior to the field work, the researcher sorted for introduction letter from the University to the selected institutions for the field study. For the purposes of introduction, a letter was obtained from Methodist University to be distributed to the various organisations. The researcher sorted permissions from the organizations which the study was conducted. Also, permission was sorted from respondents before administering the research instruments. Moreover, respondents were asked in their convenience to respond to the questionnaire and not coerced with incentive or threat thereby meeting the voluntary participation guideline (Greenfield & Greener, 2016). In addition, the data was highly confidential under lock and key and was not to be shared with any other person than the researcher and supervisor (Bernard & Bernard, 2013; Shaw, 2010). To practically achieve confidentiality, the obtained data was kept under a strong password which was only privy to the researcher and no other third party. Also, the hardcopy questionnaires were kept in a safe under lock and key and were only accessed by the researcher for data entry and coding. Further, the study did not cause any harm to any person. Cause no harm is one of the basic ethical guidelines which underlines studies when using human participants. In instances where there may any harm, the researcher must disclose it to participants and provide interventions that are in place to mitigate the impact of the harm that will be suffered

such as health insurance, psychological counseling, therapy among others. In this current study, cause no harm was achieved in the study. The research items were not sensitive to cause any distress, physical pain, or anxiety. The study ensured that there was beneficence. The study intends to have impact on institutions that the study was conducted so that they will benefit from the study. The study also has beneficence towards academia by contributing to the stock of knowledge on the research field. In sum, the study ensured that ethical guidelines were safeguarded prior to the study, during the study, and after the study to ensure that the outcome meet the robustness and considerations for scientific academic research.

CHAPTER FOUR

RESULTS

4.0 Introduction

This chapter provide an in-depth presentation of the obtained data and present an analysis aided by quantitative analytical software to provide meaning. The instrument (questionnaire) used for data collection is composed of survey items questions. These questionnaires were collated face-to-face and online. The data was then edited, coded and entered into a quantitative analytical software known as the Statistical Package for the Social Sciences (SPSS) version 23. The data was then cleaned to rid it of errors so that the accuracy of the data and the validity of the work are not affected as suggested by Field (2013). Descriptive analysis was done to present the socio-demographic background of respondents and the results. Assumptions guiding the use of the various statistical test used; independent t-test and Pearson correlation were met. The findings were then discussed relative to existing studies and possible justification and explanation provided based on the observed findings. The chapter ends with a summary conclusion. The following sub-sections present the report for this chapter.

4.1 Respondents Profile

According to Saunders et al. (2011), the respondents profile provides a general overview of the background characteristics of respondents surveyed. From Table 1, the total number of respondents surveyed were one hundred and twenty-four (N=124). On gender, majority of the respondents were males (60%), and the least were females (40%). The computed mean age of the respondents was 28.4years with the lowest being 23years and the maximum being 63years. On marital status, majority (53.2%) were married, followed by those who were not married (46.8%) with no other respondent comprising divorced and/or widowed representing.

On education, majority of respondents had attained a first degree representing 45% of the total respondents. It was followed by respondents with further education beyond the bachelor's certificate for masters representing 21.8%. Respondents with Diploma certificates followed thereafter (21.8%). The least were respondents who have WASCCE certificates (6.5%). The average experience of respondents (tenure) was 10years with the least of respondents with experience being a year and the maximum experience being 44years working with the organisation. This is not surprising as there is security of tenure (job security) in these government institutions. On employment type, it could be observed from Table 1 that most of the respondents were permanent staff who have been engaged full time in the organisations (55.6%). This is followed by contract staff representing 35.5% and the least being others who have working engagement with the organisation (8.1%). The data were obtained from two institutions with majority from the University of Ghana (51.6%) and the remaining (48.4%) from the Ghana Statistical Service Further information is presented in Table 1 below:

Table 1:
Demographic Characteristics of the Study Participants

Variable	Description	Number (n=124)	Percentage (%)
Gender	Male	82	66.1
	Female	42	33.9
Age (mean=35.6)	18-24years	5	12.5
	25-34years	22	55.0
	45-54years	9	22.5
	55 and above	1	2.5
Marital Status	Married	66	53.2
	Single	58	46.8
Education	SSCE/WASSCE	8	6.5
	Diploma/HND	27	21.8
	First Degree	62	50.0
	Masters	27	21.8
Experience	Under 5years	53	42.7
	5-10years	17	13.7
	10-20years	33	26.6
	20years and beyond	7	5.6
Employment status	Permanent	69	55.6
	Contract	44	35.5
	Other	10	8.1
Institution	University of Ghana	64	51.6
	Ghana Statistical Service	60	48.4

Source: Field study (2020)

4.2 Presentation of study variables

This sub-heading presents the study variables and the responses options by respondents.

It provides a computed summary of the study variables and are presented in the tables below:

Table 2:**Distribution of responses on work flexibility options usage in the organisations**

Flexibility Option	Response Option	No. of Respondents	Percentage (%)
Flexitime	Using	87	70.2
	Not using	37	29.8
Compressed work week	Using	62	50.0
	Not using	62	50.0
Telecommuting	Using	75	60.5
	Not using	49	39.5
Part time	Using	48	38.7
	Not using	76	61.3
Job sharing	Using	102	82.3
	Not using	22	17.7

Source: Fieldwork (2020)

Table 2 present the usage of some of the flexible job arrangements. It could be observed from the table that most of the flexible job arrangements are being utilized in the institutions including job sharing (82.3%), telecommuting (60.5%), flexitime (70.2%). However, flexible arrangement such as compressed work week was fairly used (50%) and a weak usage of part time (38.7%). This means part time as a job flexibility option is not used in these institutions as workers are mostly required to be full time employees before they are even placed.

Table 3:**Distribution of responses on work flexibility options value in the organisations**

Flexibility Option	Response Option	No. of Respondents	Percentage (%)
Flexitime	Little or no value	39	31.5
	Some value	45	37.1
	Great value	39	31.5
Compressed work week	Little or no value	38	30.6
	Some value	56	45.2
	Great value	30	24.2
Telecommuting	Little or no value	37	29.8
	Some value	44	35.5
	Great value	43	34.7
Part time	Little or no value	64	51.6
	Some value	32	25.8
	Great value	28	22.6
Job sharing	Little or no value	16	12.9
	Some value	42	33.9
	Great value	66	53.2

Source: Fieldwork (2020)

The Table 3 presents respondents opinion about how flexible job arrangement options are being valued by management within the institutions selected for this study. It was revealed that there is appreciable to great value for most of the job flexibility options (flexitime, compressed work, telecommuting, job sharing) but no room for part time. This can be

explained that these are public institutions and their work mode is largely full-time engagement of employees as stipulated by the Public service commission.

Table 4:

Organisational commitment

Item	SD	Mean
1. I worry about the loss of investment I have made in this organization	1.02	2.43
2. If I was not a member of this organisation, I would be sad because my life would be disrupted	1.13	2.75
3. I am loyal to this organisation because I have invested a lot in it, emotionally, socially, and economically	1.11	3.31
4. I often feel anxious about what I have to lose with this organization	1.06	2.83
5. Sometimes I worry about what might happen if something was to happen to this organisation and I was no longer a member	1.12	3.15
6. I am dedicated to this organisation because I fear what I have to lose in it	1.12	2.85

Source: Fieldwork (2020)

Table 4 present the mean and standard deviations of items on the commitment scale. From Table 4, it could be observed that the mean score for items on the organisational commitment measure was largely above average. This is because the minimum score for each item is one (1) and the maximum is 5 but the compositive mean scores for items ranged between 2.43 to 3.31 with a total mean score of 2.89 for commitment in the organisation. This means that respondents are largely committed to their firms.

Table 5:**Responses on Childcare policy within the implementing institution**

Items	Using	No. of Respondents	Percentage (%)
1. Does the organisation have a childcare policy	Yes	51	81.0
	No	12	19.0
2. Do authorities come regularly to inspect the childcare centre	Yes	43	68.3
	No	20	31.7
3. Do you think your child or children nutrition needs are being met at the childcare centre	Yes	38	60.3
	No	25	39.7
4. Are there enough structures to facilitate play and learn in the organisation	Yes	48	76.2
	No	15	23.8
5. Do you think the childcare policy is helping employees	Yes	49	77.8
	No	14	22.2

Source: Fieldwork (2020)

Table 5 present frequency responses to questions about childcare policy being implemented in the selected institution which was the University of Ghana. From the table, it could be observed that respondents from the institution are largely aware (81%) about the presence of the policy. Majority believes that there is adequate authority support through regular inspection of the childcare centre (68.3%), believes their children's nutritional need are being met at the childcare centre (60.3%), adequate play and learn infrastructure for children (76.2%) and highly believe that the childcare policy is aiding employees (77.8%).

The descriptive as presented in Table 5 also indicate that childcare policy practices within one of the study settings (University of Ghana) was appreciated with majority selecting ‘yes’ to questions on childcare policy. Satisfaction for the childcare policy was reported to be high.

Table 6:

Distribution of respondents’ satisfaction with childcare policy within the implementing institution

Response Options	No. of Respondents	Percentage (%)
Very satisfied	21	33.3
Satisfied	33	52.4
Dissatisfied	6	9.5
Very dissatisfied	3	4.8

Source: Fieldwork (2020)

From Table 6 above, 33 (52.4%) respondents from the implementing institution (University of Ghana) agree that they are satisfied. This was followed by 21 (33.3%) of the respondents who were very satisfied. The least were respondents who were dissatisfied 6 (9.5%) and very dissatisfied 3 (4.8%) with the childcare policy within the implementing institution (University of Ghana).

4.3 Presentation of findings

This sub-section presents the findings from the data analysed and presented according to the research objectives and stated hypothesis. The objectives are, to determine the impact of childcare policy on organisational commitment, to determine the impact of work flexibility on organisational commitment and to compare organisational commitment between organisation that has childcare policy and another which does not have such a policy. The generated hypotheses are tested below.

Hypothesis testing

Hypothesis 1: *There will be a positive correlation between work tenure and organisational commitment.*

To examine this hypothesis, the Pearson Correlational test was used to analyze the hypothesis. The Pearson Correlation was used as the two variables (tenure and organizational commitment) were assumed to be linearly related and the measure of the variables were on an interval scale.

The research hypothesis states that “A significant positive relationship exists between work tenure and organizational commitment”. Results on this hypothesis are presented in Table 7 below.

Table 7:
Pearson’s Product Moment Correlation between Work Tenure and Commitment

Predictor Variable	Commitment		
	<i>df</i>	<i>R</i>	<i>Sig</i>
Work Tenure	122	.26**	.000

*. Correlation is significant at the 0.05 level (1-tailed). Thus, $p < 0.05$

From the summary (Table 7) above, the result from the Pearson r test indicated that, work tenure was positively and significantly related with organisational commitment [$r(124) = .26, p < .05$]. This implies that, as work tenure increases, organisational commitment also increases. Hence the hypothesis that there will be a positive correlation between work tenure and organisational commitment was supported by the data.

Hypothesis 2: *Married persons will be significantly committed to their jobs than non-married (single) persons.*

To examine this hypothesis, the independent t-test was used to examine the hypothesis. The result is present in Table 8 below.

Table 8:
Organisational Commitment among Married and Non-Married employees

Respondents (n=124)					
Status	M	SD	df	t	Sig
Married	18.41	4.01			
Non-Married	16.06	3.06			
Total Organisational Commitment	16.78	3.46	122	3.30	.001

*p is significant at .05 level of significance

As shown in Table 8 above, there was significant statistical difference in organisational commitment between married employees and non-married employees ($t_{(122)} = 3.30, p < .05$). The respondents who were married had higher mean score for commitment ($M = 18.41, SD =$

4.01) than respondents who were not married with mean score for commitment (M= 16.06, SD= 3.86). The difference was significant and therefore provide support for the hypothesis that there will be a significant difference in organisational commitment between married employees and non-married employees.

Hypothesis 3: *There will be a significant difference in organisational commitment between organisation that has childcare practice and another which does not have such a practice.*

To examine this hypothesis, the independent t-test was used to examine the hypothesis. The result is present in Table 9 below.

Table 9:

Summary of Independent t-test comparing Organisational Commitment due to the presence of childcare practice

Respondents (n=124)					
Status	M	SD	df	t	Sig
Childcare Practice	17.85	4.10			
No-Childcare Practice	16.73	4.05			
Total Organisational Commitment	16.97	3.46	122	1.54	.45

As shown in Table 9 above, there was no significant statistical difference in organisational commitment between employees in an institution with childcare policy practices and the other with no childcare policy practice ($t_{(122)} = 1.54, p > .05$). Though respondents from University of Ghana (UG) with childcare policy had higher mean score for commitment (M= 17.85, SD=

4.10) than respondents from Ghana Statistical Service (GSS) with mean score for commitment ($M= 16.73$, $SD= 4.05$). The difference was not significant and thus did not support the hypothesis that there will be a significant difference in organisational commitment between organisation that has childcare practice and another which does not have such a practice.

4.4 Conclusion

The chapter was the presentation of results. This chapter presented the quantitative analysis obtained from the field on the research topic-work flexibility and child-care policy practice on organisational commitment within two organisations. The analysis was done with the aid of the Statistical Package for Social Sciences (SPSS version 24). The results were presented in sections with each section having a peculiar data presentation and interpretation. The findings were presenting in line with the research objectives. It was revealed that work flexibility dimension such as flexitime, job sharing, and telecommuting were dominant flexibility working options highly used in these organisations. However, greater usage was found for the use of job sharing. There was also value for telecommuting and job sharing at the Ghana statistical service and the University of Ghana. From the analysis of the obtained data, there was no significant differences in organisational commitment between the two sampled institutions. The findings also revealed that work tenure correlate positively with employee job performance. Also, married persons were found to be committed to the organisations than non-married persons. The subsequent chapter provide a summary, conclusion and recommendation for stakeholders.

CHAPTER FIVE

DISCUSSION

5.0 Introduction

This chapter provides the discussion of the found results, summary of the findings, the conclusion and recommendation for practical implications for stakeholders. This section also highlighted some limitations of the study which future research works can address.

5.1 Discussion of findings

The results presented shows that flexible work arrangement is partly practiced in the organisations even though it is not formalized according to their job employment contracts. The study shows some of the flexible job arrangements being used which include job sharing, telecommuting and flexitime. This provide support to other researchers including Dessler (2011), Hill et al. (2010) and Robbins and Judge (2019) who have found that flexible job arrangement is creeping into the world of work. In fact, some global institutions such as Google, Facebook, Microsoft and others are deploying it on a full-scale range.

Work tenure had a positive correlation with organisational commitment, and this finding is in line with what other researchers had posited. Dessler (2010) and Robbins and Judge (2019) reported that work tenure had significant effect on work outcomes such as commitment as found and other outcomes. This means that, the longer employees stay with an organisation, the higher the commitment they have for the organisation. This finding also indicates that as people stay with an organization over a period, they invest their resources towards career progression and will stay committed to achieving set individual goals which also provides justification why there was significant positive correlation between tenure and organizational commitment.

Also, marital status had influence on commitment shown by employees. The study examined if married employees will be significantly committed to the organisation than persons who are not-married (single). This was confirmed from the results as the commitment score of married persons were higher than unmarried persons and was statistically significant. This can be explained that, married persons are attached to an organisation so as to provide stable income sources to support their family roles and have higher continuance commitment as against unmarried persons who can take the risk to leave an organisation. The findings from the study confirms earlier research findings that married employees have high level of organisational commitment as against unmarried persons (Gasengayire & Ngatuni, 2019; Meyer et al., 2002). The findings did not support the views of researchers Cogaltay (2015) and Shamma (2018) that there is no difference in organisational commitment based on marital status. The outcome from the study also corroborates with the findings by Clearence and George (2018) who reported that married personnel were more committed to their organisations than unmarried persons. The results from the current study is in line with the outcome reported by Popoola (2009) who found significant differences in organizational commitment based on marital status. Thus, married persons were much committed than unmarried persons.

Similarly, childcare practices were also examined as to whether it is beneficial in the implementing institutions. It was revealed to have merits which support the findings of Greenhaus and Powell (2006) that work environment that provide family semblance are perceived by employees to be positive. Also, the findings support the assertion by Muchinsky (2012) that employees perceive positive organisational climate when family needs are cared for and catered by the institution, they are working in. Such human policies such as childcare practice of providing daycare homes, insurance for children and financial incentives because of family are essential. These benefits will not accrue to an organisation that does not factor childcare practices. Further, majority supporting childcare practices including adequate

authority support through regular inspection of the childcare centre, children's nutritional need being met at the childcare centre, adequate play and learn infrastructure for children support the findings of Noe et al. (2015) that organisation gaining competitive advantage include making provisions for working parents to care for their family adequately and these practices as implemented in the institution ensures such competitive advantage. This is observed in the significant effect that childcare practices had on organisational commitment where it was found to influence organisational commitment. This is equally reported by Noe et al. (2015).

5.2 Summary

The study examined flexible working hours and child-care policy practice on organizational commitment. The researcher used two institutions which are parastatal in nature to examine how the variables interconnects. A quantitative approach was adopted to examine the research objectives enumerated by the researcher. From the quantitative approach, the study was conducted by adopting the survey method in data collection. Discussion was made in line with the extensive literature review of the research variables-flexibility, childcare policy and commitment. The analysis was conducted with the aid of SPSS using Pearson correlation, independent t-test and descriptive. The summary of the findings is presented below:

The study aimed at determining the relationship between work tenure and organisational commitment within the sampled institutions. The findings from the study were that work experience has significant positive relationship with organisational commitment. This implies that, the longer the stay with an organization is associated with high level of organizational commitment.

Another objective that was to examine whether married persons will be significantly committed than persons who are not-married (single). The revelation from the study shows that employees who are married reported relative high levels of commitment to their organisations than those who were not married.

Further, the study aimed to compare work outcome (organisational commitment) between organisation that has childcare policy practices including child day care, playground for children, health and nutrition as well as supervision and monitoring by authorities to safeguard employees' children welfare and another which does not have such a practice. After the mean analysis for the organisational commitment outcome, the hypothesis of the research objective was not supported as there was no statistically significant difference.

5.3 Conclusion

This current study examined flexible work arrangement and childcare policy practices on organisational commitment within two state institutions. The quantitative data revealed various domains of flexible work practices being used and highly valued by the institutions. A positive relationship between flexible work arrangement and organisational commitment was found. The findings were discussed in line with literature which shows that the practices within the selected institutions is short of the ideal situation posited in the management and counseling books to encompass quality of work life of employees in relation to childcare and flexible work arrangement. The research ended with some recommended strategies for management of the sampled institutions to consider in ensuring that they offer employees the best of conditions on childcare practices and flexibility in work arrangements.

5.4 Limitation of the Study

A study cannot exist without some limitations. The current study is of no exception and thus the following are some limitations of the current study.

Not adequate sample size is one of the limitations found as one of the limitations. Sample size was relatively small compared to some quantitative comparative studies where sample sizes were large. Due to the small size of the sample, it is difficult to make generalization of the findings for the study. That is, a limited number of respondents does not give room for making a generic statement on the findings. As compared to national surveys, geographic surveys, and industry wide surveys which use large sample size (thousands of respondents) to provide representation, this study cannot boast of greater representation due to its relatively small sample size.

Another limitation of the study is the use of only quantitative approach and designs which was deficient with real life experiences from respondents' narrative that accompany approaches like the mixed method approach. Thus, methodologically, the study is quantitative survey study design and thus will not unearth the lived experiences of participants in a story form like other approaches such as the mixed method. The robustness of the quantitative approach is not holistic enough to make the study a fully proof relative to mixed method which allows for lived experiences to be captured as well as quantification of behaviours.

Also, the use of a single sector organisations is not sufficient to generalize the findings for organisations in the large formal sector in Ghana. Thus, the use of only public institutions is not representative of institutions and firms in Ghana. This is a gap as it does not allow for comparison with other form of organizational ownership such as private sector business. Private institutions may have different arrangements on flexible work arrangements and child-care policies. This limits the findings to institutions within the scope of the study.

5.5 Recommendation

5.5.1 Recommendation to stakeholders

The researcher provides the following recommendation to be taken into consideration by management and other stakeholders on flexible work arrangement and childcare practices.

The current arrangement of work due to the changing nature of workplaces effected by globalization, technology and recently pandemic also facilitating organisations to adapt to flexible work arrangement. Work flexibility is now a part of work organisations and firms that fails to initiate processes and practices to align with it may not be sustainable. Similarly, childcare policy is now a part of work conditions to support families of the staff of the organisation. It is one of the critical factors that can keep talent within an organisation as employees want to balance their work with family life and a good child care policy within an organisation can lure prospective and existing human capital to have higher commitment to the organisation. Therefore, organisations should adopt such work flexibility options such as flexitime, compressed work week, telecommuting, part-time and job-sharing options. Their value for such flexibility will subsequently influence the organisation to be productive and influence the bottom line.

Also, it is recommended that management including HR team and counselling team in these sampled firms for the current study should take into consideration of work flexibility in high esteem. They should use more flexible options and effective childcare policy in place with concrete implementation guidelines. With adequate flexibility, it will spur employees to have long engagement with the organisation.

5.5.2 Recommendation for future research

The study findings have shown the need for further research by addressing the following gaps. First, future research should use larger sample to understand the phenomenon of work

flexibility and child-care policy implication on organisational outcomes such as commitment. This will provide room to allow for generalization of the findings. Generalization can be done should the sample size is large enough and encompassing such that the findings can be inferred for the general population within the world of work.

Similarly, firm selection for future studies can examine work flexibility, demographic features and childcare policies that exist within organisations in the private sector. The private sector is a unique constituent and the findings from the private sector will also provide adequate information to inform policy making that is applicable to conditions in both the public sector and private sector organisations.

Also, methodologically, future research should use methods and designs that are robust in nature and compliment the quantitative approach. Even with the quantitative approach, robust statistical and modeling techniques such as structural equation modeling and regression can be employed to examine causality linkage between work flexibility and organisational commitment. Other approaches such as qualitative will also provide in-depth subjective experiences from respondents on work flexibility, childcare policy and it influence on outcomes such as job commitment. A mixed method approach by a future research study will be holistic as it draws from both the quantitative approach and the qualitative approach to obtain findings.

The researcher encourages other researchers to conduct replication study in this area of work flexibility and childcare policy within firms, institutions and agencies of government. This will provide a general knowledge on how such institutions of state are adapting to the wind of change that is changing the world of work.

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Section B: Work Flexibility

a. My organisation currently **uses** the following flexibility options:

- | | | |
|-------------------------|----------|--------------|
| 1. Flexitime | a. using | b. not using |
| 2. Compressed work week | a. using | b. not using |
| 3. Telecommuting | a. using | b. not using |
| 4. Part time | a. using | b. not using |
| 5. Job sharing | a. using | b. not using |

b. For each of the flexibility options, choose the **value** your organisation place on each of the following:

- | | | | |
|-------------------------|-----------------------|---------------|----------------|
| 1. Flexitime | a. Little or no value | b. Some value | c. Great value |
| 2. Compressed work week | a. Little or no value | b. Some value | c. Great value |
| 3. Telecommuting | a. Little or no value | b. Some value | c. Great value |
| 4. Part time | a. Little or no value | b. Some value | c. Great value |
| 5. Job sharing | a. Little or no value | b. Some value | c. Great value |

c. In general, do you perceive flexibility in your organisation? a. Yes b. No

Section D: Organisational commitment measure

Continuance Commitment	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I worry about the loss of investments I have made in this organisation.					
If I was not a member of this organisation, I would be sad because my life would be disrupted					
I am loyal to this organisation because I have invested a lot in it, emotionally, socially, and economically					
I often feel anxious about what I have to lose with this organisation					
Sometimes I worry about what might happen if something was to happen to this organisation and I was no longer a member					
I am dedicated to this organisation because I fear what I have to lose in it					

Thank you!!

WORKPLAN

TIMELINE	ACTIVITY
21 st –September, 2019 – 19 th October, 2019	Development and Submission of Research Proposal.
28 th November, 2019 – 9 th March 2020	Relevant Changes and Corrections made to proposal and development of Chapters
18 th March, 2020 – 20 th June, 2020	Development and Elaboration of Chapters 1 – 3
5 th July – 30 th August, 2020	Collection of Data
2 nd September, 2020 – 11 th September, 2020	Analysis of Data and Development of Chapter 4 – Results
12 th September, 2020 – 24 th September, 2020	Development of Chapter 5 – Discussion
8 th October, 2020	Submission of compiled thesis chapters to supervisors for review
16 th - 25 th October, 2020	Relevant Changes and Corrections made to final draft
<i>30th October, 2020</i>	<i>Submission of Thesis</i>

BUDGET AND JUSTIFICATION

List of Items	Estimated Cost	Justification
Photocopy	GH¢ 300	Photocopies during the research eg. Questionnaires, permission letters etc.
Printing and Bindery	GH¢ 150	Printing cost for my research work
Airtime & Data Bundle	GH¢ 100	Airtime for the research project
Transportation	GH¢ 250	Travelling cost for the study.
Miscellaneous	GH¢ 100	Minor expenses due to the research
Total	GH¢ 900	