

DETRMINANTS OF WORK-LIFE BALANCE AND COMMITMENT: A STUDY OF LAGOS NEIGHBOURHOOD SAFETY CORPS (LNSC)

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ABSTRACT

This study investigates factors influencing work-life balance and employees' commitment among the staff of Lagos State Neighbourhood Safety Corps (LNSC). The study aims to explore the relationships between the predictors of work-life balance and employees' commitment of the staff of the corps with a focus on supervisory support, locus of control, and resilience. A descriptive research design was employed, using a sample of 450 employees drawn from the five divisions of LNSC: Ikeja, Badagry, Ikorodu, Lagos Mainland, and Epe. Data were collected through a structured questionnaire. The findings revealed that workload, supervisory support, work locus of control, self-efficacy, resilience, and flexibility significantly influence employees' commitment to community policing. Effective management of workload, provision of strong supervisory support, enhancement of employees' sense of control and self-efficacy, and promotion of resilience and flexibility were identified as key strategies to improve commitment. Recommendations include adopting flexible scheduling, distributing tasks fairly, leveraging technology to streamline processes, and ensuring regular breaks to manage workload and reduce burnout. The study underscores the importance of addressing these factors to enhance commitment and performance in community policing roles.

Keywords: Work-life balance, employees' commitment, supervisory support, locus of control and resilience.

1. INTRODUCTION

In a dynamic and demanding field of law enforcement, achieving a balance between professional responsibilities and personal life is crucial for the well-being and effectiveness of employees (Caleb, Ogwuche and Howell, 2020). This balance, often referred to as work-life balance, has become a significant concern for organizations including policing agencies such as the Lagos Neighbourhood Safety Agency (LNSA). Work-life balance is influenced by various factors that have impact employees' commitment (Onu, Akinlabi & Adegbola, 2018). These determinants are grouped into two parts; organizational factors and personalized factors (Okolie, Mukoro & Otite, 2023). Organisational factors include pressure to perform, flexibility, organizational support, leader-member exchange, and supervisory support, while personalized factors include work locus of control, self-efficacy, and resilience.

Work-life balance practices are deliberate organisational changes in programmes or in the culture of organization that are designed to reduce work-life conflict and enable employees to be more effective at work and in other roles. The transition from viewing work-life balance practices solely as a means of accommodating individual growth with care giving responsibilities in order to enhance employees' commitment (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018).'

Competing and multi-face demands between work and home responsibilities have assumed an increased mechanism so employees in recent years, due in large part to demographic and

workplace changes, such as a greater number of women in the workforce (dual-career couples), transformation in family structures (a rise in the number of single parents), a growing reluctance to accept the longer hours culture, the rise of the 24 per 7 society, and technological advancements (Aruldoss, Kowalski & Parayitam, 2021).

In response to these changes, organisations like the Lagos Neighbourhood Safety Agency are increasingly pressured to design various kinds of practices, intended to facilitate employees' efforts towards fulfilling both their employment related and personal commitments (Onu, Akinlabi & Adegbola, 2018). Practically, work-life balance in Lagos Neighbourhood Safety Agency is of serious concern to scholars and practitioners in the field of organisational behaviour but received no significant attention (Okolie, Mukoro & Otite, 2023).

Individuals experience more conflict between work and personal life as they continue to pursue the quality of life that they need (Oyewobi, Oke, Adeneye, Jimoh & Windapo, 2022). Thus, successfully balancing work and family life is one of the major challenges facing current individual workers (Okolie, Mukoro & Otite, 2023). From an historical perspective, work-life balance issues have been considered personal issues (Osibanjo *et al.*, 2019), and employers have just responded to their employees' needs by providing additional benefits such as on-site childcare service and paid maternity leave in the workplace. However, with environmental shifts and value changes of employees, employees' desire for work-life balance has increased and employers have begun to offer more active support of their employees' work-life balance (Olawale, Fapohunda & Ilesnmi, 2017).

The business environment can be demanding with deadlines and tight schedules (Oludayo *et al.*, 2018). Changing demographics, competition, globalization, and technological development influence the development of work-life programs (Onu, Akinlabi & Adegbola, 2018). The utilization of work-life balance practices to help reduce work-life conflict and increase positive employee appraisals of the organization (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2019). Work-life programs can improve organizational structural, cultural, and relational support for work and family (Oyewobi *et al.*, 2022). It can also enhance employees' commitment through the use of flexible working hour's schedules, family leave programs, and compressed work weeks practice. This shows how important employee commitment is in Lagos Neighbourhood Safety Agency.

The concept of employee commitment is void of generally acceptable definitions among scholars and practitioners across the globe. Commitment is complex and continuous and requires employers to discover ways of enhancing the work life of their employees (Oludayo *et al.*, 2018). Commitment may be in terms of feelings for obligations or emotional attachment (Joseph, 2015). However, a growing consensus in recent years has emerged that commitment may be viewed as a multidimensional construct.

Onu, Akinlabi and Adegbola (2018) developed a model that has received considerable attention. The three-component model they developed was based on their observation that some of the existing definitions of commitment at times reflected at least three distinct themes: an affective emotional attachment towards an organization (affective commitment); the recognition of costs associated with leaving an organization (continuance commitment); and a moral obligation to remain with an organization (normative commitment).

A study by Dilmaghani (2020) on the quality of employees' work-life and organisational commitment by staff in Turkey revealed that the quality of employees' work-life has a positive impact on affective and normative commitment of the academicians working both state and federal universities, whereas it hurts the continuance commitment. Similarly, Odeleye (2021) argues that there is a greater focus in Nigeria on employer-driven work-life balance initiatives to respond to new societal ranging from economic to environmental and from health to technological (Okolie, Mukoro & Otite, 2023). Organisations faced heightened competition on a worldwide basis, employees are experiencing increasing performance pressures, and the

hours' employees spent at the workplace increased significantly between 2000 and 2009 (Caleb, Ogwuche & Howell, 2020).

Employees' work-life balance is a function of both individual and organisational actions (Moda *et al.*, 2021). From an organisational perspective, work-life balance may be a part of measuring performance, and from an employees' perspective, work-life balance programs may be a positive factor in work determinants in organisation (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018). Work-life balance in the workplace has become a more important issue as it tends to exhibit positive results such as work engagement, organizational citizenship behavior, in-role performance, increased firm productivity, job satisfaction, and employee commitment (Onu, Akinlabi & Adegbola, 2018). As emphasized by several studies, managing work-life balance has become one of the most critical managerial strategies for ensuring employees' commitment and organizational improvement (Olawale, Fapohunda & Ilesnmi, 2017). Based on the foregoing, this study examined determinants of work-life balance and employees' commitment among the staff of Lagos State Neighbourhood Safety Corps.

1.1 Problem Statement

Work-life balance is a serious issue among employees of Lagos State Neighbourhood Safety Corps, largely driven by excessive workload and long hours of work, inadequate flexible work arrangement and limited employees' support programmes among others. As noted, the ministry of defense, including Lagos State Neighbourhood Safety Corps, is known for its long hours and demanding workloads, leaving little room for personal life. Employees face tight deadlines, high expectations, and constant pressure, which significantly affects their well-being. The inability to maintain a healthy work-life balance led to burnout, stress, and frustration, making employees more likely to consider leaving the organization. Over time, this increased turnover intention not only disrupts employee commitment but also undermines the company's ability to retain skilled personnel.

Also, work in LNSA often involves high-pressure situations, tight deadlines, and emotionally taxing cases. When employees are constantly stressed and unable to find time to recharge outside of work, it can negatively affect their mental and physical well-being. This can ultimately impact their commitment to their job as they may feel overwhelmed and drained. In addition, when work takes precedence over personal life, employees may begin to neglect important aspects of their well-being such as exercise, hobbies, and relationships. This can lead to feelings of resentment towards work and a lack of motivation to perform at their best as established by Odeleye (2021).

Furthermore, Osibanjo (2019) established that struggling to maintain a work-life balance can strain personal relationships. They argued further that spending excessive time at work can lead to feelings of neglect from family and friends, causing tension and conflict. This can further exacerbate stress and dissatisfaction with work, affecting employees' commitment to their job. Finally, contrary to common belief, working longer hours does not always equate to increased productivity (Oludayo *et al.*, 2018). Fatigue and burnout can actually lead to decreased efficiency and effectiveness in completing tasks (Adikaram, 2016). When employees are unable to find a healthy balance between work and personal life, their productivity and commitment to their job may suffer.

In LSNC, these issues manifested in terms of decreased morale, higher turnover rates, and poor job satisfaction among others. Employers in the legal sector, including LSNC, should recognize the importance of promoting employees' work-life balance initiatives to support their well-being and foster a positive work environment conducive to long-term commitment and success.

1.3 Aim and Objectives of the Study

The study aims to examine determinants of work-life balance and employees' commitment in Lagos State Neighbourhood Corps. The specific objectives of the study are to:

- i. Establish the relationship between supervisory support and commitment to community policing among employees in LNSC in Lagos State.
- ii. Examine the degree of relationship between work locus of control and commitment to community policing among employees in LNSC in Lagos State.
- iii. Establish the degree of relationship between resilience and commitment to community policing among employees in LNSC in Lagos State.

1.4 Research Questions

To answer the main research question, the following sub-questions were developed:

- i. What is the relationship between supervisory support and commitment to community policing among employees in LNSC in Lagos State?
- ii. What is the degree of relationship between work locus of control and commitment to community policing among employees in LNSC in Lagos State?
- iii. What is the degree of relationship between resilience and commitment to community policing among employees in LNSC in Lagos State?

1.5 Research Hypotheses

The following null hypotheses were developed to answer the research questions: -

- i. There is no relationship between supervisory support and commitment to community policing among employees in LNSC in Lagos State.
- ii. There is no degree of relationship between work locus of control and commitment to community policing among employees in LNSC in Lagos State.
- iii. There is no degree of relationship between resilience and commitment to community policing among employees in LNSC in Lagos State.

1.6 Significance and Scope of the Study

The research is of great importance to various stakeholders including researcher, policy makers, and the management of Lagos Neighborhood Safety Corps.

The study would help the management of Lagos Neighborhood Safety Corps to discover the determinants of work life balance on employees' commitment as this would bring about a better work life balance strategies that may bring about improved employee commitment. The study will benefit policy makers like the International Labor Organization, Workers' Union and other government organizations to come up with effective realistic policies of motivating employees. Such as empowering employees in decision making, by the leaders, in the jobs they are responsible for, they will put more commitment and better plan for the work to achieve the goals. The management ensuring that there should be clarity of the assigned jobs and directions to accomplish them to reduce role stress. The result will also add to the existing body of knowledge on the issue of work life balance and performance in the educational sector.

The study focused on the determinants of work-life balance and employees' commitment to community policing among the staff of Lagos Neighborhood Safety Corps (LNSC), Lagos State.

2. LITERATURE REVIEW

This part of the study focuses on the review of relevant literature on the determinants of work-life balance and commitment among employees of Lagos Neighbourhood Safety Corps (LNSC). The empirical review of the literature helped in explaining more on the independent variable (determinants) and dependent variable (work-life balance and commitment). Existing literature has highlighted reasons for work-life balance and commitment in safety organisation to include excessive workload and long hours of work, inadequate flexible work arrangement and limited employees' support programmes among others.

2.1 Theoretical Framework

2.1.1 The Competition Theory

The segmentation theory states that work roles and life roles exist in separate domains and have no influence on one another. It refers to the complete compartmentalization or fragmentation of work and family systems whereby the two domains are lived separately and have no influence on one another. This is however considered to be the weakest theory on the relationship between work and personal life (Michel, Bosch & Rexroth, 2014). The segmentation theory posits that work and family are two distinctive domains and there is no relationship between the two domains, indicating that work and family are separate spheres; which may not influence each other (Althammer *et al.*, 2021). Segmentation is also viewed as an active psychological process that may be used to manage the boundary between work and family (Dilmaghani, 2020). High segmentation between work and family should bring in better work-life balance. For example an employee who can divide his time, energy and effort efficiently and effectively between the two segments will face lower work-life conflicts. The above theory facilitated.

2.1.2 Compensation Theory

The compensation theory defines the compensatory effect between two forms of psychological interference: work-to-family and family-to-work. This theory simply proposes that what may be lacking in one sphere, in terms of demands or satisfactions can be made up in the other (Guest, 2001). In contrast to the spill-over theory, it holds that the relationship between the two is bi-directional; that is, one domain compensates for what is missing in the other. It represents efforts to offset negative experiences in one domain (i.e., work or family) by increased efforts to seek positive experiences in the other domain (i.e., family or work).

Efforts are pursued through one of two pathways. One pathway includes increased involvement in one domain (e.g., work) reciprocated by decreased involvement in the other domain (e.g., family). The other pathway includes pursuing the domain offering greater rewards and fulfilment at the expense of the domain that offers little return (Paramita & Supartha, 2022). The assumption here is that the worker who is dissatisfied with family life may be happier putting in more hours and thus enhancing his performance and vice versa.

The compensation theory refers to an attempt of making up for shortcomings or deficits in one role through higher involvement in another role (Paramita & Supartha, 2022). These deficiencies could be the demands or satisfactions that can be fulfilled in another role (Guest, 2002). For example an individual is highly engaged in the work life because of some negative experiences in the non-work life. The sense of doing something Worthwhile and gaining positive energy in non-work life is achieved through higher engagement at workplace and having time for resting.

2.2 Conceptual Review

2.2.1 Work

Work is traditionally defined as physical or mental activities aimed at transforming materials, enhancing knowledge, or providing goods and services (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018). However, Aruldoss, Kowalski, and Parayitam (2021) argue that this definition is limited and should also account for the social context in which these activities occur. While the economic perspective emphasizes earning money and producing goods as primary reasons for work (Onu, Akinlabi & Adegbola, 2018), Okolie, Mukoro, and Otite (2023) highlight that work also offers intrinsic rewards, such as a sense of achievement, indicating that both economic and non-economic goals shape why people engage in work.

2.3.2 Life

A definition of “life” in relation to “work” is a very precarious exercise fraught with tautology and at times oversimplification of concepts. This is for the simple reason that in literature, work has been seen as part of life and vice versa. However, in the study of work-life, a distinction needs to be made and the dichotomous relationship between the two concepts explained. “Life” includes all activities outside work covering such concepts as family, leisure and other

activities not related to working for pay. This also covers free time spent without being committed to any activities whether for pay or not (Kanthisree, 2013).

2.3.3 Work – Life Balance

Work-life balance, defined by the Irish National Framework Committee as a harmonious relationship between one's work and personal life, involves not just managing official working hours but also addressing time spent commuting and handling personal responsibilities such as child or elder care (Onu, Akinlabi & Adegbola, 2018; Olawale, Fapohunda & Ilesnmi, 2017). Critics argue that the concept of work-life balance is a modern construct influenced by post-industrial, affluent societies, suggesting that it was less relevant in earlier agrarian and integrated work-life settings (Osibanjo, 2019). The rise of information and communication technology has globalized labor, leading to similar challenges worldwide, including increased demands on personal time due to evolving work patterns and the erosion of traditional social support systems (Oludayo et al., 2018).

In regions like Africa, traditional roles, particularly for women, have been shifting as more women enter paid and entrepreneurial roles, causing an increased strain on balancing work and family responsibilities (Moda et al., 2021). The intensified work environment, characterized by longer hours and greater work demands, further complicates achieving work-life balance (Darko-Asumadu, Sika-Bright & Osei-Tutu, 2018; Aruldoss, Kowalski & Parayitam, 2021). This evolving landscape underscores the growing need for flexible work arrangements and supportive policies to mitigate role conflicts and support employees in managing their work and personal lives effectively.

2.3.4 Benefits of Proper Work-Life Balance

Proper employee work-life balance is a complex blend of corporate culture, human resources practices, and individual perceptions. Virtually everything the human resource department does affect employee work and life, directly or indirectly. But many human resource activities are largely un-noticed by employees, including for example, recruitment, selection, and benefits administration. Other important human resources functions affect employees only periodically, as in the case of performance appraisal systems and salary sessions. This necessitates some ongoing activities to foster good employer-employee relations. According to Osibanjo *et al.* (2019), the following are the benefits of proper work-life balance to an employee and to an organization:

- i. **Improves productivity:** Good work-life balance improves productivity. Employee productivity is significantly affected by two factors: ability and attitude. Ability is simply whether or not the employee is able to perform the job. Ability is influenced by such things as training, education, innate aptitude, tools and work environments. Attitude on the hand refers to an individual's willingness to perform the job. Attitude is influenced by a myriad of factors, such as level of motivation, job satisfaction, and commitment at work. Proper work-life balance practices such as paid leave, moderate working hours, health care and recreational packages help improve both ability and attitude of the employee (Oyewobi *et al.*, 2022). Through continuous monitoring of employee skill, attitude, and quality of work environment, the organization is able to initiate timely collective actions. The result is an improvement in employee productivity.
- ii. **Implementation of organizational goals:** Proper work-life balance for employees in an organization ensures implementation of organizational strategies. Human resource management plays an important role in achieving organizational goals (Onu, Akinlabi & Adegbola, 2018). Goals and strategies however well formulated will not be attained unless they are well executed. This means that employees should be committed to the achievement of these goals. Unless employees understand their roles and are rewarded for exhibiting desired behaviours, it is likely that the organization will be able to generate grass root

support for its plans. Good employee relations practices ensure that these goals and strategies are properly communicated to the employees and their commitment.

- iii. **Reduction of employment cost:** Proper work-life balance of employees reduces costs (Caleb *et al.*, 2020). Good employee work-life balance practices signify concern and interest in the employees. When this becomes part of the overall organizational culture, significant cost saving reduces absenteeism and turnover can emerge. Good employee relations practices also give the firm a recruiting advantage as most job applications would like to work for an organization that treats them fairly and offers them a challenging job with potential job with career growth (Kanthisree, 2013).
- iv. **Achievement of human resource goals:** Good employee relations and proper work-life balance help the personal goals of the human resource function. An important goal of human resource department today is to help employees achieve their personal goals. A keen interest in the employee's work related and career goals not only bring benefits to the organization, but also help it to meet its social objectives.

2.3.5 Employees' Work-Life Balance Challenges

Work-life balance conflicts arise when the pressures from work and family roles are mutually incompatible, leading to negative outcomes such as increased absenteeism, turnover, and decreased performance (Dhas & Karthikeyan, 2015; Tamunomiebi & Oyibo, 2020). Work-family conflict (WFC) occurs when job demands interfere with family life, such as through long or irregular hours, work overload, or unsupportive work environments. Conversely, family-to-work conflict (FWC) happens when family responsibilities, such as child or elder care, disrupt work (Dhas & Karthikeyan, 2015). Research indicates that WFC tends to be more prominent than FWC due to the rigid expectations of the "ideal worker" model, which assumes that employees can fully commit to work without significant family obligations (Hochschild, as cited in Tamunomiebi & Oyibo, 2020).

Workaholism further exacerbates work-family conflict by compulsively overworking to the detriment of personal relationships and family roles (Gautam & Jain, 2018). This extreme dedication to work often leads to strained relationships and unclear family role definitions. To mitigate these conflicts, organizations can implement family-friendly policies, such as telecommuting, flexible schedules, and comprehensive leave options, including maternity, paternity, and sick leave (Odeleye, 2021). Supportive management is crucial for the effective implementation of these policies, helping to balance work and family demands and reduce overall work-family conflict.

2.3.6 Work-Life Imbalance and its Effects on Employee Commitment

Research on work-life imbalance has extensively explored its effects on well-being, mental health, and individual performance, reflecting traditional concerns in work and organizational psychology (Caleb, Ogwuche & Howell, 2020). Recent studies, such as those by Kossek *et al.*, have emphasized the complexity of these issues, examining models of family dynamics and dual careers. For instance, Onu, Akinlabi, and Adegbola (2018) found that work-family conflict significantly impacts marital satisfaction through job exhaustion and psychosomatic health, though this effect did not spill over between partners. Similarly, Olawale (2017) highlighted the nuanced effects of work and family stressors on mental health, showing that high involvement in both domains can reduce distress but may increase work-family conflict.

The impact of unemployment on well-being and family functioning has also been a significant area of study, with two main models explaining its effects. The deprivation model, associated with Oludayo (2018), emphasizes the loss of work's latent functions, such as time structure and social status, while the agency model, supported by Osibanjo *et al.* (2019), focuses on individual interpretation and cognitive interventions. Research suggests that unemployment's effects on work-life balance might be as severe, if not more so, than those caused by overwork, though the impact varies based on the selected outcomes (Osibanjo *et al.*, 2019).

2.4.1 Supervisory Support and commitment to community policing

Supervisory support plays a critical role in shaping employees' commitment to community policing, especially in organizations like the Lagos State Neighbourhood Safety Corps (LNSC). Supervisory support refers to the encouragement, guidance, resources, and recognition provided by leaders to their subordinates, fostering a positive work environment. According to Kuvaas (2006), supervisory support influences employees' job satisfaction, motivation, and organizational commitment. In the context of community policing, where employees are tasked with ensuring public safety, supervisory support can provide the necessary emotional and professional backing to enable them to perform their duties effectively. When LNSC officers perceive that their supervisors are supportive, they are more likely to feel motivated, secure in their roles, and committed to achieving the broader goals of community policing.

Research by Eisenberger et al. (2002) has shown that employees who feel supported by their supervisors are more likely to develop positive attitudes toward their work and the organization. In community policing, this can translate into a higher commitment to the principles of neighborhood safety and public trust. Supervisors in the LNSC who provide consistent support in terms of training, resources, and emotional encouragement enable officers to engage in community policing with a greater sense of responsibility and attachment to the organization. Tepper (2000) further argues that supervisory support is directly linked to employees' affective commitment, which is the emotional attachment and identification with the goals of the organization. When supervisors invest in the welfare and development of their officers, it strengthens their dedication to not only the police force but also the communities they serve.

Moreover, Rhoades and Eisenberger (2002) emphasize that perceived organizational support, which includes supervisory support, is crucial in fostering employees' commitment to their work. In community policing, supervisory support can enhance the officers' belief that their efforts are valued and that they are making a positive difference in the community. Such recognition boosts their morale and reinforces their commitment to maintaining peace and safety in local neighborhoods. Supervisory support provides officers with the sense that they are not working in isolation but are part of a supportive network that encourages their development and success in the field.

2.4.3 Work locus of control and commitment to community policing

Work locus of control, which reflects an individual's belief in their ability to influence work outcomes, significantly impacts commitment to community policing among LNSC employees. Employees with an internal locus of control, who believe they can affect their work outcomes through their own efforts, generally show higher commitment to community policing (Khushk & Works, 2019). Their motivation to take initiative and responsibility, coupled with a positive perception of supervisory support, enhances their dedication. Conversely, those with an external locus of control, who attribute outcomes to external factors, may exhibit lower commitment as they feel less empowered to influence their work environment (Nasution, Sembiring & Harahap, 2021).

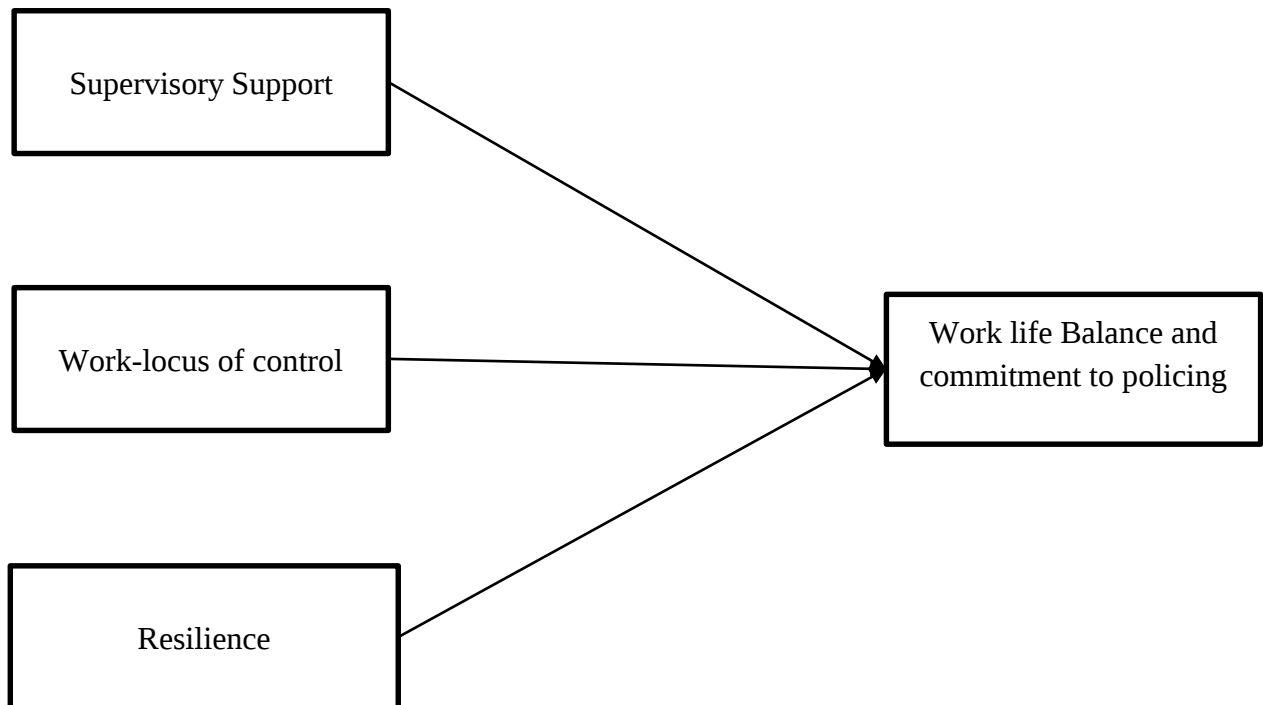
Self-efficacy, or an individual's belief in their ability to perform specific tasks, also plays a crucial role in shaping commitment to community policing. Employees with high self-efficacy are more likely to put in effort, view challenges as growth opportunities, and engage actively in problem-solving (Qureshi, 2019; Garcia, 2015). Their resilience to setbacks and belief in their capabilities contribute to higher commitment levels, as they are better equipped to handle the demands of community policing and remain dedicated despite challenges (Syabarrudin, Eliyana & Naimah, 2020). Overall, both work locus of control and self-efficacy influence employees' commitment by affecting their motivation, problem-solving skills, and resilience.

2.4.5 Resilience and commitment to community policing

Resilience plays a crucial role in enhancing commitment to community policing among employees in Lagos State's LNSC. Resilient employees, as noted by Paul, Bamel, and Garg (2016), are adept at overcoming challenges, maintaining a positive outlook, and adapting to change, which supports their commitment to improving community safety. Their ability to remain optimistic and adjust strategies in response to evolving needs contributes to higher levels of dedication. Moreover, their persistence in achieving goals and their role as role models further bolster commitment within the organization.

Additionally, resilient employees employ effective coping mechanisms to manage stress and adversity (Sari & Wahyuni, 2019), enabling them to handle the demands of community policing more effectively. Their resilience not only helps them navigate challenges and stay committed but also positively influences their colleagues by demonstrating determination and effective problem-solving. Overall, resilience significantly impacts employees' commitment by enabling them to persevere, adapt, and maintain a positive approach, thereby strengthening their dedication to community policing efforts.

2.6 Model of the Study



Source: The Researcher (2024)

Figure 2.1 Determinants of Work-life and Commitment to Policing among employees of Lagos Neighborhood Safety Corps (LNSC)

3 METHODOLOGY

This study employed a descriptive research design, which was suitable for surveys involving data collection, examination, and presentation. This was chosen because of its suitability for gathering large amounts of information from a huge population at a given time using a survey questionnaire designed for the purpose. No attempt was made to manipulate any variable of interest in the study. The study population comprised of five divisions of LNSC at Ikeja, Badagry, Ikorodu, Lagos Mainland, and Epe with a staff strength of fifteen thousand (15,000) as at the time the study was carried out.

S/N	Lagos Neighbourhood Agency (LNSC) Divisions	Staff strength
1.	Ikeja	90
2.	Badagry	90

3.	Ikorodu	90
4.	Lagos mainland	90
5.	Epe	90
	Total	450

90 employees from the above-listed five divisions of Lagos Neighbourhood Agency (LNSC) were sampled for this study via a close-ended questionnaire from respondents. The survey questionnaire consists of measures of all the study variables. Ross et al. (2015) validated 12-item measurement scales was used to measure work locus of control. Sweetman et al. (2022) validated scale for measuring resilience at the workplace was also used in the study. Greenhaus, Parasuraman, and Wormley (1990) nine (9) measurement scale for measuring supervisory support was adopted in the study. While Work-life balance measurement scales of 54 items by Garcia (2015) were also adopted in the study. The study employed frequency distribution, correlation, and regression analyses for the study data and test of research hypotheses at 0.05 alpha level of significance of Statistical Package for Social Science (SPSS) version 25.0 for Windows.

4. DATA PRESENTATION AND ANALYSIS

A total of three hundred and twenty-two (450) questionnaires, as calculated above, were distributed among the academic staff of LNSC which only one hundred and eighty-one (181) questionnaires were completed and returned. The acquired data were analyzed with the aid of a statistical analysis software called SPSS (Statistical Package for Social Sciences).

Table 4.2 Participants' Socio-Demographic Features

Participants Demographic Variables	Items	Frequency	Percent	Total
Gender	Male	104	57.5	181
	Female	77	42.5	
Age	18 - 30 years	33	18.2	181
	31 - 40 years	52	28.7	
	41 - 50 years	77	42.5	
	51 years and above	19	10.5	
Marital Status	Single	46	25.4	181
	Cohabitation	2	1.1	
	Married	102	56.4	
	Divorced/separated	26	14.4	
	Widow/er	5	2.8	
Qualification	WASC/GCE/NECO	21	11.6	181
	OND/NCE	21	11.6	
	BSC/ BED/BA	52	28.7	
	MA/MSC/MED	56	30.9	
Designation	Management Staff	34	18.8	181
	Senior Staff	105	58.0	
	Junior Staff	42	23.3	

Source: Field Survey, 2024

Table 4.1 presents a tabulated summary of participants' basic information. Starting with the gender of respondents, it was deduced that 104(57.5%) of them are male, while 77(42.5%) are female respondents. This shows that participants in this study titled determinants of work-life and commitment to policing among employees of Lagos Neighborhood Safety Corps (LNSC) comprised of men and women but more of male than female. Concerning the age of

respondents, it was deduced that 33(18.2%) of the participating respondents were between the age of 18-30 years. 52(28.7%) of the participating respondents are between the age grade of 31-40 years. 77(42.5%) of the participating respondents were between the age of 41-50 years, while 19(10.5%) of the respondents were between the age of 51 years and above. This imply that most of the respondents who took part in the study fall within the age bracket of 41-50 years. Concerning respondents' marital status, 46(25.4%) of the participating respondents are single, 2(1.1%) of the respondents are cohabitants, 102(56.4%) are married, 26(14.4%) of the respondents are divorcee, while 5(2.8%) of the participating respondents are widow/er. Most of the respondents who took in the study are married. About respondents qualification, it was deduced that 21(11.6%) of the participating respondents had WASC/GCE/NECO certificate, 21(11.6%) respondents had acquired OND/NCE certificate, 52(28.7%) had acquired BSC/BED/BA certificates, while 56(30.9%) have acquired MA/MSc/MED degrees. This show the respondents had acquired different certificates but most of them had acquired postgraduate degrees. Lastly, on designation of participating respondents, it was deduced that 34(18.8%) of them are management staff, 105(58%) of them fall into management staff, while 42(23.3%) of the participating respondents are junior staff.

4.3 Test of Hypotheses

Research hypotheses were tested to aid the realization of the above mentioned research aim and objectives of this research project. This was feasible through the of SPSS version twenty to analyzed the acquired data gotten from the field. Regression statistics was the adopted statistical analysis used to test the research hypotheses of this research project to ascertain the level of discrepancy between the observed and the expected outcomes.

Table 4.3.1 Correlation matrix showing the relationship among the study's variables

Variables	Mean	Std. Deviation	1	2	3	4	5	6
Normative commitment	7.87	2.395	1					
Affective commitment	6.52	2.395	.774**	1				
Continuous commitment	12.43	4.105	.468**	.495**	1			
Supervisory Support	20.59	4.978	.481**	.352**	.312**	1		
Work locus of control	28.78	3.033	.486**	.323**	-.125	.403**	1	
Resilience	13.26	3.202	.613**	.827**	.454**	.492**	0.384**	1

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

H₁: This hypothesis states a significant level of relationship exists between supervisory support and commitment to community policing among employees in LNSC in Lagos State. This was tested with the Pearson Correlation Coefficient using SPSS version 25. The result shows a weak level of positive relationship ($r = 0.481$; $P < 0.01$) exists between supervisory support and the normative dimension of commitment. This implies that as supervisory support increases, there is a commensurate increase in the normative dimension of commitment among employees in LNSC in Lagos State. Also, Table 4.3 revealed that a significant level of relationship exists between supervisory support and the affective dimension of commitment to community policing among employees in LNSC in Lagos State. This was tested with the Pearson Correlation Coefficient using SPSS version 25. The result also show a weak level of positive relationship ($r = 0.352$; $P < 0.01$) exist between supervisory support and affective commitment. This implies that as supervisory support increases, there is a commensurate increase in affective dimension of commitment but at a low level. In addition, the table revealed

that a significant level of relationship exists between supervisory support and the continuous dimension of commitment to community policing among employees in LNSC in Lagos State. This was tested with the Pearson Correlation Coefficient using SPSS version 25. The result also show a weak level of positive relationship ($r = 0.312$; $P < 0.01$) exist between supervisory support and continuous commitment. This implies that as supervisory support increases, there is a commensurate increase in continuous dimension of commitment but at a low level.

H₂: This hypothesis states a significant level of relationship exists between work locus of control and commitment to community policing among employees in LNSC in Lagos State. The result also shows a weak level of positive influence ($r = 0.486$; $P < 0.01$) exist between normative commitment and work locus of control. This implies that as employees' level of work locus of control increases, there is a commensurate increase in commitment shown by employees from a normative point of view. The study also shows that a significant relationship exist between work locus of control and affective commitment. The result also shows a weak level of positive influence ($r = 0.323$; $P < 0.01$) exist between affective commitment and work locus of control. This implies that as work-locus of control increases, there is a commensurate increase in commitment shown by employees from an affectionate point of view. In addition, a significant relationship was found to exist between continuous commitment and work-locus of control. The result also shows a weak level of positive influence ($r = 0.486$; $P < 0.01$) exist between normative commitment and work locus of control. This implies that as employees' level of work locus of control increases, there is a commensurate increase in commitment shown by employees from a continuous point of view.

H₃: This hypothesis states that resilience has a significant relationship with a normative commitment to community policing among employees in LNSC in Lagos State. This was tested with the Pearson Correlation Coefficient using SPSS version 25. The result shows a significant level of positive relationship ($r = 0.613$; $P < 0.01$). This implies that as resilience increases, there is a commensurate increase in employees' commitment to the agency from a normative point of view. Also, a significant relationship exist between affective commitment and resilience. The result also shows a significant level of positive influence ($r = 0.827$; $P < 0.01$) exist between resilience and affective commitment. This implies that as resilience increases, there is a commensurate increase in the affective form of commitment displayed by employees. In addition, a significant relationship was found to exist between resilience and continuous commitment. The result also shows a weak level of positive influence ($r = 0.454$; $P < 0.01$) exist between continuous commitment and resilience. This implies that as resilience increases, there is a commensurate increase in commitment shown by employees from a continuous point of view.

Regression Analysis: Correlation shows that two variables are related. Thus, it fails to show causal effect between an independent and dependent variable as two variables may be related but one variable is not responsible for the cause of the other. Therefore, regression analysis was employed as it shows the causal effect between two variables in a subject matter.

Table 4.3.2 Regression results showing the relationship among the study's variables

Variables	B	β	T	Sig	R	R^2	R^2 Change	F	P
Normative Commitment	.471	.471	12.569	.000	.934	.871	.866	166.577	P<.05
Supervisory Support	-.101	-.210	-5.213	.000					
Work Locus of Control	-.105	-.133	-4.003	.000					

Resilience	.376	.503	12.524	.000					
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Dependent Variable: Affective Commitment

The above table reveal the degree of variation in the dependent variable explained by supervisory support, work-locus of control and resilience on affective commitment in the regression model. Value of R for the model between normative commitment, supervisory support, work-locus of control and resilience on affective commitment is .934 and the value of R square from the above table is .871. The adjusted R square for normative commitment, flexibility, supervisory support, workload, work-locus of control and self-efficacy on affective commitment is .866. The independent variable is summed up for a variation of about 5% of the total variance in affective commitment of respondents, hence this means are other factors responsible for 95% excluded and not analysed in this research project. Data from the above table depict summed effect the independent variable s of this study have on the dependent variables.

The analysis of variance performed on multiple regression yielded an F – ratio of 166.577 at 0.05 level of significance. However, the table above revealed that the independent variables (normative commitment, supervisory support, work-locus of control and resilience) contributes uniquely to affective commitment. In terms of contribution, resilience made the strongest contribution ($\beta = .503$; $t = 12.524$; $P > 0.05$) followed by normative commitment ($\beta = .471$; $t = 12.569$; $P > 0.05$) to the prediction, closely followed by work-locus of control ($\beta = -.133$; $t = -4.003$; $P > 0.05$), and followed by supervisory support ($\beta = -.210$; $t = -5.213$; $P > 0.05$) to the prediction of employees' commitment from an affectionate perspective. However, none of the variables made a unique statistical significant contribution to the equation.

Table 4.3.3 Regression results showing the relationship among the study's variables

Variables	B	B	T	Sig	R	R ²	R ² Change	F	P
Supervisory Support	.123	.211	3.179	.002	.684	.468	.450	25.378	P<.05
Work Locus of Control	.146	.303	3.858	.000					
Resilience	.316	.422	5.641	.000					

Dependent Variable: Normative Commitment

The above table reveal the degree of variation in the dependent variable explained by supervisory support, work-locus of control and resilience on normative commitment in the regression model. Value of R for the model between supervisory support, work-locus of control and resilience on normative commitment is .684 and the value of R square from the above table is .468. The adjusted R square for supervisory support, work-locus of control and resilience on normative commitment is .450. The independent variable is summed up for a variation of about 5% of the total variance in normative commitment of respondents. Hence this means are other factors responsible for 95% excluded and not analysed in this research project. Data from the above table depict summed effect the independent variable s of this study have on the dependent variables.

The analysis of variance performed on multiple regression yielded an F – ratio of 25.378 at 0.05 level of significance. However, the table above revealed that the independent variables (supervisory support, work-locus of control and resilience) contribute uniquely to normative commitment. In terms of contribution, resilience made the strongest unique contribution ($\beta = .422$; $t = 5.641$; $P > 0.05$), followed by work locus of control ($\beta = .303$; $t = 858$; $P > 0.05$) and followed by supervisory support ($\beta = .211$; $t = 3.179$; $P > 0.05$) to the prediction of employees'

normative commitment. However, none of the variables made a unique statistically significant contribution to the equation.

4.4 Discussion

The study investigated factors influencing work-life balance and commitment to community policing among employees of the Lagos Neighborhood Safety Corps (LNSC). The research aimed to explore the relationships between supervisory support, work locus of control and resilience on employees' commitment to community policing. The findings revealed several key insights:

Firstly, a significant relationship was found between supervisory support was shown to enhance commitment to community policing. Strong support from supervisors improved employee morale and job satisfaction, aligning with research that highlights the importance of effective leadership in fostering commitment (Raineri & Paillé, 2016; Rabbani et al., 2017; Kalidass & Bahron, 2015). Supportive supervisors help employees understand their roles and maintain motivation, which contributes to better community policing outcomes.

Additionally, the study found that work locus of control significantly affects commitment. Employees with an internal locus of control, who believe they can influence outcomes through their efforts, exhibited higher commitment levels (Khushk & Works, 2019; Nasution, Sembiring, & Harahap, 2021). In contrast, those with an external locus of control felt less empowered, which negatively impacted their commitment. Self-efficacy also played a crucial role in enhancing commitment. Furthermore, resilience was found to be positively related to commitment. Resilient employees, who can handle stress and adapt to changes, demonstrated higher commitment levels (Paul, Bamel, & Garg, 2016; Sari & Wahyuni, 2019). Resilience helps employees remain engaged despite challenges and setbacks.

4.5 Conclusion

The study explored factors affecting work-life balance and commitment to community policing among LNSC employees in Lagos State. It found significant relationships exist between supervisory support and commitment to community policing among LNSC employees. Work locus of control and resilience were identified as crucial factors in boosting commitment. These findings underline the importance of providing strong supervisory support, fostering a sense of control, and building resilience to strengthen employee commitment.

5. RECOMMENDATIONS

- i. To address the impact of workload on employee commitment at the LNSC, several key strategies are recommended. First, implementing effective workload management strategies is crucial. This includes adopting flexible scheduling and ensuring tasks are fairly distributed among employees. Leveraging technology to streamline processes and providing regular breaks can help reduce employee burden, thereby preventing burnout and increasing commitment to community policing.
- ii. Supervisory support is also essential for enhancing employee commitment. Investing in training programs to develop supervisors' leadership and interpersonal skills can improve their ability to support their teams. Encouraging open communication and establishing recognition and reward systems for supportive supervisors will foster a positive work environment, making employees feel valued and committed.
- iii. Empowering employees by involving them in decision-making processes and granting autonomy in their tasks can significantly boost their commitment. Providing opportunities for professional development and career advancement can enhance their sense of control and ownership over their work, thereby increasing their engagement with community policing.
- iv. Building employees' self-efficacy through comprehensive training, mentorship, and regular feedback is vital for enhancing their commitment. Additionally, offering resilience

training programs focusing on stress management, coping strategies, and emotional intelligence can help employees manage stress and maintain commitment. Creating a supportive work environment and a culture that views challenges as growth opportunities can further strengthen resilience.

- v. Finally, flexibility in work arrangements, such as flexible hours, remote work, and job-sharing, can improve job satisfaction and commitment. Implementing family-friendly policies and supporting employees with caregiving responsibilities can also contribute to higher levels of commitment to community policing.

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