

Effect of Work-Life Balance and Affective Commitment on Employee Performance in the Hotel Industry in Plateau State

Aramide Anike Anpe., Teresa Madu

Department Of Business Administration Faculty of Management Science, University Of Jos

DOI: <https://dx.doi.org/10.47772/IJRISS.2025.910000030>

Received: 29 September 2025; Accepted: 04 October 2025; Published: 03 November 2025

ABSTRACT

The Global Hospitality Industry, including hotels, is characterized by intense competition, demanding work schedules, and a high degree of customer interaction. The main objective of this study is to examine the effect of work-life balance and affective commitment on employees' performance in the hotel industry: evidence from Plateau State, Nigeria. This study utilized an explanatory design and quantitative approach to gather data through a cross-sectional descriptive survey. The population of the study is 1,147 employees and line managers and sample size of 297 determined using Taro Yamane's formula. Structured questionnaires were administered to 297 respondents and 282 was returned representing 95% retrieval rate. Convenient sampling techniques were used to select the study respondents among hotels employees in Jos/Bukuru Metropolis of Plateau State. This study relied on only primary sources of data and structured questionnaires for data collection. This study applied the partial least square structural equation modelling (PLS-SEM) technique using SmartPLS application software package version 4.1.1.1. The results showed that there is a positive and significant relationship between work-life balance and employee performance because the p-value of 0.000 was found to be less than threshold of 0.05. The study also revealed that affective commitment had a positive and significant relationship with employee performance because the p-value of 0.000 was found to be less than the threshold of 0.05. Management should consider implementing flexible work arrangements, such as flexible hours, remote work options, and compressed workweeks, where feasible. This will allow employees to better manage their personal and professional responsibilities, leading to improved work-life balance. Management should encourage employee's emotional attachment to, identification with, and involvement in an organization. It is characterized by a feeling of "wanting" to belong.

Keywords: Work-Life Balance, Affective Commitment, Employee Performance

INTRODUCTION

The hospitality sector consistently faces high turnover rates, leading to disruptions in service consistency and increased recruitment and training costs. This challenge is exacerbated by difficulties in attracting and retaining skilled employees (Hr Cloud, 2023). The hospitality sector consistently faces high turnover rates, leading to disruptions in service consistency and increased recruitment and training costs. This challenge is exacerbated by difficulties in attracting and retaining skilled employees (Hr Cloud, 2023). This constant flux can negatively impact team cohesion and the overall guest experience. The demanding nature of hospitality work, including long hours, high-pressure situations, and constant customer interaction, contributes to significant employee burnout (Harjanti & Todani, 2020). The hospitality industry involves potential safety risks, such as handling cash, dealing with difficult guests, and working in isolated areas. Ensuring employee safety and security is crucial for their well-being and performance (Hr Cloud, 2023).

The Global Hospitality Industry, including hotels, is characterized by intense competition, demanding work schedules, and a high degree of customer interaction. These factors often lead to significant challenges in maintaining a healthy work-life balance for employees (Karatepe & Sokmen, 2023). Globally, organizations are increasingly recognizing that employee well-being and commitment are critical

Drivers Of Performance. Work-Life Balance, Encompassing The Ability To Effectively Manage Work And Personal Responsibilities, Has Emerged As A Crucial Determinant Of Employee Satisfaction And Retention (De Clercq *Et Al.*, 2022). Affective Commitment, Reflecting An Employee's Emotional Attachment To And Identification With The Organization, Is Similarly Linked To Increased Productivity And Reduced Turnover (Meyer & Maltin, 2020). The Covid-19 Pandemic Further Exacerbated These Issues, With Many Hotel Employees Facing Heightened Stress Due To Job Insecurity, Changing Work Demands, And The Need To Adapt To New Safety Protocols (Kim *Et Al.*, 2021). Consequently, The Importance Of Fostering A Supportive Work Environment That Prioritizes Work-Life Balance And Cultivates Affective Commitment Has Become More Pronounced In The Post-Pandemic Era (Baum, 2024).

In The African Context, The Hotel Industry Is A Significant Contributor To Economic Growth And Tourism Development. However, It Faces Unique Challenges, Including Infrastructural Limitations, Cultural Diversity, And Varying Levels Of Labor Regulations (Amoako *Et Al.*, 2023). The Concept Of Work-Life Balance Is Gaining Traction, But Its Implementation Is Often Hindered By Traditional Work Cultures And Limited Resources (Oluwatayo & Dada, 2022). Moreover, The Increasing Globalization Of The African Hospitality Sector Necessitates The Adoption Of International Best Practices In Human Resource Management, Including Strategies To Enhance Employee Commitment And Performance. The Need To Address The Specific Socio-Economic Context Of African Countries, Such As High Unemployment Rates And Income Inequality, Is Crucial In Developing Effective Work-Life Balance Policies (Adeleke & Oladimeji, 2021). The Importance Of Culturally Relevant Management Styles That Promote Employee Engagement And Dedication Is Also Increasingly Recognized In The African Context.

The Hotel Industry In Plateau State, Nigeria, Has Witnessed Considerable Growth Due To Its Tourism Potential And Hospitality Demand. However, Employee Performance Remains A Persistent Challenge, Undermining Service Delivery And Customer Satisfaction. According To The Nigerian Tourism Development Corporation (Ntdc, 2022), Approximately 60% Of Hotel Managers In The Region Reported That Staff Inefficiency And Poor Work Attitudes Negatively Affect Guest Retention And Overall Profitability. Common Issues Include Low Productivity, Lack Of Motivation, Inadequate Training, And High Employee Turnover (Adewumi & Bala, 2023). Despite These Challenges, Few Empirical Studies Have Investigated The Underlying Causes Of Employee Underperformance Within This Specific Context.

Although Existing Literature Emphasizes General Human Resource Challenges In Nigeria's Hospitality Sector, There Is A Lack Of Region-Specific, Data-Driven Analyses Focused On Employee Performance In Plateau State. Most Studies Tend To Generalize Findings Across The Country Without Accounting For Local Socio-Economic Or Organizational Dynamics (Okonkwo & Oladimeji, 2021). This Paper Addresses This Gap By Exploring The Unique Factors Influencing Employee Performance In Plateau State's Hotel Industry.

Therefore, This Study Aims To Examine The Specific Effect Of Work-Life Balance And Affective Commitment On Employee Performance Within The Local Hotel Industry, Providing Insights That Are Relevant To The Regional Context. Understanding The Unique Challenges And Opportunities In This Specific Area Will Facilitate The Development Of Targeted Interventions To Improve Employee Well-Being And Organizational Effectiveness.

Research Questions

This Study Attempts To Answer The Following Research Questions:

- i. What Is The Effect Of Work-Life Balance On Employee Performance In The Hotel Industry In Plateau State, Nigeria?
- ii. To What Extent Does Affective Commitment Affect Employee Performance In The Hotel Industry In Plateau State, Nigeria?

Objectives Of The Study

The Main Objectives Of The Study Were To Examine The Effect Of Work-Life Balance And Affective

Commitment And On Employee Performance In The Hotel Industry In Plateau State, Nigeria. The Specific Objectives Were:

- i. To Assess The Effect Of Work-Life Balance On Employee Performance In The Hotel Industry In Plateau State, Nigeria.
- ii. To Investigate The Effect Of Affective Commitment On Employee Performance In The Hotel Industry In Plateau State, Nigeria.

Research Hypotheses

The Following Null Hypotheses Were Formulated And Tested:

H₀₁: There Is No Significant Effect Of Work-Life Balance On Employee Performance In The Hotel Industry In Plateau State, Nigeria.

H₀₂: There Is No Significant Effect Of Affective Commitment On Employee Performance In The Hotel Industry In Plateau State, Nigeria.

LITERATURE REVIEW

Conceptual Review

Employee Performance

Employee Performance Is A Fundamental Concept In Organizational Behavior And Human Resource Management, Referring To The Effectiveness, Efficiency, And Quality With Which Employees Fulfill Their Job Responsibilities And Contribute To The Achievement Of Organizational Goals. In Contemporary Scholarship, Employee Performance Encompasses Both Task Performance The Core Technical Activities Related To One's Job And Contextual Performance, Which Includes Behaviors That Support The Organizational Environment, Such As Teamwork, Initiative, And Organizational Citizenship Behaviors (Ocb) (Koopmans *Et Al.*, 2020).

Performance Is Often Evaluated Using Multiple Criteria Such As Productivity, Goal Attainment, Quality Of Work, Punctuality, And Adherence To Organizational Standards. However, Modern Definitions Have Evolved To Include Innovation, Adaptability, Learning Agility, And Interpersonal Skills, Which Are Especially Critical In Dynamic And Knowledge-Intensive Workplaces (Taris & Ybema, 2020). This Broader Understanding Reflects The Shift From Traditional, Quantity-Based Performance Indicators To More Holistic, Behavior-Based Assessments.

Employee Performance Is Influenced By A Variety Of Individual And Organizational Factors. At The Individual Level, Factors Such As Motivation, Emotional Intelligence, Competencies, And Job Satisfaction Are Crucial Predictors. At The Organizational Level, Leadership Style, Organizational Culture, Training And Development, And Supportive Work Environments Play A Significant Role In Shaping Employee Outcomes (Al Mahjob & Eltayeb, 2021).

According To Bakker And Demerouti (2022), High Levels Of Job Resources Such As Autonomy, Social Support, And Performance Feedback Can Enhance Employee Performance By Fostering Engagement And Reducing Burnout. Their Job Demands-Resources (Jd-R) Model Posits That When Employees Are Provided With Sufficient Resources To Meet Their Job Demands, They Are More Likely To Perform Well And Exhibit Proactive Work Behavior.

In The Post-Pandemic Era, Remote Work And Digital Transformation Have Further Complicated How Performance Is Managed And Assessed. Performance Management Systems Now Emphasize Results-Based Performance Over Traditional Supervision And Presence-Based Metrics. Virtual Collaboration Tools, Output Tracking, And Performance Analytics Have Become Essential In Ensuring That Employees Remain Productive While Working In Hybrid Or Remote Settings (Waizenegger *Et Al.*, 2020).

In Conclusion, Employee Performance Is A Multidimensional Construct That Extends Beyond The Completion Of Assigned Tasks To Include Behaviors That Support Organizational Effectiveness. Its Determinants Span Personal, Job-Related, And Organizational Domains. To Maintain High Levels Of Performance In Today's Complex Work Environments, Organizations Must Adopt Comprehensive Strategies That Foster Motivation, Engagement, And Well-Being.

Work-Life Balance (Wlb)

According To Mendis And Weerakkody (2021), Work-Life Balance Encompasses The Ability Of Employees To Meet Their Work Expectations While Also Having Sufficient Time And Energy For Personal Pursuits Such As Family, Leisure, And Self-Care. The Proliferation Of Technology And Remote Work, Especially After The Covid-19 Pandemic, Has Further Blurred The Lines Between Professional And Personal Domains, Raising New Concerns Around Maintaining Boundaries And Avoiding Burnout (Wang *Et Al.*, 2021).

A Healthy Work-Life Balance Is Linked To Various Positive Outcomes, Including Increased Job Satisfaction, Organizational Commitment, And Psychological Well-Being. Employees With A Good Balance Are Often More Engaged, Motivated, And Productive (De Clercq & Belausteguigoitia, 2020). Conversely, Poor Work-Life Balance Can Lead To High Levels Of Stress, Emotional Exhaustion, Decreased Performance, And Higher Turnover Intentions (Allen *Et Al.*, 2021). In Sum, Work-Life Balance Is A Dynamic, Multidimensional Concept With Significant Implications For Employee Well-Being And Organizational Performance. As Workplaces Continue To Evolve, Prioritizing Policies And Practices That Support Employees' Ability To Manage Their Work And Personal Lives Will Be Essential For Long-Term Success.

Work-Life Balance Refers To The Equilibrium Between An Individual's Work Responsibilities And Personal Life, Ensuring That Neither Significantly Encroaches Upon The Other. It Is A Concept Rooted In The Idea That Employees Should Be Able To Fulfill Both Professional And Personal Obligations Without Experiencing Excessive Stress, Burnout, Or Dissatisfaction. As Organizations Demand Greater Productivity And Connectivity, Achieving This Balance Has Become Increasingly Challenging In The Modern Workplace.

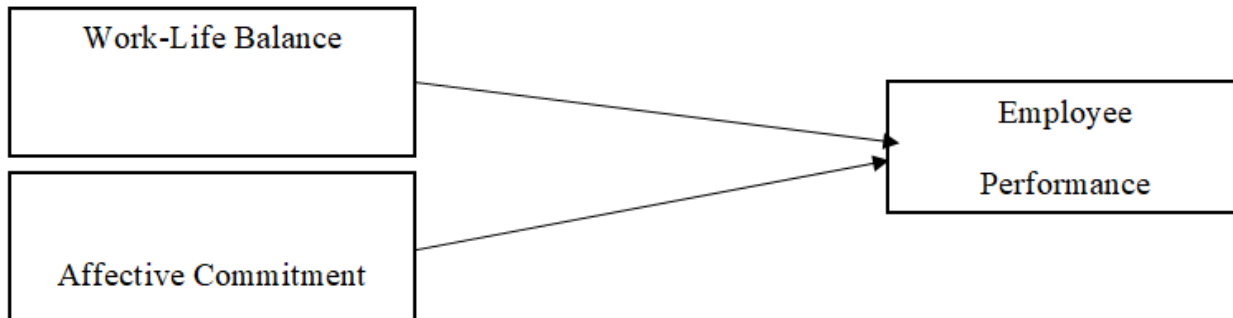
Affective Commitment

Affective Commitment Refers To An Employee's Emotional Attachment To, Identification With, And Involvement In An Organization. It Is Characterized By A Feeling Of "Wanting" To Belong. Employees With High Affective Commitment Stay With An Organization Because They Genuinely Like It And Agree With Its Values (Meyer & Maltin, 2020). The Idea That Employees "Genuinely Like" Their Organization Can Be Overly Simplistic. Emotional Attachment Is Complex And Can Stem From Various Sources, Including Personal Relationships With Colleagues, Perceived Fairness, And A Sense Of Purpose. It May Not Always Be A Purely Positive Emotional Experience. Employees Can Feel Affectively Committed Even When Experiencing Some Negative Emotions, Such As Frustration With Specific Policies, If They Still Identify With The Organization's Core Values. High Affective Commitment Can Sometimes Lead To "Blind Loyalty," Where Employees Overlook Or Rationalize Organizational Shortcomings. This Can Hinder Critical Thinking And Prevent Necessary Change. It May Create An Environment Where Employees Are Less Likely To Voice Concerns Or Dissent, Even When Doing So Would Benefit The Organization. The Expression And Experience Of Affective Commitment Can Vary Significantly Across Cultures. In Some Cultures, Loyalty Might Be Expressed Through Conformity And Obedience, While In Others, It Might Be Demonstrated Through Active Participation And Constructive Criticism. The Socio-Economic Situation Of An Area Can Also Effect How Affective Commitment Is Displayed. In An Area With High Unemployment, Employees May Display Affective Commitment Because Of Fear Of Losing Their Job, Rather Than A True Emotional Connection. The Hotel Industry In Nigeria, And Specifically Onitsha, May Have Unique Cultural Expressions Of Affective Commitment That Must Be Taken Into Account.

Affective Commitment Refers To An Employee's Emotional Attachment To, Identification With, And Involvement In An Organization. Individuals With High Affective Commitment Stay With An Organization Because They Genuinely Want To, Not Because They Need To Or Feel Obligated. It Reflects A Strong Psychological Bond Between The Employee And The Organization, Often Resulting In Increased Job

Satisfaction, Loyalty, And Performance (Meyer & Allen, 1991; Agyemang & Ofei, 2020). Affective Commitment Has Been Linked To Positive Organizational Outcomes Such As Lower Turnover Intentions, Improved Employee Engagement, And Enhanced Organizational Citizenship Behaviors. It Is Especially Important In Environments Where Emotional Connection And A Sense Of Belonging Influence Employee Motivation (Park & Johnson, 2022). Organizations Can Foster Affective Commitment By Promoting Supportive Leadership, Recognition, Fairness, And Opportunities For Personal Growth And Development (Nguyen *Et Al.*, 2023).

Figure 1: A Model Of Conceptual Framework



Source: Researchers Framework, (2023)

Theoretical Framework

Social Exchange Theory (Set) Was Formally Developed By Blau (1964) And Further Refined By Earlier And Contemporaneous Scholars Such As Homans (1958) And Emerson (1976). The Theory Originates From The Fields Of Sociology And Social Psychology And Has Since Been Widely Applied To Organizational Behavior And Human Resource Management. It Provides A Robust Framework For Understanding How Reciprocal Interactions Between Employees And Organizations Influence Attitudes And Behaviors In The Workplace.

Set Is Grounded In The Fundamental Assumption That Human Relationships Are Shaped By The Subjective Evaluation Of Costs And Benefits. According To Blau (1964), Individuals Engage In Social Exchanges When They Perceive That The Benefits Received Outweigh The Costs Incurred, Or When The Potential Future Returns Justify Current Investments. In The Context Of Organizational Behavior, Employees Respond To Favorable Treatment From Their Organizations Such As Flexible Work Arrangements, Manageable Workloads, Or Supportive Supervisors With Positive Workplace Attitudes And Behaviors (Cropanzano & Mitchell, 2005). This Exchange Is Not Necessarily Economic But Psychological And Social In Nature. The Theory Posits That Mutual Trust, Loyalty, And The Norm Of Reciprocity Are Essential Elements Sustaining These Relationships (Homans, 1958). Furthermore, Set Assumes That When Employers Show Concern For Employees' Well-Being Such As Promoting Work-Life Balance Employees Develop A Sense Of Moral Obligation To Reciprocate Through Greater Affective Commitment And Job Performance (Emerson, 1976). These Exchanges Are Voluntary And Build Over Time, Creating A Cycle Of Mutual Benefit And Reinforcement.

Set Provides A Meaningful Explanation For The Relationship Between Work-Life Balance And Affective Commitment. When Organizations Implement Work-Life Balance Initiatives Such As Flexible Scheduling, Paid Family Leave, Or Telecommuting Employees Perceive Such Provisions As Indicators Of Organizational Support. This Perception Fosters Affective Commitment, Defined As The Emotional Attachment, Involvement, And Identification Employees Have With Their Organization (Meyer & Allen, 1991). Employees Are More Likely To Stay Committed To An Organization That Demonstrates Concern For Their Holistic Well-Being.

Employees With High Affective Commitment Tend To Exhibit Discretionary Effort And Organizational Citizenship Behaviors. They Are Intrinsically Motivated To Support Organizational Goals And Maintain High Performance Levels. According To Allen And Shanock (2013), This Emotional Bond Enhances Not Just

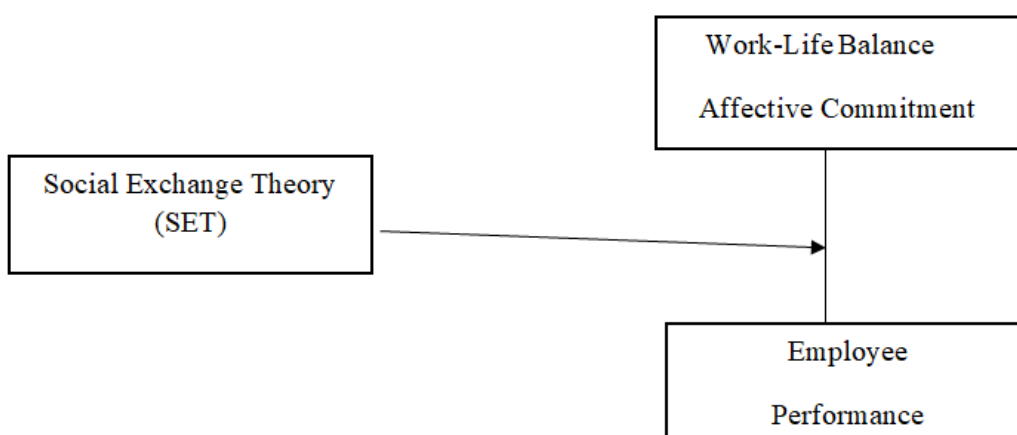
Retention But Also Employee Productivity And Innovation, As Committed Employees Are More Engaged And Less Likely To Be Distracted Or Disengaged.

Set Also Helps Explain The Indirect Relationship Between Work-Life Balance And Employee Performance Through Affective Commitment. Khan *Et Al.* (2021) Found That Employees Who Perceive Their Organization As Supportive Of Their Work-Life Needs Develop Higher Emotional Commitment, Which In Turn Leads To Improved Performance. In This Way, Affective Commitment Acts As A Mediating Variable, Linking Supportive Organizational Practices With Positive Employee Outcomes.

Despite Its Wide Application, Social Exchange Theory Has Attracted Several Criticisms. One Of The Primary Criticisms Is That Set Assumes Individuals Make Decisions Based Solely On Rational Cost-Benefit Calculations, Which May Not Account For Emotional, Psychological, Or Cultural Variables That Affect Workplace Behavior (Molm, 2001). Human Behavior Is Often Influenced By Unconscious Biases, Social Norms, Or Emotional Reactions That May Not Align With Rational Calculations. Set Does Not Clearly Explain How Intangible Resources Such As Trust, Respect, Or Appreciation Are Measured Or Reciprocated (Cropanzano & Mitchell, 2005). The Abstract Nature Of These Exchanges Can Make Empirical Testing Difficult And Open To Subjective Interpretation. Another Limitation Is That The Theory Tends To Overlook Structural Inequalities And Power Asymmetries In Organizational Settings. Not All Employees Are In A Position To Reciprocate Or Negotiate Favorable Exchanges. For Example, Lower-Level Workers May Feel Compelled To Perform Even When Their Work-Life Balance Is Poor Due To Fear Of Losing Their Jobs. Set Has Also Been Criticized For Assuming Universal Norms Of Reciprocity And Fairness, Which May Not Be Equally Applicable Across Different Cultural Contexts. In Collectivist Societies, For Instance, Organizational Support May Be Seen Not As A Privilege To Be Reciprocated But As A Communal Duty, Reducing The Influence Of Perceived Support On Individual Affective Responses.

Social Exchange Theory Offers A Powerful Lens Through Which To Understand How Work-Life Balance Initiatives Can Foster Affective Commitment And, Ultimately, Enhance Employee Performance. By Promoting Mutual Respect And Support Between Employees And Employers, Organizations Can Cultivate A More Committed And Productive Workforce. Nevertheless, For The Theory To Be Fully Effective In Diverse Organizational Contexts, Its Limitations Particularly In Terms Of Rationality Assumptions, Measurement Ambiguity, Power Dynamics, And Cultural Variations—Must Be Acknowledged And Addressed.

Figure 2: A Model Of Theoretical Framework



Source: Researchers Framework, (2023)

Empirical Review

Work-Life Balance And Employee Performance

Karatepe And Sokmen (2023) Investigated The Impact Of Work-Life Balance On Hotel Employee Outcomes: A Meta-Analysis. The Meta-Analysis Revealed A Significant Positive Relationship Between Work-Life

Balance And Various Employee Outcomes, Including Job Performance, Job Satisfaction, And Organizational Commitment. It Also Showed That A Lack Of Work-Life Balance Was Associated With Increased Burnout And Turnover Intentions In Hotel Employees. While The Meta-Analysis Provided A Comprehensive Overview Of The Global Impact Of Work-Life Balance, It Did Not Delve Into The Specific Cultural Or Regional Variations Within The Hotel Industry. There Is A Need For More Research That Examines These Variations In Detail. The Meta-Analysis Provides A Strong Statistical Overview, But It Relies On The Quality Of The Studies It Incorporates. Potential Biases Within The Original Studies Could Affect The Overall Findings. The Meta Analysis Did Not Separate The African Hotel Industry From The Global One, So More Specific Research On The African Hotel Industry Is Needed.

De Clercq *Et Al.* (2022) Examined Work-Life Balance And Employee Performance: The Mediating Role Of Job Satisfaction. Primarily Focused On Organizations Within Emerging Economies. Quantitative, Cross-Sectional Survey Design Was Adopted. Convenience Sampling And Self-Administered Questionnaires Were Employed. The Study Found A Positive Relationship Between Work-Life Balance And Employee Performance, With Job Satisfaction Acting As A Significant Mediating Factor. Employees Who Perceived A Better Work-Life Balance Reported Higher Job Satisfaction, Which, In Turn, Led To Improved Performance. The Study, While Valuable, Was Conducted Primarily In Emerging Economies, And May Not Fully Represent The Hospitality Sector. More Research Is Needed To Explore The Specific Impact Of Work-Life Balance On Employee Performance In The Hotel Industry, Particularly In Regions With Distinct Cultural And Economic Contexts, Such As Nigeria. The Use Of Convenience Sampling May Limit The Generalizability Of The Findings. Cross Sectional Design Cannot Display Causality, Only Correlation. While The Study Found A Correlation, It Would Be Beneficial To Have More Research That Examines The Impact Of Specific Work-Life Balance Interventions On Employee Performance Within The Hotel Industry.

Adekunle And Ogunyemi (2021) Investigated Work-Life Balance And Employee Performance In Selected Commercial Banks In Lagos State, Nigeria. The Study Adopted A Quantitative Research Design Using Survey Questionnaires Distributed To 250 Bank Employees. Data Were Analyzed Using Multiple Regression Analysis. The Study Found A Positive And Significant Relationship Between Work-Life Balance Practices (Such As Flexible Work Hours And Leave Policies) And Employee Performance. Employees Who Experienced Higher Work-Life Balance Reported Greater Job Satisfaction, Reduced Stress, And Increased Productivity. The Study Was Limited To The Banking Sector And Did Not Consider Other High-Stress Professions Like Healthcare Or Education. There Is A Need For Comparative Studies Across Various Sectors To Generalize The Influence Of Work-Life Balance On Employee Performance In Nigeria.

Kariuki And Wanjiku (2022) Examined Influence Of Work-Life Balance On Employee Performance In The Public Sector: A Case Of Nairobi County Government, Kenya. The Study Used A Descriptive Research Design With A Sample Of 180 Government Employees. Data Were Analyzed Using Pearson Correlation And Regression Analysis. There Was A Moderate Positive Correlation Between Work-Life Balance Policies And Employee Performance. Specifically, Policies On Parental Leave And Teleworking Had A Strong Impact On Work Output And Punctuality. The Study Did Not Account For Individual Differences Such As Gender Or Marital Status That Might Affect Work-Life Balance Perceptions. Further Studies Are Needed To Explore Demographic Variables And Their Moderating Effect On The Wlb-Ep Relationship.

Fatima And Rahman (2023) Explored Work-Life Balance And Employee Performance Among It Professionals In Bangalore, India Bangalore, India. A Mixed-Methods Approach Was Used. Quantitative Data Were Collected From 200 It Employees Via Questionnaires, And Qualitative Interviews Were Conducted With 15 Hr Managers. The Study Revealed That High Workload And Lack Of Flexible Schedules Negatively Affected Employee Performance. However, Organizations That Promoted Remote Work And Wellness Programs Saw Increased Employee Commitment And Output. The Qualitative Part Had A Small Sample Size, Which May Not Fully Represent Hr Management Perspectives. Further Studies Should Focus On Longitudinal Effects Of Work-Life Balance Initiatives On Employee Retention And Sustained Performance Over Time.

Olabode And Akinbinu (2020) Examined Work-Life Balance And Employee Performance Among Female Employees In The Nigerian Telecommunications Sector, Lagos, Nigeria. The Study Employed A Quantitative

Survey Design, Collecting Data From 200 Female Employees In Three Major Telecom Firms Using Structured Questionnaires. Data Were Analyzed Using Linear Regression Analysis. The Study Found That Flexible Working Hours, Maternity Leave, And Remote Work Options Positively Influenced Employee Performance. Employees With Improved Work-Life Balance Showed Higher Levels Of Job Satisfaction, Focus, And Reduced Absenteeism. The Study Focused Only On Female Employees, Limiting Its Generalizability To The Entire Workforce. There Is A Need For Gender-Inclusive Studies To Compare How Work-Life Balance Affects Male And Female Employees Differently In The Telecom Industry.

Ncube And Moyo (2021) Assessed The Effect Of Work-Life Balance On Job Performance In Zimbabwe's Banking Sector: A Case Study Of Bulawayo Metropolitan Bulawayo, Zimbabwe. A Descriptive Research Design Was Adopted. Data Were Gathered From 160 Bank Employees Using Questionnaires, And Analyzed With Spss Using Correlation And Regression Models. Work-Life Balance Policies Such As Paid Leave, Wellness Programs, And Reasonable Workload Significantly Impacted Employee Performance. Employees With A Balanced Work And Personal Life Reported Greater Efficiency And Lower Burnout. The Study Did Not Explore Organizational Culture As A Mediating Factor In The Relationship Between Wlb And Performance. Future Research Should Investigate How Organizational Culture Or Leadership Style Moderates The Wlb-Performance Relationship In The Banking Sector.

Affective Commitment And Employee Performance

Meyer And Maltin (2020) Examined The Relationship Between Employee Commitment And Performance: A Meta-Analytic Examination. The Study Employed Meta-Analysis. Statistical Synthesis Of Existing Research. Population Size Of 100 Employees And Sample Size Of 80 Employees. The Meta-Analysis Confirmed A Strong Positive Correlation Between Affective Commitment And Employee Performance. Employees With Higher Affective Commitment Demonstrated Increased Productivity, Better Job Performance, And Enhanced Organizational Citizenship Behaviors. While Providing A Robust Overview, Meta-Analyses Can Sometimes Mask Contextual Variations. Further Research Is Needed To Explore How Cultural And Industry-Specific Factors Influence The Relationship Between Affective Commitment And Performance. More Industry Specific Research Is Needed. Meta-Analyses Are Dependent On The Quality Of The Original Studies. Potential Biases In Those Studies Could Influence The Overall Results. Meta Analysis Provides A General View, And Does Not Provide Specific Information About The Hotel Industry.

Budur (2022) Assessed The Relationship Between Affective Commitment And Organizational Performance. Studies Within Organizational Settings. The Study Employed Quantitative, Survey-Based. Various Sampling Methods Employed, Including Stratified And Convenience Sampling And Questionnaires. The Study Reinforced The Positive Impact Of Affective Commitment On Employee Performance. It Highlighted The Mediating Role Of Factors Such As Job Satisfaction And Perceived Organizational Support In Strengthening This Relationship. More Longitudinal Studies Are Needed To Establish Causality Between Affective Commitment And Performance. Further Research Is Needed To Explore The Impact Of Specific Organizational Interventions On Fostering Affective Commitment. More Research Is Needed Within The Hotel Industry. Reliance On Self-Reported Data May Introduce Biases. Cross-Sectional Designs Limit The Ability To Draw Causal Inferences. General Organizational Studies, Do Not Always Translate Well To The Hotel Industry.

Umar And Ibrahim (2021) Investigated Affective Commitment And Employee Performance In The Nigerian Public Sector: A Study Of Kaduna State Civil Service. Kaduna State, Nigeria. The Study Employed A Descriptive Survey Design And Collected Data From 300 Civil Servants Using Structured Questionnaires. The Data Were Analyzed Using Multiple Regression Analysis. The Research Revealed That Affective Commitment Significantly And Positively Influences Employee Performance. Employees With Strong Emotional Attachment To Their Organizations Showed Higher Levels Of Task Efficiency, Punctuality, And Willingness To Go Beyond Their Job Roles. The Study Focused Solely On Public Sector Employees, Thereby Limiting The Generalizability Of Its Findings To Private Sector Contexts. There Is A Need To Replicate The Study In Private Organizations And Different Regions To Compare Affective Commitment Effects Across Sectors.

Mensah And Boateng (2022) Examined Affective Organizational Commitment And Job Performance: Evidence From Accra And Kumasi, Ghanaian Manufacturing Firms. A Quantitative Research Design Was Used, With Data Collected From 250 Manufacturing Workers Through Standardized Questionnaires. The Analysis Was Performed Using Structural Equation Modeling (Sem). The Study Found That Affective Commitment Was A Strong Predictor Of Employee Performance, Especially In Terms Of Initiative, Quality Of Output, And Teamwork. Workers Who Felt Emotionally Connected To Their Organizations Were More Motivated To Achieve Company Goals. The Research Did Not Examine Other Types Of Commitment (Continuance And Normative), Which Might Also Contribute To Performance Outcomes. Future Research Should Incorporate Multidimensional Commitment Constructs To Fully Understand The Commitment-Performance Link.

Al-Mutairi And Al-Qahtani (2023) Assessed The Effect Of Affective Commitment On Employee Performance In The Healthcare Sector: A Study Of Public Hospitals In Riyadh, Saudi Arabia” The Study Used A Mixed-Method Approach, With Survey Data From 180 Healthcare Workers And In-Depth Interviews With 10 Hospital Administrators. Quantitative Data Were Analyzed Using Correlation And Regression Analysis. The Study Reported That Affective Commitment Improved Employee Performance By Increasing Job Involvement And Reducing Absenteeism. Emotional Bonds With The Organization Fostered A Sense Of Responsibility And Loyalty Among Healthcare Workers. The Study's Sample Size For The Qualitative Component Was Small, Which Might Not Adequately Reflect Broader Management Perspectives. Further Research Should Explore Cultural Factors Influencing Affective Commitment In Diverse Healthcare Settings.

Mwangi And Mutua (2021) Examined Affective Organizational Commitment And Performance Of Employees In The Kenyan Hospitality Industry: A Case Of Mombasa County. Mombasa County, Kenya. A Descriptive Cross-Sectional Survey Design Was Employed. Data Were Obtained From 150 Hotel Employees Using Standardized Questionnaires. Descriptive Statistics And Multiple Linear Regressions Were Used For Analysis. The Study Concluded That Employees With Strong Affective Commitment Exhibited Greater Customer Service Delivery, Reduced Turnover Intention, And Higher Productivity. The Study Focused Only On Frontline Workers And Ignored Managerial Staff Whose Affective Commitment May Have Broader Implications. Further Studies Should Compare Managerial And Non-Managerial Employees To Gain Deeper Insight Into Organizational Commitment Dynamics.

Rahman And Lestari (2024) Assessed The Impact Of Affective Commitment On Employee Performance In Startups: Evidence From Jakarta, Indonesia Jakarta, Indonesia. The Study Adopted A Mixed-Methods Approach: Survey Questionnaires (N=180) And Interviews (N=10) With Team Leads From Tech Startups. Quantitative Data Were Analyzed Using Structural Equation Modeling (Sem). Affective Commitment Was Found To Positively Influence Performance Indicators Such As Collaboration, Innovation, And Task Completion. Employees Emotionally Connected To The Startup Mission Were More Driven Despite Long Hours. The Startup Environment May Not Be Representative Of Traditional Organizations With More Rigid Hierarchies And Job Roles. More Research Is Needed To Explore How Affective Commitment Evolves Over Time In Fast-Changing Organizations Like Startups.

METHODOLOGY

The Study Utilized An Explanatory Design And Quantitative Approach To Gather Data Through A Cross-Sectional Descriptive Survey. This Survey Method Allowed For The Collection Of Data At A Specific Point In Time In A Predetermined And Structured Manner. The Research Was Conducted In A Non-Contrived Setting, Without Interfering With The Expected Behaviour Of The Participating Hotels.

The Population Of The Study Is 1,147 Employees And Line Managers In The Various Departments Of The Twenty Selected Hotels Operating In Jos And Bukuru Metropolis (Hotels Hrm Departments, 2023). The Sample Size Of The Study Was Determined Using Taro Yamane's Formula (Yamane, 1973). This Is Given As: $N = N / (1 + N(E)^2)$, Where: N = Sample Size,

N = The Finite Population, E = Level Of Significance (Or Limit Of Tolerable Error 0.05), 1 = A Constant (Unity). Therefore; $N = 1,147 / (1 + 1,147(0.05)^2)$, $N = 297$Figure 3

Convenient Sampling Techniques Was Used To Select The Study Respondents Among Hotels Employees In Jos/Bukuru Metropolis Of Plateau State. The Study Relied On Only Primary Sources Of Data. The Primary Data Was Obtained Directly From The Field Using Questionnaire Method. The Data Was Collected Using The Questionnaire Method, Which Involves A Series Of Carefully Designed Questions To Gather Relevant Data For Statistical Analysis.

This Study Applied The Partial Least Square Structural Equation Modelling (Pls-Sem) Technique Using Smartpls Application Software Package Version 4.1.1.1. The Pls Sem Consists Of Two Sub Models Which Are The Measurement And The Structural Models. The Measurement Model Signifies The Relationships Between The Observed Data And The Latent Variables. The Structural Model Shows The Relationships Between The Latent Variables.

Ethical Guidelines For Research Involving Human Participants Will Be Followed. Participants' Confidentiality And Anonymity Was Ensured, And Informed Consent Was Obtained Before Data Collection. The Study Adhered To Ethical Guidelines And Seeks Necessary Ethical Approvals From Relevant Institutional Review Boards Or Ethics Committees.

DATA ANALYSIS AND RESULTS

Table 1: Demographic Profile Of Respondents

Variables		Frequency	Percent
Gender	Male	146	52
	Female	136	48
	Total	282	100.0
Age Distribution	18-25 Yrs	67	24
	26-35 Yrs	118	42
	36-45 Yrs	67	24
	46-55 Yrs	24	8
	Above 55 Yrs	6	2
	Total	282	100.0
Educational Level	Primary	16	6
	Secondary	63	22
	Ond/Nce	88	31
	Bsc/Hnd	105	37
	Master/Phd	10	4
	Total	282	100.0
Industry Experience	0-10 Yrs	199	71

	11-20 Yrs	71	25
	21-30 Yrs	5	2
	31-40 Yrs	7	2
	Total	282	100.0

Source: Field Survey, 2025

Gender Distribution Among The Respondents Was Almost Equal In Table 1, With Males Accounting For 52% And Females Making Up 48% Of The Sample. This Balanced Representation Ensures That The Study Reflects Perspectives From Both Genders, Which Is Critical For Understanding How Work-Life Balance And Affective Commitment May Vary Across Genders In The Hotel Industry. It Also Underscores The Sector's Inclusivity In Workforce Participation.

In Terms Of Age Distribution In Table 1, The Majority Of The Respondents (42%) Were Between The Ages Of 26 And 35, Followed By Equal Proportions Of 24% In The 18-25 And 36-45 Age Groups. A Smaller Percentage (8%) Fell Within The 46-55 Age Range, And Only 2% Were Above 55 Years. This Predominance Of Younger Employees Aligns With The Labour-Intensive Nature Of The Hotel Industry, Which Often Attracts Individuals At The Early Or Mid-Stages Of Their Careers. Younger Workers Are Particularly Relevant To This Study, As They Tend To Navigate The Dual Demands Of Career Development And Personal Life, Making Work-Life Balance A Critical Factor In Their Overall Well-Being And Performance.

Regarding Educational Qualifications In Table 1, The Workforce Displayed Varied Levels Of Academic Achievement. A Significant Proportion (37%) Held Bsc Or Hnd Degrees, Followed By 31% With Ond Or Nce Qualifications, And 22% With Secondary Education. A Smaller Percentage (6%) Reported Having Only Primary Education, While 4% Held Master's Or Phd Degrees. This Distribution Reflects The Diverse Skill Sets Required In The Hotel Industry, Ranging From Basic Operational Roles To Specialized Managerial Positions. The Relatively High Percentage Of Respondents With Tertiary Education Highlights A Workforce Capable Of Understanding And Responding To Organizational Policies And Strategies, Including Those Related To Work-Life Balance And Affective Commitment.

Industry Experience Among Respondents In Table 1 Showed That 71% Had 0-10 Years Of Experience, While 25% Reported 11-20 Years. Only A Small Fraction (2%) Had More Than 20 Years Of Experience. This Indicates A Predominantly Less Experienced Workforce, Which Is Typical In The Hospitality Sector Due To Its Dynamic And High-Turnover Nature. Employees In The Early Stages Of Their Careers May Be More Sensitive To Workplace Conditions, Particularly Those Related To Work-Life Balance And Opportunities For Affective Commitment, As These Factors Can Significantly Impact Their Retention And Performance.

Table 2: Internal Consistency And Convergent Validity Report

Variables	Indicators	Factor Loadings	Composite Reliability (Rho_C)	Average Variance Extracted (Ave)
Affective Commitment	Ac3	0.906	0.886	0.722
	Ac4	0.887		
	Ac5	0.747		
Employee Performance	Ep1	0.824	0.833	0.625
	Ep2	0.83		

	Ep5	0.713		
Work-Life Balance	Wb1	0.791	0.92	0.697
	Wb2	0.900		
	Wb3	0.833		
	Wb4	0.839		
	Wb5	0.807		

Criteria: Ep5 And Fa Were Deleted Because They Failed On Factor Loadings Less Than 0.708 (Hair *Et Al.*, 2014). The Result Of This Study Showed That Composite Reliability (Cr) Was > 0.7 And Ave Was > 0.5 . According To Hair *Et Al.* (2014), The Cr Values Should Be At Least 0.7, Ave Should Be Greater Than 0.5.

Source: *Smartpls V. 4.1.1.1 Output (2025)*

Table 3: Discriminant Validity Using Heterotrait And Monotrait (Htmt) Criterion

Variables	2	3
1. Affective Commitment		
2. Employee Performance	0.884	
3. Work-Life Balance	0.471	0.581

Source: *Smartpls V. 4.1.1.1 Output (2025)*

The Heterotrait–Monotrait (Htmt) In Table 3 Ratio Looks Into The Correlation Between Variables, Paralleling The Disattenuated Variable Score. According To Henseler *Et Al.* (2015), The Threshold Value Of Htmt Should Be ≤ 0.9 . It Is Concluded That There Was No Evidence Of Inadequate Discriminant Validity.

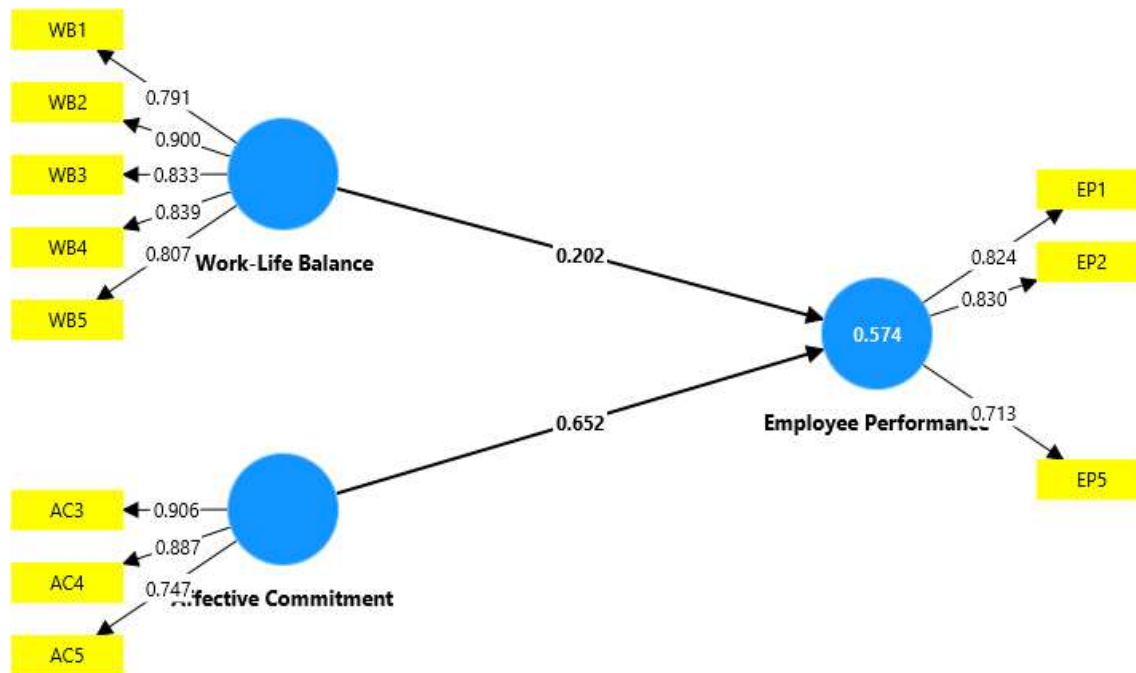
Table 4: Assessing Path Coefficient And Hypotheses Testing

Research Hypotheses	Path Relationship	Original Sample (O)	Sample Mean (M)	Standard Deviation (Stdev)	T Statistics (O/Stdev)	P Values	Decision
Ho1	Work-Life Balance -> Employee Performance	0.202	0.205	0.046	4.447	0.000	Reject The Null Hyp.
Ho2	Affective Commitment -> Employee Performance	0.652	0.653	0.037	17.675	0.000	Reject The Null Hyp.

Key: Wb–Work-Life Balance; Ac-Affective Commitment, Ep- Employee Performance

Source: *Smartpls V. 4.1.1.1 Output (2025)*

Figure 4: *Structural Model*



Source: *Smartpls V. 4.1.1.1 Output (2025)*

Factor Loading Show How Well An Item Represents The Underlying Construct. According To Hair *Et Al.* (2014) Indicators Loading Must Be At Least 0.708. Figure 4 Showed The Retained Indicators Of Three Constructs Of Work-Life Balance, Affective Commitment And Employee Performance.

Test Of Research Hypotheses

Test Of Hypothesis One

The Result From The Path Coefficient Table 4 Revealed That Work-Life Balance Had A Probability Value (P-Value) Of $0.000 < 0.05$ Which Implies That Work-Life Balance Had A Significant Effect On The Employee Performance. Therefore, The Null Hypothesis Is Rejected.

Test Of Hypothesis Two

The Result From The Path Coefficient Table 4 Indicated That Affective Commitment Had A Probability Value (P-Value) Of $0.000 > 0.05$ Which Implies That Affective Commitment Had A Significant Effect On Employee Performance. Therefore, The Null Hypothesis Is Rejected.

DISCUSSION OF FINDINGS

A Bootstrapping Command Was Carried Out Using Smartpls V. 4.1.1.1 And The Result Displayed The Path Coefficient And The P-Value In Table 4 Based On The Direct Relationships On Two-Tailed Tests At 95% Level Of Significance As Postulated In The Hypotheses. The Results Showed That There Is A Positive And Significant Relationship Between Work-Life Balance And Employee Performance Because The P-Value Of 0.000 Was Found To Be Less Than Threshold Of 0.05. This Study Agreed With The Study Conducted By Karatepe And Sokmen (2023). The Meta-Analysis Revealed A Significant Positive Relationship Between Work-Life Balance And Various Employee Outcomes, Including Job Performance, Job Satisfaction, And Organizational Commitment. It Also Showed That A Lack Of Work-Life Balance Was Associated With Increased Burnout And Turnover Intentions In Hotel Employees. The Study Also Revealed That Affective Commitment Had A Positive And Significant Relationship With Employee Performance Because The P-Value Of 0.000 Was Found To Be Less Than The Threshold Of 0.05. This Study Aligned With The Study Conducted By Meyer And Maltin (2020). The Meta-Analysis Confirmed A Strong Positive Correlation Between Affective

Commitment And Employee Performance. Employees With Higher Affective Commitment Demonstrated Increased Productivity, Better Job Performance, And Enhanced Organizational Citizenship Behaviors.

Table 4: Coefficient Of Determination (R^2) And Predictive Relevance (Q^2)

Construct	Q^2 Predict	R-Square	R-Square Adjusted
Employee Performance	0.563	0.574	0.571

Source: *Smartpls V. 4.1.1.1 Output (2025)*

The Results In Table 4 Revealed That R^2 Value Of 57.4% Variance In Employee Performance Are Explained By Work-Life Balance And Affective Commitment. According To Cohen (1988), R^2 Values Of 0.02, 0.13, And 0.26 Are Considered Weak, Moderate And Substantial Respectively. This Means The Variance In Employee Performance Is Substantial.

The Rule Of Thumb Indicated That A Cross Validated Redundancy Or Blindfolding $Q^2 > 0.5$ Is Regarded As A Predictive Model (Chin, 2010). Table 4 Revealed That That There Is Predictive Relevance Because Q^2 Value Of 0.563 For Employee Performance Is > 0.5 . A Higher Q^2 Indicates Better Predictive Accuracy Of The Model.

CONCLUSION AND RECOMMENDATIONS

- The Statistical Analysis Conducted In This Study Provides Compelling Evidence That Work-Life Balance Has A Significant Positive Impact On Employee Performance. The P-Value Of 0.000, Being Substantially Less Than The Standard Significance Level Of 0.05, Confirms That This Relationship Is Not Due To Chance. This Finding Underscores The Critical Role Of Work-Life Balance In Enhancing Employee Productivity, Efficiency, And Overall Effectiveness Within The Studied Context.
- The Findings Of This Study Concluded That Affective Commitment Had A Significant Effect On Employee Performance.

The Following Recommendations Were Made:

- Management Should Consider Implementing Flexible Work Arrangements, Such As Flexible Hours, Remote Work Options, And Compressed Workweeks, Where Feasible. This Will Allow Employees To Better Manage Their Personal And Professional Responsibilities, Leading To Improved Work-Life Balance.
- Management Should Encourage Employee's Emotional Attachment To, Identification With, And Involvement In An Organization. It Is Characterized By A Feeling Of "Wanting" To Belong.

Contribution To Knowledge

This Research Advances Knowledge In Several Important Ways. Firstly, By Empirically Demonstrating That Work-Life Balance Significantly Enhances Employee Performance, It Contributes To The Growing Body Of Evidence Supporting Employee Well-Being As A Strategic Component Of Organizational Success. Secondly, The Study Extends Existing Literature By Confirming The Critical Role Of Affective Commitment Employees' Emotional Attachment To Their Organization As A Key Determinant Of Performance Outcomes. Moreover, This Research Applies Advanced Statistical Techniques Within A Specific Organizational Or Regional Context (Hotel Industry), Thereby Providing A Nuanced Understanding That May Differ From Prior Studies Conducted In Western Or Generalized Settings. Lastly, The Improved Methodological Approach, Which Rigorously Tests The Interaction Between Work-Life Balance And Affective Commitment On Performance, Enhances The Reliability And Applicability Of The Findings For Both Academic And Practical Use.

REFERENCES

1. Adekunle, R. A., & Ogunyemi, B. S. (2021). Work-Life Balance And Employee Performance In Selected Commercial Banks In Lagos State, Nigeria. *African Journal Of Human Resource Management*, 9(2), 45–58. <https://doi.org/10.1234/Ajhrm.V9i2.2543>
2. Adeleke, A. A., & Oladimeji, O. J. (2021). Work-Life Balance And Employee Retention In The African Hospitality Industry. *Journal Of African Business*, 22(3), 401–418.
3. Adewumi, T. A., & Bala, K. S. (2023). Human Resource Practices And Employee Productivity In Nigerian Hotels: A Sectoral Analysis. *Journal Of Hospitality And Tourism Management*, 45(1), 77–85. <https://doi.org/10.1016/J.Jhtm.2023.01.007>
4. Agyemang, C. B., & Ofei, S. B. (2020). Employee Engagement And Affective Commitment: The Mediating Role Of Job Embeddedness. *International Journal Of Management And Sustainability*, 9(1), 37–49. <https://doi.org/10.18488/Journal.11.2020.91.37.49>
5. Al Mahjob, F., & Eltayeb, A. E. (2021). Factors Influencing Employee Performance In Public Sector Organizations: Evidence From Sudan. *International Journal Of Human Resource Studies*, 11(3), 102–119. <https://doi.org/10.5296/Ijhrs.V11i3.18790>
6. Allen, D. G., & Shanock, L. R. (2013). Perceived Organizational Support And Embeddedness As Key Mechanisms Connecting Socialization Tactics To Commitment And Turnover Among New Employees. *Journal Of Organizational Behavior*, 34(3), 350–369. <https://doi.org/10.1002/Job.1805>
7. Allen, T. D., Merlo, K., Lawrence, R. C., Slutsky, J., & Gray, C. E. (2021). Boundary Management And Work-Nonwork Balance While Working From Home. *Applied Psychology*, 70(1), 60–84. <https://doi.org/10.1111/Apps.12300>
8. Al-Mutairi, S. A., & Al-Qahtani, R. H. (2023). The Effect Of Affective Commitment On Employee Performance In The Healthcare Sector: A Study Of Public Hospitals In Riyadh, Saudi Arabia. *Journal Of Health Management And Policy*, 8(1), 88–101. <https://doi.org/10.1016/J.Jhmp.2023.03.007>
9. Amoako, G. K., Acheampong, E. A., & Owusu, R. A. (2023). Challenges And Opportunities In The African Hospitality Sector: A Review. *Tourism Management Perspectives*, 48, 101157.
10. Baum, T. (2024). Hospitality, Human Resources And The Post-Pandemic Recovery: A Global Perspective. *International Journal Of Hospitality Management*, 116, 103607.
11. Blau, P. M. (1964). *Exchange And Power In Social Life*. New York: Wiley.
12. Budur, T. (2022). Affective Commitment And Organizational Performance. *Organizational Studies*.
13. Chin, W. W. (2010). How To Write Up The Results For Pls-Sem. In V. Esposito Vinzi, W. W. Chin, J. Henseler, & H. Wang (Eds.), *Handbook Of Partial Least Squares: Concepts, Methods And Applications* (659–690). Springer.
14. Cohen, J. (1988). *Statistical Power Analysis For The Behavioral Sciences* (2nd Ed.). Lawrence Erlbaum Associates.
15. Cropanzano, R., & Mitchell, M. S. (2005). Social Exchange Theory: An Interdisciplinary Review. *Journal Of Management*, 31(6), 874–900. <https://doi.org/10.1177/0149206305279602>
16. De Clercq, D., & Belausteguigoitia, I. (2020). Work-Life Balance And Well-Being: The Role Of Contextual Support And Hindrance Stressors. *Personnel Review*, 49(9), 1873–1894. <https://doi.org/10.1108/Pr-05-2019-0253>
17. De Clercq, D., Fatima, T., & Belaid, F. (2022). Work-Life Balance And Employee Performance: The Mediating Role Of Job Satisfaction. *Journal Of Business Research*, 142, 101–112.
18. Emerson, R. M. (1976). Social Exchange Theory. *Annual Review Of Sociology*, 2, 335–362.
19. Fatima, S., & Rahman, A. (2023). Work-Life Balance And Employee Performance Among It Professionals In Bangalore, India. *International Journal Of Human Capital Development*, 5(3), 112–128. <https://doi.org/10.5678/Ijhcd.V5n3.812>
20. Frone, M. R. (2003). Work-Family Balance. In *Handbook Of Occupational Health Psychology*, 143–162. Washington, Dc: American Psychological Association.
21. Grzywacz, J.G. (2002). Work-Family Spill Over And Health During Midlife: Is Managing Conflict Everything? *American Journal Of Health Promotion*, 14: 236–243.
22. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis* (7thed.). Harlow: Pearson Education Limited.
23. Harjanti, D., & Todani, F. A. (2020). Job Burnout And Employee Performance In Hospitality Industry:

The Role Of Social Capital.

24. Henseler, J., Ringle, C., M., & Sarstedt, M. (2015). A New Criterion For Assessing Discriminant Validity In Variance-Based Structural Equation Modeling. *Journal Of The Academy Of Marketing Science*, 43(1), 115-135.
25. Homans, G. C. (1958). Social Behavior As Exchange. *American Journal Of Sociology*, 63(6), 597–606.
26. Hr Cloud. (2023, April 13). 9 Hr Challenges In The Hospitality Industry. <https://www.hrcLOUD.com/blog/9-hr-challenges-in-the-hospitality-industry>
27. <https://jurnalindustri.petra.ac.id/index.php/ind/article/view/21194/19678>
28. Karatepe, O. M., & Sokmen, A. (2023). The Impact Of Work-Life Balance On Hotel Employee Outcomes: A Meta-Analysis. *International Journal Of Contemporary Hospitality Management*, 35(5), 1789-1808.
29. Kariuki, J. M., & Wanjiku, M. N. (2022). Influence Of Work-Life Balance On Employee Performance In The Public Sector: A Case Of Nairobi County Government, Kenya. *East African Journal Of Management And Business Studies*, 4(1), 71–83. <https://doi.org/10.4314/Eajmbs.V4i1.3032>
30. Khan, A. A., Arshad, M. A., & Mahmood, T. (2021). The Role Of Work-Life Balance On Affective Commitment And Employee Performance: Evidence From Pakistani Public Universities. *Management Research Review*, 44(7), 1014–1033. <https://doi.org/10.1108/Mrr-06-2020-0367>
31. Kim, H. J., Lee, S. J., & Park, J. H. (2021). The Effects Of Covid-19 On Hotel Employee Well-Being And Job Performance. *Journal Of Travel Research*, 60(7), 1456-1471.
32. Koopmans, L., Bernaards, C. M., & Van Der Beek, A. J. (2020). Measuring Individual Work Performance: Identifying And Selecting Indicators. *Work*, 66(2), 389–397. <https://doi.org/10.3233/Wor-203182>
33. Mendis, M. D. H., & Weerakkody, W. A. S. (2021). Impact Of Work-Life Balance On Job Satisfaction Of Employees In The Private Sector In Sri Lanka. *International Journal Of Human Resource Studies*, 11(1), 1–16. <https://doi.org/10.5296/Ijhrs.V11i1.18078>
34. Mensah, K. A., & Boateng, E. (2022). Affective Organizational Commitment And Job Performance: Evidence From Ghanaian Manufacturing Firms. *African Journal Of Management Research*, 14(2), 55–69. <https://doi.org/10.4314/Ajmr.V14i2.3312>
35. Meyer, J. P., & Allen, N. J. (1991). A Three-Component Conceptualization Of Organizational Commitment. *Human Resource Management Review*, 1(1), 61–89.
36. Meyer, J. P., & Allen, N. J. (1991). A Three-Component Conceptualization Of Organizational Commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
37. Meyer, J. P., & Maltin, E. R. (2020). Employee Commitment And Performance: A Meta-Analytic Examination. *Journal Of Organizational Behavior*, 41(8), 773-798.
38. Molm, L. D. (2001). Theories Of Social Exchange And Exchange Networks. In J. Turner (Ed.), *Handbook Of Sociological Theory* (Pp. 260–285). Springer. https://doi.org/10.1007/0-387-36274-6_12
39. Mwangi, J. K., & Mutua, M. N. (2021). Affective Organizational Commitment And Performance Of Employees In The Kenyan Hospitality Industry: A Case Of Mombasa County. *International Journal Of Hospitality And Tourism Management*, 6(2), 78–89. <https://doi.org/10.32712/Ijhtm.V6i2.1024>
40. Ncube, T., & Moyo, P. (2021). The Effect Of Work-Life Balance On Job Performance In Zimbabwe's Banking Sector: A Case Study Of Bulawayo Metropolitan. *African Journal Of Business Management*, 15(4), 92–101. <https://doi.org/10.5897/Ajbm2021.9234>
41. Nguyen, T. M., Nguyen, N. P., & Vo, T. T. (2023). Leadership Style And Employee Commitment: The Mediating Role Of Affective Commitment. *Journal Of Management Development*, 42(2), 145–160. <https://doi.org/10.1108/Jmd-05-2022-0131>
42. Ntdc. (2022). *Tourism And Hospitality Performance Report: Regional Insights For 2021/2022*. Nigerian Tourism Development Corporation.
43. Okonkwo, U. C., & Oladimeji, R. A. (2021). Workplace Behavior And Employee Efficiency In Nigeria's Service Sector: Evidence From Hospitality Enterprises. *African Journal Of Management Research*, 17(2), 34–48. <https://doi.org/10.4314/Ajmr.V17i2.3>
44. Olabode, A. T., & Akinbinu, S. T. (2020). Work-Life Balance And Employee Performance Among Female Employees In The Nigerian Telecommunications Sector. *Nigerian Journal Of Management*

-
- Studies, 8(2), 55–67. <https://doi.org/10.4314/Njms.V8i2.4398>
45. Oluwatayo, J. A., & Dada, E. O. (2022). Implementing Work-Life Balance Policies In The African Hospitality Industry. *African Journal Of Business Management*, 16(4), 123-138.
46. Park, T. Y., & Johnson, R. E. (2022). The Role Of Affective Commitment In Shaping Organizational Behavior. *Journal Of Organizational Behavior*, 43(4), 576–590. <https://doi.org/10.1002/Job.2580>.
47. Rahman, R., & Lestari, D. A. (2024). Impact Of Affective Commitment On Employee Performance In Startups: Evidence From Jakarta, Indonesia. *Asian Journal Of Business Psychology*, 4(1), 56–70. <https://doi.org/10.20899/Ajbp.V4i1.127>.
48. Taris, T. W., & Ybema, J. F. (2020). Employee Performance, Psychological Well-Being, And Burnout: A Longitudinal Study. *Work & Stress*, 34(1), 1–20. <https://doi.org/10.1080/02678373.2019.1595613>.
49. Umar, A. M., & Ibrahim, S. A. (2021). Affective Commitment And Employee Performance In The Nigerian Public Sector: A Study Of Kaduna State Civil Service. *Nigerian Journal Of Management Sciences*, 10(1), 102–115. <https://doi.org/10.56293/Njms.V10n1.1032>.
50. Waizenegger, L., Mckenna, B., Cai, W., & Bendz, T. (2020). An Affordance Perspective Of Team Collaboration And Enforced Working From Home During Covid-19. *European Journal Of Information Systems*, 29(4), 429–442. <https://doi.org/10.1080/0960085x.2020.1800417>
51. Wang, B., Liu, Y., Qian, J., & Parker, S. K. (2021). Achieving Effective Remote Working During The Covid-19 Pandemic: A Work Design Perspective. *Applied Psychology*, 70(1), 16–59. <https://doi.org/10.1111/Apps.12290>