

NAVIGATING WORK-LIFE BOUNDARIES: HOW IT INFLUENCES EMPLOYEE COMMITMENT AND CAREER SUCCESS AMONG MILLENNIALS, WITH WORK-LIFE BALANCE AS A MODERATING FACTOR

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ABSTRACT

This study explores the relationship between navigating work-life boundaries and its influence on employee commitment and career success among millennials, with a focus on the moderating role of work-life balance. As the largest generation in the workforce, millennials prioritize work-life balance more than previous generations, viewing it as essential for job satisfaction and overall well-being. This research employs the quantitative approach to assess how millennials manage their work-life boundaries and the impact of these practices on their commitment to their organizations and their career advancement. A total of 324 employees in the Ghana service sector were included in this study. Convenience sampling techniques were adopted for the study, and the data were analyzed using a structural equation model and PLS-SEM. Data was gathered from millennials who work in various commercial banks within the Takoradi metropolis. Out of the four hypotheses formulated, three of them were significant and one insignificant. This study contributes to the understanding of millennial workforce dynamics and offers practical recommendations for organizations aiming to foster supportive environments that promote work-life balance, thereby enhancing employee engagement and retention. The study found that work-life boundary management significantly determines millennials' employee commitment and career success. Work-life balance was found to moderate the relationship between managing work-life balance and employee career success. However, it did not moderate the relationship between managing work-life balance and employee commitment.

KEYWORDS: Work-life Boundary Management, Work-life balance, millennial, career success, employee commitment

JEL CLASSIFICATION: K22, L26, M21

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INTRODUCTION

In today's fast-paced and interconnected world, the concept of work-life balance has gained significant importance, particularly among millennials. This generation, characterized by its unique values and expectations regarding work, seeks to navigate the often blurred boundaries between professional responsibilities and personal life (Rashmi & Kataria, 2022; Gragnano et al., 2020; Julka & Mathur, 2017). As digital natives, millennials are accustomed to flexible work arrangements and the ability to remain connected to their jobs at all times. However, this constant connectivity can lead to challenges in managing work-life

boundaries, which directly influences their levels of employee commitment and career success. The need for work-life balance is compounded since generational employees bring different mentalities, beliefs, priorities, and actions to the workplace, making it difficult for management to control and manage expectations properly (Aveline & Kumar 2017; Wen et al., 2018). The newest generation of the workforce known as Generation Y or Millennials – born between 1981 and 2000 (Kraus, 2017). Young et al., (2013) and Naim & Lenka., (2017) observed that millennials' education, background, attitudes, values, and working styles are much different from generations before them. They care for their families, and value teamwork, cherish an environment adaptable to their sense of quick decision-making and flexible work schedules (Mihelič & Aleksić, 2017; Purwatiningsih & Sawitri, 2021).

Furthermore, they are ambitious, innovative, career-oriented, and confident in their work values (Bahar et al., 2022). Another striking trait that further describes them is their quest to be recognized for their contribution and their need for career success (Hurst & Good, 2009). This pursuit is seen through their need for competitive salaries, work-life balance, quicker progression in their careers, and obsession with making an impact all in the shortest possible time (Antony Selvi & Madhavkumar, 2022; Nedyalkova, 2021). Some scholars have dub millennials the most impatient generation (Mathur, 2017; Lancaster & Stillman, 2010). The Ghanaian society has felt their impatience through the proliferation of get-rich-quick schemes, such as “sakawa”, pyramid schemes, and Ponzi schemes like Loom and Menzgold (Alhassan & Ridwan, 2021; Beek, 2020). Moreover, Honigman (2017) observes millennials' concern for work-life balance; “wanting to work limited hours, get out on time and yet earn high salaries and earn terrific benefits, poses a challenge to employers as their inability to meet the expectations and aspirations of millennials tends to result in lack of loyalty and commitment (Linden, 2015; Tetteh et al., 2021). Therefore, how employers can best maintain millennials to be committed and achieve career success is a challenge that requires credible empirical investigation.

Previous studies focused on the dangers of improper work-life balance management and its effects on millennials' well-being and employee outcomes (Sheppard, 2016; Nuesch, 2017; Kodikal, 2017; Salamzadeh et al., 2018). Some studies in developing countries (Oludayo et al., 2015) portray the positive effects of managing work-life balance (WLB), touting economic and social benefits for both employees and companies. However, in Ghana, studies have mostly centered on employee perspectives on managing the WLB of millennials (Abolek, 2023; Owusu et al., 2022; Boakye et al., 2021; Annor, 2014; Asiedu-Appiah et al., 2013; Asiedu-Appiah et al., 2015). Besides, studies that examined the direct effects of work-life boundary management on work-life, employee commitment, and career success of millennials are limited. The growing impatience (which is quite alarming) and increasing expectations including competitive pay, work-life balance, and rapid career advancement of millennials in Ghana (Alhassan & Ridwan, 2021; Beek, 2020), calls for empirical investigations in addressing this issue. Although work-life balance is a significant contributor to employee well-being, little research has been done on how it moderates the association between managing work-life boundaries and employee commitment as well as career success.

With an emphasis on the moderating role of work-life balance, the study seeks to close the empirical gap in understanding the relationship between managing work-life boundaries, employee commitment, and career success among millennials in Ghana. By addressing these gaps, this study hopes to offer knowledge and add to existing work-life balance literature that will guide the formation of policies and practices that will help millennials fulfill their professional and personal traits. The main objective of this study is to examine how effectively managing work-life boundaries influences the commitment levels and career success of millennial employees while also assessing the role of work-life balance as a moderating factor in this relationship. This objective aims to provide insights into the dynamics between personal and professional life for millennials, highlighting strategies that organizations can implement to enhance employee satisfaction and performance.

Finally, it concludes and discusses future directions for more explicit investigations into such phenomenon. The literature review and theoretical foundation are found in section two, the methodology in section three, the empirical results in section 4, the discussion of findings in section 5, and section six contains implications of the study while section seven contains the conclusion and the limitation of the study.

1 THEORETICAL REVIEW AND HYPOTHESIS PROPOSED

1.1 Theoretical Background

The Border Theory (BT) examines work and life as two different but interweaved sets of situations people experience, often associated with diverse principles, opinions, beliefs, thought patterns, and behaviors. People are considered cross-border individuals in the work and family territory to oversee and arrange the boundaries between them, and create and attain a balanced work-life (Clark, 2000; Ashforth et al., 2000; Kreiner, 2006; Nippert-Eng, 1996). A remarkable point raised in the BT is that work-life balance articulates the “satisfaction and good functioning at work and home resulting in a minimum role conflict” (Clark, 2000). It elaborates further that when work and life domains are kept separate, it eases the management of the work-life borders. Also, when work and life are integrated, it grants an easy transition from one border to the other. Any of these approaches improve the well-being and thus the commitment of the millennial worker depending on their values (in terms of social influence at both work and home, time management skills, and being a self-motivator, among others) and the peculiarities of their attachment to work and life domains (segmentation against integration). These are spelled by “family-friendly” workplace policies and cultures, such as social support from superiors and colleagues and extended and irregular work hours (Desrochers & Sargent, 2004).

1.2 Work-life boundary management and employee commitment

Boundaries can be physical, psychological, or emotional (Kossek, 2016). Boundary management refers to the techniques people employ to regulate the boundaries’ permeability and flexibility and these are referred to as boundary management (Bulger et al., 2007). Work-life boundary management (WLBM) styles are used to partition the work and life (non-work) spheres. How individuals and organizations regulate the borders between work and non-work responsibilities is known as boundary control (Fisher et al., 2009; Lewis et al., 2007). Boundary management has been linked to work-life balance, organizational and employee commitment, and, among others. However, only a few studies looked at boundary management and employee commitment among millennials. For example, Kossek et al. (2012) found a positive relationship between boundary management and employee commitment among millennials. In another study, Matthews and Barnes-Farrell (2010) found a positive link between work-life boundary management and commitment when investigating the association between family and work boundary flexibility outcomes. Further, Daniel & Sonnentag (2016) and Rothbard et al. (2005) revealed a strong positive connection between flexible boundary management policies and a high level of commitment at the workplace. Thus, the effective management of boundaries impacts millennial employees’ commitment, supported by BT and previous research, all empirically pointing towards this relation.

Hassan (2012) defines an employee’s commitment as a worker's innate affection towards an institution. The degree of a worker's commitment determines whether the employee will stay with the establishment. It also determines a worker's devotion to achieving organizational aims (Becker et al., 2013). Employees who have a preference for keeping work and personal life separate create impenetrable and strong boundaries around these areas and are known as segments. Those with a preference for integrating work and personal lives

have permeable and weak boundaries and are termed integrators (Rothbard & Ollier-Malaterre, 2016; Ashforth et al., 2000). Thus, emphasizing the segmentation-integration continuum of work-life boundary management (Bulger et al, 2007). Lazauskaite-Zabielske et al., (2022) explain that permeability is the degree to which a role allows one to be physically located in one domain but psychologically and/or behaviorally involved in another role. For example, if someone frequently makes personal calls while at work, they can be said to have a permeable work boundary. On the other hand, those who do not check office communications on weekends have an impermeable home boundary. The border theory of border (Dumas & Sanchez-Burks, 2015) offers a background for comprehending how people handle the boundaries between their personal and work lives. It elucidates that these borders are negotiable and flexible rather than unchangeable or impenetrable. Therefore, we propose:

Hypothesis 1: Managing work-life boundaries is positively and significantly related to employee commitment.

1.3 Work-life boundary management and career success

The notion of distinct spheres, which typically form the ideas surrounding work-life boundary management, is generally problematic (Kirbly et al., 2003); nevertheless, it continues to inform many contemporary managerial practices (Golden & Geisler, 2007). Career success is determined by the favorable psychological or occupational consequences or accomplishments that an individual gains from their job experiences (Judge et al., 1999). Hence individual well-being organizational effectiveness and success have always been linked to career success (Pachulicz et al., 2008). Several studies have established a connection between work boundary management and career success. Similarly, Kossek (2016) identified that managing work boundaries is quite a challenge for both management and employees because boundaries impact not only the well-being of the individual employees but also their families and all other aspects of their lives. She concludes that managing work-life boundaries and boundary control is progressively essential for career success; this prevents employees from experiencing burnout and exhaustion.

Similarly, Wepfer et al. (2018), in comprehension of boundary enactment of well-being, infer fundamental contrivances that enable organizations, human capital experts, and practitioners to create and execute organizational policies and interventions that empower employees to build border control strategies that are feasible for well-being and sustainable for career success. Further, Asforth et al. (2000) boundary theory, which classifies work and family as two distinct domains, insists the two are deemed to be segmented when the work and family spheres are clear. On the other hand, unclear boundaries result in role integration, leading to role confusion and work-family conflict. This is consistent with Bulger et al., (2007) investigation between boundary management and work-life balance, which argues that how employees manage their boundaries influences their careers. Hence, the study proposed that;

Hypothesis 2: Managing work-life boundaries is positively and significantly related to career success.

1.4 The moderating role of work-life balance on work-life boundary management and employee commitment

Since employee career, success, and commitment are essential to achieving individual and organizational growth (Feldman & Ng, 2007), studies have focused on work-life boundary management practices that enhance workers' commitment and career success (Spurk et al., 2019; Bucha, A., Tareen & Wajahat, 2020). Kossek et al. (2014) describe work-life balance as the individual's capacity for balancing one's work and non-work activities. In their perspective, the ability of employees to strike a balance between their professional and personal lives depends on their particular approach and attitude to boundary management. Emphasizing

that the individual's unique preference towards work and life has a strong influence on their commitment to their career (Barnet & Hyde, 2001). In the lens of Social Exchange theory, social exchanges are often voluntary actions that can be initiated by the treatment given by an organization to its employees and the expectation of reciprocity (Blau, 1964). When viewed and explored from the organizational level, this theory explains the relationship between employer and employee as actors who engage in exchange transactions over time to create an exchange relationship (Sinclair et al., 1995; Settoon et al., 1996). It is important to assert that an exchange relationship can be built between an organization and its employees where the organization acts as an entity that offers support initiatives, programs, and policies. When this happens, there is bound to be reciprocity from the employees who will be willing to commit to greater levels of diligence and corporate loyalty (Sinclair et al., 1995; Armeli et al., 1998).

In context, Najam et al. (2020) argued that work-life balance is crucial in linking work and home boundary management and employee commitment. Likewise, work-nonwork studies have endorsed that strong career boundaries and other non-career domains usually align with positive individual and organizational effects (Grzywacz & Demerouti, 2013; Allen et al., 2021; Reinke & Gerlach, 2021). To complement this assertion, further boundary studies have illustrated that tight boundaries positively affect the psychological welfare of employees and ultimately enhance their balance between work and life domains (Li et al., 2013; Michel et al., 2014; Spieler et al., 2017).

Previous studies have identified positive outcomes from good exchanges between employees and the organization. Studies elucidate that favourable treatment from superiors, colleagues, and subordinates produces favourable outcomes and vice versa. In this instance, the rule of reciprocity is purely at play, and enhanced favourable exchange relationships are established among co-workers (Shakir et al., 2020; Pandey, 2020). As suggested by Van Dyne et al. (1994) and Aryateja et al. (2021), the nature and strength of commitment encountered in a social exchange relationship mostly depend on the value of the relationship between the players in the exchange. Therefore, it can be deduced from this theory that the engagement of work-life balance initiatives can further strengthen work-life boundary management and employee commitment. It can be concluded that work-life balance initiatives directly relate to employee boundary management and commitment (Sheikh, 2022). Thus, the study hypothesized that:

Hypothesis 3: Work-life balance moderates the relationship between work-life boundary management and employee commitment of millennials.

1.5 The moderating role of work-life balance on work-life boundary management and career success

The social rules concerning how people are likely to manage work and non-work spheres differ across occupations, organizational structures, job cultures, and job types (Lambert & Waxman, 2005; Nippert-Eng, 1996; Ashforth et al., 2000). Rouse's (2019) study revealed the significance of boundary management scopes and alternate scopes for work-family equilibrium effectiveness and career success and satisfaction. Additionally, Sampson (2011) investigation on individual strategies required for optimal fit concluded that an employee can't succeed in their career without effective boundary management.

Furthermore, a preference for boundary management has been related to greater work-life balance, enhancing one's work/career (Allen et al., 2021). It follows from the preceding discussions that workers' commitment to work-life balance is directly linked with their boundary management and career success. The study posits that employee commitment and career success are predicated on the employment relationships and social exchanges existing in the work environment and home settings and how each environment is translated into the other. This emphasizes the ideas in the border theory discussed above where the

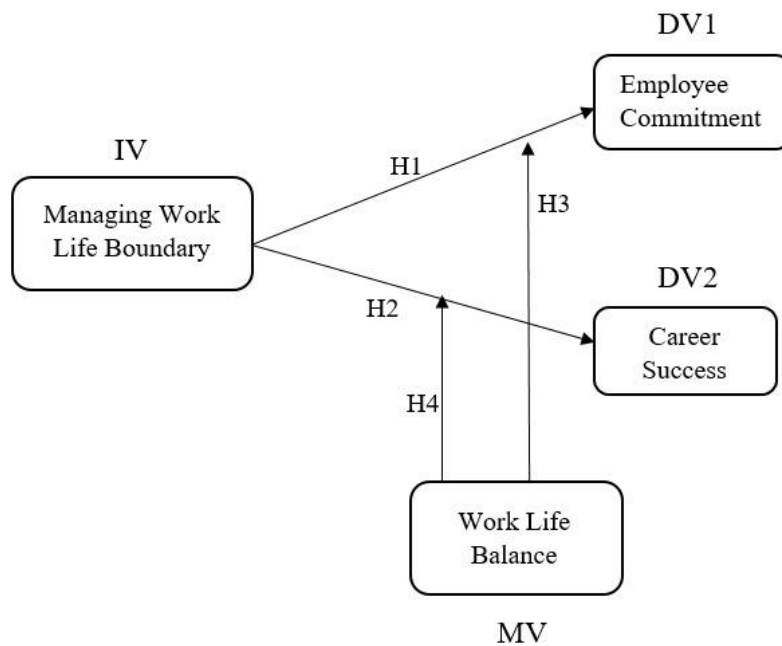
millennials, in both work and family spheres, may be separators or cross borders to integrate co-work, impart, negotiate, and arrange the idea of every sphere and its boundary with other given individuals, who are boundary maintainers (administrators and managers) to guarantee and ensure a balance (Hao et al., 2015). Finally, empirical results reveal that work-life balance moderates the connection between work-life boundary management and employees' career success. It is argued that a balanced work-life is critical in the relationship between professional commitment, dedication, and success (Najam et al., 2020). Therefore, we propose that:

Hypothesis 4: Work-life balance moderates the relationship between work-life boundary management and the career success of millennials.

1.6 Conceptual framework

Below is the conceptual framework (Figure 1) that depicts the relationships among the variables based on the research objectives and hypothesis used in the study. The proposed model shows managing work boundaries as the independent variable (IV), employee commitment as the dependent variable 1 (DV1), career success as the dependent variable 2 (DV2), and work-life balance as the moderating variable (MV). Further, it outlines the direct role of managing work-life boundaries on employee commitment (H₁), and career success (H₂). Then, the moderated effect of work-life balance on the link between managing work boundaries, employee commitment (H₃), and career success (H₄).

Figure 1 Proposed conceptual framework



(Source: Author's)

2 METHODOLOGY

2.1. Sample and Data Collection

From a deductive inquiry perspective, the study employed a quantitative approach to accomplish the research goals. This study used primary research methodology and applied the cross-sectional research design. The study's primary goal was accomplished through convenience sampling, a non-randomized sampling technique, which allowed them to select study participants and respondents willing to provide the necessary data for processing and analysis through a structured questionnaire. The respondents were Millennium staff who were full-time employees for at least one year above and had significant responsibility at work and home. The study considered respondents from commercial banks. Employees from the banking industry were the main respondents since their work schedules demand a lot of work, which calls for a well-managed life balance. Before embarking on the data collection processes, formal permission was sought from the management of the various selected institutions. After permission was received, a structured questionnaire was developed. By obtaining quantitative data, the survey approach helps assess sentiments and patterns (Newsted et al., 1998). A total of 400 questionnaires were administered to these respondents. Given this, 324, representing 81 percent of the administered, were validly completed for data processing and analysis, indicating that 76 of the questionnaires had some anomalies while others were not received. The data collection was conducted from August to October 2024. The data collection was conducted in the Western region, particularly from the Takoradi metropolis.

To help with responses, both offline and online were adopted. Google Forms was used to create the questionnaires, which were then sent to participants via email and other social media platforms. Due to possible duplication in the online self-administration questionnaire, Google Forms was restricted to prevent duplicate responses (Egala et al., 2024; Metzker et al., 2021). The study's variables and constructs were tested in a pilot study with 50 respondents before the primary data collection. To elaborate more, it was decided that the pilot study was required to determine the constructs' validity and reliability based on the Cronbach alpha values. The final set of survey instrument questions was shaped in part by the results of the pre-test. The early pilot tests allowed the researchers to refine the validity and reliability of the instrument even further. The findings for the primary questionnaire's potential future improvement were evaluated using Cronbach's alpha. Since every question on the questionnaire fell between allowable reliability thresholds, every item made sense. To uphold a high ethical standard, the respondents were specifically told not to disclose any information about themselves. The researchers utilized structural equation modeling and partial least squares (PLS-SEM), more precisely the PLS 4.0 version of the program, to run, analyze, and finalize the data. The PLS-SEM was used in the study because it provides flexibility in terms of data requirements and measurement specifications, and it can be used to evaluate extremely complex models. According to Hair et al., (2013), a quantitative research sample should include a minimum of 300 respondents in order to process and collect data. PLS-SEM was adopted in this study since it is particularly advantageous when dealing with small sample sizes and non-normal data distributions. Unlike CB-SEM, which requires larger sample sizes and assumes multivariate normality, PLS-SEM can effectively analyze data that does not meet these stringent conditions. This makes it a suitable choice for exploratory research or studies in fields where data may be skewed or not normally distributed, such as behavioral sciences and marketing research.

Table 1 Socio-Demographic Profile of Study Participants

Details		Frequency	Percent (%)
Sex	Male	103	31.79
	Female	221	68.21
Age	Below 25 yrs	28	8.64
	26-30 yrs	76	23.46
	31-35 yrs	121	37.34

	Above 35 yrs	99	30.55
Educational Background	Diploma	28	8.64
	HND	83	25.62
	Degree	144	44.44
	Others	69	21.30
Department of Respondents	Sales and Marketing	84	25.92
	Operations	146	45.06
	Back Office	58	17.90
	Others	36	11.11
Number of Years Worked	1yr	73	22.53
	2-5yrs	90	27.78
	Above 5yrs	161	49.69
Sample size (n)		324	100

(Source: Authors' field data from August to October, 2024)

2.2 Measurement of the Constructs

To guarantee content validity, the measurement items in this study were modified from earlier studies. Managing Work-life balance (Mcdowall & Lindsay 2014; O'Neill (2018), Work-life balance (Hayman, 2005), and employee commitment (Allen and Meyer, 1993), career success (Carson & Bedeian, 1994) were the sources of inspiration for items measurements. A five-point Likert scale anchored from "Completely Disagree" (1) to "Completely Agree" (5) was used to measure each construct item. Table 2 contains the items that were measured with their respective construct. To get accurate and precise information from the respondents, the researchers took specific measures during the questionnaires' development, testing, and administration. To further clarify, the questionnaire's items were thoughtfully crafted, posed straightforward questions, and employed higher-quality scale items (Podsakoff et al., 2003) to make it difficult for respondents to predict the survey's outcome. Measurement items for independent and dependent variables were divided into separate questionnaire sections to further address this bias (Krishnan et al., 2006). Most of the statements in the survey asked participants to indicate the degree to which they agreed or disagreed with each statement.

2.3 Common method variance

The authors employed the research of Bagozzi and Yi (1988) to determine the existence of CMB (common method bias). In this study, the construct items were meticulously crafted, and the questionnaire's title page explicitly stated that respondents would be treated with strict confidentiality. In other words, the survey was made to guarantee that participants would remain anonymous and have the option to withdraw from the study at any time. The authors again conducted a full multicollinearity test to support this claim, focusing on the variance inflation factor, or VIF, to evaluate the evidence of common method variance (CMV). These post-hoc evaluation findings demonstrated that CMV is not a problem because the computed VIFs (see Table 3) are below the ten (10) thresholds (see Alin, 2010; Kock & Hadaya, 2018; Podsakoff et al., 2003; Salmerón et al., 2020). As a result, there aren't many worries about CMB, which means there aren't many possible worries.

3 EMPIRICAL RESULTS

3.1 Assessment of Model Appropriateness

Using Dijkstra-rho Henseler's with Cronbach alpha values, the researchers extensively tested the constructs' validity and reliability, drawing inspiration from the academic literature on the applicability of Partial Least Square-Structural Equation Modeling (PLS-SEM) (Hair et al., 2017; Hair et al., 2019). The constructs' cognitive qualities were assessed using PLS-SEM version 4.0. The results presented in Table 2 below indicate that the composite reliability of the constructs also suggests that the Cronbach Alpha and Jöreskog's Rho (ρ_c) reliability values meet the necessary minimum and maximal standards of 0.7 and 0.8. The Cronbach alpha reliability values for the coefficient constructs were 0.744 and 0.795, and the average variance extracted (AVE), or convergent validity, had a predefined threshold of 0.5 above, as indicated in Table 2.

Table 2 Test of Validity and Reliability of Research Construct

Construct	Cronbach's alpha	Composite reliability (ρ_a)	Composite reliability (ρ_c)	Average variance extracted (AVE)
Career Success	0.783	0.799	0.854	0.543
Employee Commitment	0.795	0.798	0.867	0.619
Managing Work-Life Balance	0.744	0.769	0.831	0.502
Work-Life Balance	0.780	0.721	0.801	0.506

(Source: Author's processing from PLS-SEM version 4.0)

It's essential to confirm that all of the constructs' factor loadings have been carefully examined and loaded to appropriate locations, per Zhou et al., (2022). Consequently, the current study looked at verifying the veracity of such an assumption. Because Table 2 below satisfies the premise with a threshold of 0.5, it indicates that the indicators were effective. Furthermore, the values of 0.536 and 0.811, respectively, have been identified as the lowest and maximum loadings of the utilized constructs. The researchers were especially interested in the topic of multicollinearity and used the common method variance (CMV) to find it while testing the variance inflation factor (VIF). Several studies (Attor et al., 2022; Bruce et al., 2023) have found that the variance inflation factor of the numerous indicators used below is less than the maximum threshold of ten, indicating that overall common method variance is not a cause for concern (see Table 3 below).

Table 3 Construct items, loading, and variance inflation factor (VIF)

Construct	Indicator/measurement of operationalization	Loading	VIF
Managing work-life balance	I don't like to have to think about work while I'm at home.	0.744	1.496
	I prefer to keep my work life at work.	0.737	1.439
	I don't like work issues creeping into my home life	0.750	1.519
	I like to be able to leave work behind when I go home.	0.792	1.631
	I am unable to keep my family/personal matters at home.	0.574	1.111
Employee Commitment	I am fully committed to staying at this company (affective commitment)	0.798	1.588
	I identify with the organizational goals and I am satisfied with my work here (affective commitment)	0.764	1.553

	I identify with the organization's problems (affective commitment)	0.788	1.660
	I do have a personal attachment to this organization (affective commitment)	0.797	1.634
Career success	This line of work/career field has a great deal of personal meaning to me	0.746	1.511
	I strongly identify with my chosen line of work or career.	0.805	1.808
	I do not have a strategy for achieving my goals in this line of work/career field.	0.798	1.827
	I do not identify specific goals for my development in this line of work/career field.	0.767	1.677
	I do not often think about my personal development in this line of work/career field	0.536	1.173
Work-Life Balance	I do not struggle to juggle work and non-work	0.785	1.401
	My personal life does not suffer because of work	0.633	1.288
	My job does not make my personal life difficult	0.590	1.239
	I do not neglect personal needs because of work	0.811	1.427

(Source: Author's processing from PLS-SEM version 4.0 software)

It is necessary to evaluate the discriminant validity of the variables used in a study. To ensure this, the researchers were encouraged by Hair et al. (2019) to identify the latent variables of the discriminant validity using the Fornell-Larcker (1981) criterion. Each of the values on the diagonally arranged, including 0.867, 0.948, 0.792, 0.989, and 0.542, appropriately satisfies the necessary threshold specifications of above 0.5 as the starting point for its assessment, according to the information in the table below, which also shows the average variance retrieved. The fundamental and substantial parameters of the study constructs were established, taking into account the requirement of the Fornell-Larcker criteria that the Average Variance Extracted (AVE) have greater values than the other constructs, as indicated in the discriminant validity table below (Fornell & Larcker, 1981). The measurement of discriminant validity using Fornell Larcker is shown in Table 3 below.

Table 4 Discriminant validity using Fornell Larcker

Constructs	Career Success	Employee Commitment	Managing Work-Life Balance	Work-Life Balance
Career Success				
Employee Commitment	0.867			
Managing Work-Life Balance	0.927	0.948		
Work-Life Balance	0.855	0.867	0.989	

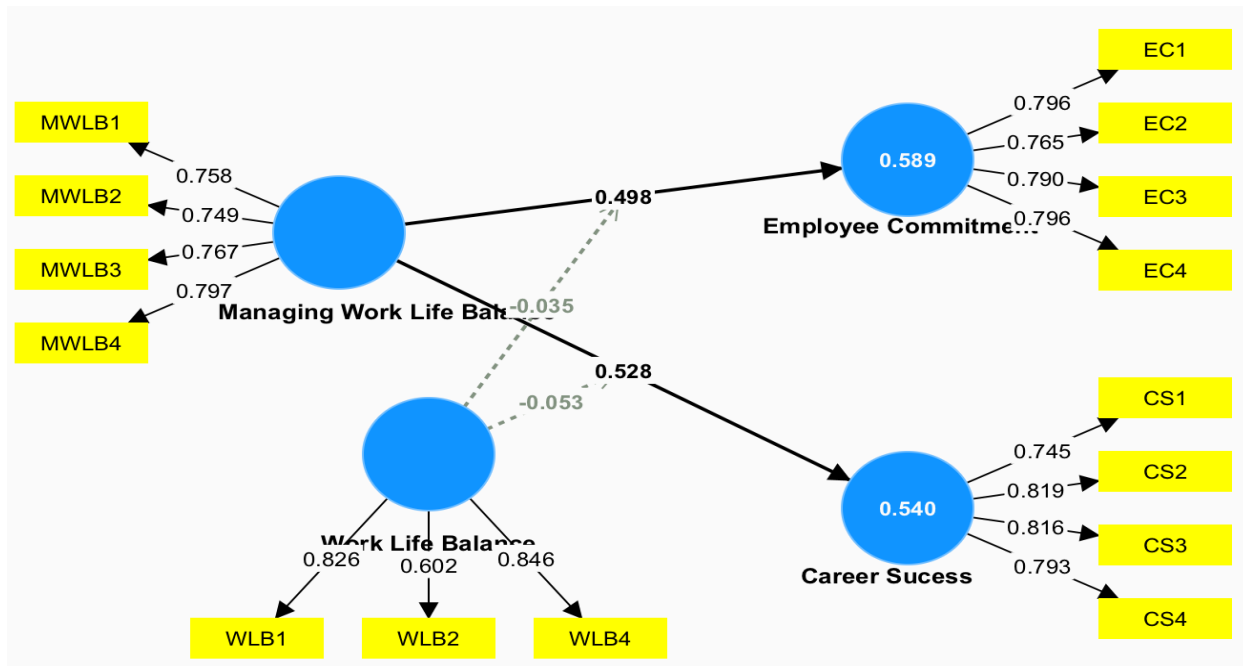
(Source: Author's processing from PLS-SEM version 4.0)

3.2 Hypothesis Testing - PLS-SEM

The structural modeling was taken into consideration when assessing the model's fit. At this point in the analysis, the researchers assessed the model and moved on to structural modeling to examine potential connections between the constructs (Hair et al., 2019; Hair et al., 2020). Regression coefficients (β) and T-values > 1.96 (or P-values 0.05) of the research constructs were used to calculate the statistical estimations. In addition, four theories were looked into. To be clear, one of the four proposed hypotheses did not show a positive association with the dependent variable's result. Moreover, the results showed the conceptual framework's predictive power, or correlation coefficient of determination, or R², for the dependent variable. The percentage of the dependent variable's variance that the independent variable explains is displayed by the coefficients. Predictive variables account for 58% and 54%, respectively, as shown in the table below (see Table 5 and Figure 2, respectively).

Table 5 Hypothesis Testing

Construct	Original sample (O)	Sample mean (M)	Standard deviation	t-statistics	P values	Decision
Managing Work-Life Balance -> Career Success	0.528	0.529	0.061	8.703	0.000	Agreed
Managing Work-Life Balance -> Employee Commitment	0.498	0.499	0.053	9.423	0.000	Agreed
Work-Life Balance x Managing Work-Life Balance -> Career Success	-0.053	-0.054	0.027	1.936	0.053	Agreed
Work-Life Balance x Managing Work-Life Balance -> Employee Commitment	-0.035	-0.034	0.024	1.454	0.146	Not Agreed



4 DISCUSSIONS

The main objective of this study was to examine how effectively managing work-life boundaries influences the commitment levels and career success of millennial employees while also assessing the role of work-life balance as a moderating factor in this relationship. This study tested four hypotheses of which three of them were significant and one insignificant. The first research hypothesis investigated the relationship between managing work-life balance and career success. This is consistent with prior studies (Mellner et al., 2014; Daniel & Sonnentag, 2016; Kossek, 2016; Wepfer et al., 2018; Bogaerts et al., 2018). The results indicated that work-life boundary management is a significant determinant of career success among millennials. The relationship between managing work-life balance and career success is particularly pronounced among millennials, who prioritize flexibility and personal fulfillment over traditional markers of success. Research indicates that effective work-life boundary management significantly contributes to career success for this generation. Millennials, unlike previous generations, do not equate career advancement solely with climbing the corporate ladder or achieving high salaries. Instead, they define success through the lens of work-life balance, valuing control over their work schedules and the ability to integrate personal and professional responsibilities seamlessly.

The second hypothesis assessed the relationship between managing work-life balance and employee commitment. This hypothesis also confirmed the results obtained and supported previous studies (McDowall & Lindsay, 2014; Cheung & Tang, 2009; Kossek, 2016), which revealed that managing work-life boundaries and boundary control is increasingly indispensable for employee commitment. The relationship between managing work-life balance and employee commitment has garnered significant attention in recent research, confirming that effective work-life boundary management is crucial for fostering employee loyalty and engagement. Studies indicate that employees who perceive a supportive work environment that encourages a healthy work-life balance are more likely to exhibit higher levels of commitment to their organizations. For instance, Kossek, (2016) emphasizes that boundary management—how individuals navigate their work and personal lives—is essential for maintaining employee commitment, as it directly influences job satisfaction and overall well-being. Work-life balance strategies that are successful can reduce stress and burnout, which are frequently harmful to employees' commitment. Studies have indicated that when workers experience a sense of being overburdened by their workload, their loyalty to the company tends to decline. On the other hand, companies that adopt flexible work schedules and encourage a work-life balance culture witness an improvement in employee satisfaction and retention rates. According to a 2019 study by Oludayo et al., (2018), workers with less work-life conflict are more likely to be loyal to their companies because they can successfully balance their personal and professional commitments.

The third hypothesis investigated the moderating role of work-life balance in the relationship between managing work-life balance and the career success of millennials and is characterized by a redefined notion of success, enhanced job satisfaction, increased productivity, stronger employee retention, and effective work-life integration. This is in (Najam et al., 2020 Poulouse & Dhal, 2020 Kossek et al., 2014). Organizations that recognize and support these dynamics are better positioned to foster a committed and successful workforce. The hypothesis stating that work-life balance moderates the relationship between managing work-life balance and career success has been accepted based on the statistical values provided: correlation coefficients of -0.053 and -0.054, a positive coefficient of 0.027, a t-value of 1.936, and a significance level of 0.053. The results of this hypothesis confirm existing studies such as (Ali et al., 2022 Pradipto & Laurina, 2022 Mack, 2022). The hypothesis posits that effective management of work-life balance positively influences career success, with work-life balance acting as a moderating factor in this relationship. This means that the extent to which individuals manage their work-life boundaries can impact their career success, depending on their overall work-life balance. A healthy work-life balance contributes to improved psychological well-being, which can lead to higher job satisfaction and performance. Employees who feel supported in balancing their

personal and professional lives tend to be more engaged and committed to their organizations, which can enhance their career trajectories (Ali et al., 2022).

The final hypothesis was centered on the moderating role of work-life balance in the relationship between managing work-life balance and employee commitment. Given this, this hypothesis was insignificant. This means that there was no positive correlation. This finding suggests that while managing work-life balance and employee commitment are positively related, work-life balance does not necessarily moderate the relationship between managing work-life boundaries and employee commitment. One possible explanation for this rejection is that the relationship between managing work-life boundaries and employee commitment may be more direct and not contingent on the level of work-life balance. A study by Berglund et al., (2021) found that work-life balance predicted workability two years later, indicating that work-life balance has a longitudinal effect on work-related outcomes. However, this effect may not necessarily moderate the relationship between managing work-life boundaries and employee commitment.

5 STUDY IMPLICATIONS

5.1 Theoretical implication

This research contributes to the theory. It adds to the literature on work-life boundary management, career success, and employee commitment. The study highlights that the management of work-life boundaries is instrumental to the career success of millennial employees as well as their level of commitment. Previous studies have examined the nexus between work-life boundary management, employee commitment, and work-life conflict and the effect of poor work-life boundary management on job satisfaction and employee performance. However, little attention has been given to the intermediary role of work-life balance in assessing work-life boundary management and employees' career success and commitment (Najam et al., 2020). Additionally, the findings of the study add to the existing knowledge of the border theory as it affirms that among millennials, the ability to distinguish work from family is paramount, and even though be a daunting task, success is attained when satisfaction and desired output are delivered at both ends with minimal role conflict. Further, since studies on managing work-life boundaries in emerging economies are scarce (Tahir, 2024; Mellner & Aronsson, 2014), the findings serve as a reference point for future studies.

5.2 Practical Contributions

The practical ramifications for the service industry are that much attention must be paid to the welfare of employees both at work and home because just as a happy and sound employee is likely to produce the desired output, an unhappy employee with divided attention will be a loss to the organization. Though studies have shown that the management of work-life boundaries seems quite a challenge to both management and employees, other studies have also warned about the dangers of improper management of work-life balance and their consequential effects on both individual well-being and employment outcomes of millennials. As a result, government and policymakers can be guided by the findings of this study to prioritize the interest of employees, particularly millennial workers by putting in place labour laws that favour the welfare of employees to enhance work-life balance to catch their commitment and get the best out of them to boost productivity.

Finally, employers and managers could draw on the findings of this study to introduce best-fit HR policies and practices that dwell on work-life boundary management, employee work, and other lives (such as flexible work schedules and leave policies, family-care policies, and recreational activities), to win their commitment

and ensure greater output to improve productivity at the workplace to outwit their competitors in emerging HR trends particularly now that the work-force is flooded by millennials (Lancaster & Stillman, 2010). Organizations that promote work-life balance—through flexible working hours, remote work options, and supportive workplace cultures—often see lower turnover rates and higher employee loyalty. This creates an environment where employees feel valued and are more likely to invest in their careers.

CONCLUSION

The study contributes to the literature on work-life boundary management, employee commitment, work-life balance management, and career success of millennials. Specifically, the study contributes to the development of work-life balance management especially in the human resources procedures in service organizations. This study seeks to investigate the moderating role of work-life balance on the relationship between managing work-life balance, career success, and employee commitment. The study was made of primary data from 324 respondents, particularly from commercial banks in the Takoradi Metropolis of the Western region. Data was processed and analyzed using PLS-SEM and SPSS. Convenience sampling techniques were deployed in this study. The results obtained revealed that three of the proposed hypotheses were significant, while one was insignificant.

LIMITATIONS AND DIRECTIONS FOR FUTURE RESEARCH

The study has some limitations which can create an avenue for future studies. First, the data gathering was limited to millennials of commercial banks in Ghana. Hence, future studies should target other sectors and cultures for more generalized findings. A mixed-method approach could also be considered in future studies to ascertain the realities that exist in detail. In addition, other mediating and moderating variables could be introduced to expand the study and examine the interaction among these constructs. Finally, future studies should consider a comparative study of work-life boundary management strategies and work-life balance perceptions among employees in other sub-sectors in the service industry apart from those used in this current study.

RESEARCH ETHICS STATEMENTS

This study did not require research ethics approval. The participants provided informed consent as an answer to the question before accessing the questionnaire, or a verbal consent in cases of face-to-face interviews.

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