

Quality of Work Life as a Determinant of Employee Commitment to Local Government Councils in Edo Central Senatorial District, Nigeria

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ABSTRACT

The study examined quality of work life as a determinant of employees' commitment to Local Government Councils in Edo Central Senatorial District, Nigeria. It specifically examined the extent to which job security, competency development, and work life balance determine employees' commitment to local government councils. Three research questions and three hypotheses guided the study. The study employed a descriptive survey research design. The population of the study comprised 1725 local government employees. Using Taro Yamane formulae of sample size determination, 325 local government employees were sampled. Stratified and simple random sampling techniques were jointly adopted to collect the sample size. A structured questionnaire which was validated by measurement and evaluation experts was used for data collection, and the reliability of the instrument was determined with test re-test which yielded a coefficient of 0.85. 325 copies of the questionnaires were administered, and 286 copies were accurately filled and retrieved. Data collected was analyzed with Mean and z-test statistics. Analysis of the data collected revealed that quality of work life to a very high extent determined employees' commitment to local government council, as there was no significant difference in the mean scores of respondents on the extent to which job security, competency development, and work life balance determine employees' commitment. Thus, it was concluded that quality of work life generally determines the commitment of employees to organizations. Thus, it was recommended that: organizations should align with national policies like the new National Employment Policy, which emphasizes decent work, and social dialogue to ensure job security; organizations should Develop a training plan linked directly to organizational goals, addressing current and future skill needs to boost employees' competence; and organizations should properly execute flexible work arrangements and family-friendly support to ensure work life balance.

Keywords: Quality of work life, employees' commitment, job security, competency development, and work life balance

INTRODUCTION

Employees play important roles in the success of any organisation. Thus, their level of commitment needs to be closely monitored for maximum accomplishment of organisational objectives. Employee commitment is an emotional attachment to an organization. It is a bond between the employee and the organisation such that the employee wants to continue serving the organisation and helping it achieve its objectives. Allen and Meyer cited by Hassan et al (2021) recognized employees' commitment as three kinds which are affective, continuous, and normative. Affective commitment is an employee's emotional commitment to the organisation they work for. Normative commitment is a sense of responsibility employees feel for their job or organisation that holds them back from quitting. Continuance commitment refers to employees need to stay with employer organisation because of the costs associated with leaving the organisation. To earn employees' high level of commitment in organisations, their quality of work life needs to be enhanced.

Quality of work life is a person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organisational and interpersonal relationships, and its intrinsic meaning in a person's life. Swathi (2017) sees quality of work life as the quality of relationship between employees and the total working environment. It is the quality of the relationship between the employee and the work

environment where the human dimension is added to the technical and economic dimensions. Quality of work life is important because it leads to higher employee morale, job satisfaction, productivity, and commitment, which in turn benefits the organisation through increased output and a better public image. The dimensions include employees' wellbeing, job satisfaction, job security, competence development, and work life balance. However, emphasis is placed on job security, competence development, and work life balance, because the essence of quality of work life is to ensure wellbeing and job satisfaction.

Job security represents the strength of the organisations to provide permanent and stable employment regardless of the changes in the work environment. Arabi (2020) sees job security as the expectations of employees for the continuity of their work, which includes important matters such as promotion opportunities, general working conditions and long-term career opportunities. Competency development refers to a combination of knowledge, skills, and attitudes to develop workplace behaviour or improve performance. Work life balance refers to maintaining a harmonious relationship between work and personal life. According to Abdurrahman and Wasif (2016), work life balance is a wide concept which includes an appropriate equilibrium between career and aspiration on one hand, compared with pleasure, vacation, and family life on the other.

In today's evolving workplace, employee commitment is more crucial than ever. It impacts everything from productivity and quality of work to team morale and turnover rates. However, fostering this commitment is becoming increasingly challenging. Understanding why employees may feel uncommitted can help managers and organizations develop strategies to enhance engagement and dedication. It is against this background that the study seeks to investigate quality of work life as a determinant of employees' commitment to local government councils in Edo Central Senatorial District.

Statement of the Research Problem

Employees' emotional connection to their work and the organisation's mission, goals, and success is paramount in the accomplishment of the organisational objectives. The reason been that committed employees are more likely to remain with the organisation and are less likely to seek employment elsewhere. Therefore, in the contemporary work organisation, employees are expected to be treated with respect, to be paid equitably, to trust and be trusted by the people they work with, to ensure their job is secure, to have opportunities to use their skills and abilities in their work, and to effectively manage work and non-work activities. These expectations of a prospective employee are positive aspects of quality of work life which trigger their commitments to the organisation. Studies have it that quality of work life plays important roles in the commitment of employees in organization, as it is significant to all the organisational inputs which lead to employees' satisfaction and influence organisational effectiveness and extend jobs and working conditions that are outstanding for employees as well as economic strength of the organisation. For instance, Daniel (2019) found in his study that quality of work life has a significant effect on employee performance. The scholar further opined that high quality of work life can result in better organisational performance, effectiveness, and innovation, to mention but a few, which in turn contribute to a better life for all the people the members of the organisation serve and with whom they deal and interact. Similarly, another study conducted by Omugo, Onuoha and Akhigbe (2016) revealed that quality of work life enhances employee's organisational commitment which are positive behaviours.

Despite the positive correlation found by researchers on the relationship between quality of work life and employees' commitment, local governments in Nigeria seem to have been backward in prioritizing employees' high quality of work life. The said backwardness seemed to have been complicated by the 2003 reform that brought local government under the direct supervision of the state government. This fact can be justified by lack of commitment on the part of local government employees, as most local governments in Nigeria are confronted with the problems of low productivity, low quality of work, staff truancy, staff absenteeism, and high rate of turnover. Towards addressing these problems, many studies have been conducted by professionals in the field of management on the link between quality of work life and employees' commitment. Majority of the studies so far carried out were in private sectors, while very few have been conducted in public sector. From the few studies conducted in public sectors, none has been carried out in Edo State. It is against this backdrop the study seeks to examine quality of work life as a determinant of employees' commitment to Local Government Councils in Edo Central Senatorial District, Nigeria.

Objectives of the Study

The main objective of the study is to examine quality of work life as a determinant of employees' commitment to Local Government Councils in Edo Central Senatorial District. Specifically, the subsidiary objectives of the study include the following.

- a. to find out the extent to which job security determines employees' commitment to local government councils in Edo Central Senatorial District.
- b. to investigate the extent to which competency development determines employees' commitment to local government councils in Edo Central Senatorial District.
- c. to examine the extent to which work life balance determines employees' commitment to local government councils in Edo Central Senatorial District.

Research Questions

To guide the study, the following questions were raised.

1. To what extent does job security determine employees' commitment to local government councils in Edo Central Senatorial District.
2. To what extent does competency development determine employees' commitment to local government councils in Edo Central Senatorial District.
3. To what extent does work life balance determine employees' commitment to local government councils in Edo Central Senatorial District.

Research Hypotheses

The following hypotheses were formulated and tested at 0.05 level of significance.

Ho1: There is no significant difference in the mean scores of the respondents on the extent job security determines employees' commitment to local government councils in Edo Central Senatorial District.

Ho2: There is no significant difference in the mean scores of the respondents on the extent competency development determines employees' commitment to local government councils in Edo Central Senatorial District.

Ho3: There is no significant difference in the mean scores of the respondents on the extent work life balance determines employees' commitment to local government councils in Edo Central Senatorial District.

LITERATURE REVIEW

Conceptual Review

Employees' Commitment

Commitment is the bond employees experience with their organisation. Employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organisation. Robbins and Judge (2016) define commitment using a multidimensional approach and consider it to have affective, continuance and normative perspectives. The affective dimension of commitment refers to an emotional attachment to and involvement with an organisation. According to Buchanan (2016), affective commitment manifests as a psychological bond to the organisation as well as positive feelings for and social attachment to the organisation. Normative commitment refers to the felt responsibility to support and remain a member of an organisation. According to Sethi (2016), normative commitment is referred to as obligatory commitment to the organisation. It may also arise because of organisational socialization that builds a sense of obligation-based commitment among employees. Continuance commitment denotes the perceived costs of leaving an organisation. According to Agada and Zeb-Obipi (2018), continuance commitment focuses on the cost involved in leaving the organisation.

Quality of Work Life

Quality of Work Life refers to the overall environment and experience of an employee at work, encompassing aspects like job satisfaction, a safe and healthy environment, fair compensation, work-life balance, and opportunities for growth. Cetinkanat and Kosterelioglu (2016) see quality of work life as the quality of the relationship between the employee and the work environment where the human dimension is added to the technical and economic dimensions. Kashyap, Joseph and Deshmukh (2016), define quality of work life as the favorableness of the work environment for both the health of an organisation and employee. Quality of work life is a multidimensional concept, encompassing various aspects of work experience that contribute to an employee's overall well-being and satisfaction. Key dimensions include employee wellbeing, job satisfaction, job security, competency development, and work-life balance.

Job security refers to an employee's perception and expectation of continued employment with their current organisation, free from the threat of job loss. It encompasses the feeling of stability and confidence regarding one's position and the assurance of maintaining employment, even amidst potential challenges like layoffs or economic downturns. According to Arabi (2020), job security is the feeling of having a proper job and the assurance of its continuance in future as well as the absence of threatening factors. Artz and Kaya (2016) posited that job security, habitually calculated by means of the supposed possibility of future loss of jobs, is a factor that can influence job satisfaction among personnel in an organisation. The major manifestations of job insecurity are a threat to total job and a threat to job features. Kwabiah, Hodibert, and Amankwa (2016) identified another manifestation of job insecurity as feeling of inadequate deletion of power or lack of power and exclusion from management of organisations. When personnel experience any of the above, job insecurity sets in, and productivity and commitment are affected. Job security is the right to work until retirement. In addition to that, they have stated that job security is the feeling of continuing a good job and doing the job without any threatening factors. Employees give time, effort, skills, and flexibility to the organisation, and they expect career opportunities, lifetime employment, and job security from the organisation. In addition to this, job security is a feeling of power and ability to control events of a job setting, feeling of peace, and having a job future.

Competency Development

Competence development is defined as an overall designation for the various measures that can be used to affect the supply of competence on the internal labour market in individual employees, groups of employees or the whole personnel group. To be more specific, Alvarez et al (2016) sees it as measures regarding: (a) recruitment, promotion (e.g., career planning) and personnel mobility (internal and/or external); (b) education or training of personnel, for instance by means of internal or external courses; (c) planned changes of tasks or work organisation through different types of measures (e.g., job development, job rotation, team organisation) with the objective of furthering informal learning in work. Thus, competence development can be referred to by one or more of these measures. Competency development refers to the process of enhancing an individual's or organisations' capabilities to effectively perform tasks and achieve goals. It involves acquiring and improving knowledge, skills, and abilities relevant to specific roles or situations. This can include formal training, on-the-job learning, and other developmental activities

Work Life Balance

The concept of work life balance according to Obiageli, Uzochukwu, and Ngozi (2015) is commonly used in a comprehensive way to describe policies that were previously known as family friendly, though they have been extended beyond the scope of the family. Bloom, Kretshmer and Van Reenen (2016) asserted that initially, the concept of work-life balance was conceived to refer to the conflict between family and work. According to Greenhaus and Allen (2016), work-life balance is the degree to which an individual's satisfaction and effectiveness in the roles of work and family domain are well matched with the individual's life priorities. Litting (2018) asserts that the employees dedicate more hours to their work because of business competition and uncertainty in the economy. The common work life balance policies that human resource managers ought to develop are leave policies, flexible working arrangements, welfare policies and family responsibilities. Obiageli et al (2015) see leave as several days or hours employees of an organization are allowed to be out of their duties without consequences.

Relationship between Quality of Work Life and Employees' Commitment

Relationship between employees' quality of work-life and their organisational commitment, and particularly the fact that the quality of work-life has a significant impact on organisational commitment, has been found out in many studies (Sirgy et al, 2018). Many studies have justified the positive relationship between quality of work life and employees' commitment to organisations. For instance, a study conducted by Nuevo (2023) revealed a significant association between the quality of work life and organisational commitment of employees. In a related development, Omugo et al (2016) concluded in their study that quality of work life enhances organisational commitment which is positive behaviours and that corporate culture plays a very significant role in both variables since it determines how the organization is perceived. The work of Omoakhanlen and Abdulfattah (2021) also revealed a positive correlation between the dimensions of quality of work life and the measure of employee commitment.

Relationship between Job Security and Employees' Commitment

Job security has become the most important criterion and a key component that influences employee decisions on whether to join an organisation or not. According to Thomas et al (2016), industrial and organizational psychologists mention that job security is one of the originators of employee commitment. Lavy (2019) finds that employee commitment is adversely affected by factors such as lack of promotion, working conditions, low job security and low level of autonomy. DeWitte et al (2015) opine that security builds on safety to include financial, and job security, given the negative effects that layoffs and job loss can have on the workers and their families. When companies are unable to provide job security, employees tend to have lower job satisfaction and organisational commitment, higher moving intentions, and poorer psychological or physical health, and will ultimately impact their performance (Yao et al., 2019). The core principle of job insecurity plays a threatening role when it comes to employee interests and values is true, ultimately undermining employee affective commitments. So, when employees feel that the organisation is not meeting their expectations for providing job security, they reduce their level of affective commitment to the organisation. Similarly, job insecurity induces a negative response to affective organisational commitment, which then reduces an individual's performance. This is supported by research conducted by (Bohle et al., 2018) who found that affective commitment mediates the relationship between job insecurity and performance so that job insecurity will be negatively related to affective commitment, which relates positively to performance.

Relationship between Competency Development and Employees' Commitment

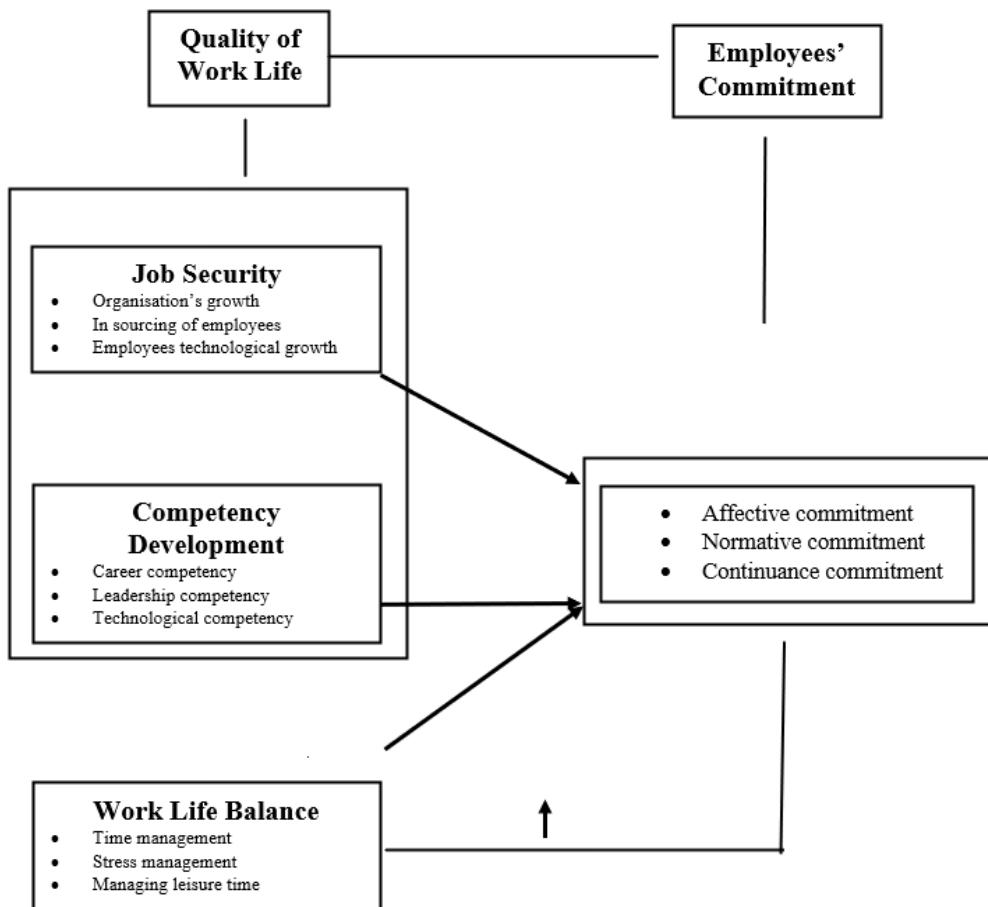
Competence is very useful to help organisations create a high-performance culture, work performance in every human resource process, employee selection, planning and so on. According to Suparjo (2015), competence is the ability to carry out tasks in accordance with science and skills as well as technology and experience that are relevant to the field of duty so that they can develop work motivation in question and improve performance. Sofyan et al. (2021) state that the competency, career development, and compensation variables together have a significant effect on organisational commitment. Hasanah and Madiistriyatno (2020) state that competency influence organisational commitment. Afriliana et al. (2021) state that the competency variable significantly affects the human resources performance of the Family Hope Program in Banyuasin District. Hamzah et al. (2021) identified a relationship between technical and behavioural competency and performance improvement in the banking industry in Malaysia, particularly among Islamic banking employees.

Relationship between Work Life Balance and Employees' Commitment

work-life harmony is to provide more autonomy over how work is done. According to Lovejoy et al (2021), organisations that increase opportunities for worker control over how, when, and where work is done can mitigate work and life conflicts, engender more trust in workplaces and coworkers, and improve health. Bloom et al (2022) asserted that, when possible, increased worker control over scope of work, process for accomplishing projects, and scheduling and location, can help reduce turnover as workers report greater productivity and increased satisfaction with work. Lee et al (2015) asserted that unstable and unpredictable scheduling is linked to increased income volatility and an increased risk of economic hardship, which can degrade physical and mental health. According to Pluut and Wonder (2020), when leaders and supervisors set, respect, and model clear boundaries between time on and off the job, without penalizing workers for this flexibility needed, workers

report a greater sense of well-being. This also helps workers have the critical time needed for rest to optimize their health, productivity, and creativity while alleviating anxiety or fears of missing work demands.

Figure 1: A conceptual framework showing the relationship between quality of work life and employees' commitment.



Source: Researcher's Conceptualization (2025)

THEORETICAL REVIEW

There are many theories propounded by scholars in the field of management to address the issue of quality of work life and employees' commitment in organisations. From numerous theories, this study was anchored on social exchange theory.

Social Exchange Theory

The Social Exchange Theory was propounded by Homans (1958), and later by Blau (1964). Homans in an essay entitled "social behaviour" was interested in the psychological conditions that induce individuals to engage in exchange. Homans stated that social behaviour is an exchange of both material goods and non-material ones. Homans explained that people that give much to others try to get much from them, and people that get much from others are under pressure to give much to them. This process of influence tends to be worked out at equilibrium to balance the exchanges. In an exchange, what one gives may be a cost, just as what one gets may be a reward. Blau was interested in exchange as the elementary particle of social life, in which social structures are rooted. Blau analysed exchange processes as the micro-foundation of macro-sociological phenomena. Blau stated that mutual bonds emerge in social interaction as people who incur obligations reciprocate. Marescaux et al (2013) explains that Social Exchange Theory proposes that human resources management practices initiate a positive exchange relationship to which employees reciprocate with positive attitudes and behaviour towards the organisation and/ or job. Geetha and Mampilly (2012) argue that the basic principle with Social Exchange Theory is that employees view satisfying human resources management practices as an organisation's commitment towards them. Employees thus reciprocate this through positive behaviours like employee

commitment. They are thus more likely to exchange their commitment for resources and benefits provided by their organisation. For example, when individuals receive economic and socio-emotional resources from their organisation they feel obliged to respond in kind and repay the organization.

Social exchange theory applies to management by framing employee-employer relationships as a system of reciprocal exchange, where employees reciprocate benefits from the organization with positive behaviours like high performance, commitment, and loyalty. Managers can apply this by creating a positive exchange through fair treatment, trust, and opportunities, which fosters an employee's commitment to the organization's goals. This theory helps explain and influence outcomes such as employee motivation, retention, and overall job satisfaction.

Review of Related Empirical Studies

Ojukwu and Nsuedo (2021) conducted a study on the effect of job security on employee commitment utilizing accredited private universities in Anambra State, Nigeria as its focus. The objective of the study is to ascertain the extent to which due process and employee voice affect employee continuance commitment and normative commitment respectively. Relevant theoretical and empirical literature relating to job security and employee commitment were reviewed. This study was anchored on the social exchange theory. The population of the study comprised of 1,047 employees of the accredited private universities in Anambra State, Nigeria. Sample size of 289 was derived using Taro Yamane's formula. Five-point Likert scale form of questionnaire was used as the instrument for data collection. The data from the employees of the studied private universities were analyzed using descriptive statistics and Pearson's product moment correlation coefficient. The result of Pearson product-moment correlation coefficient revealed that due process has a significant influence on employee continuance commitment in private universities in Anambra State, and that employee voice correlated positively with normative commitment.

Fakhruriza et al (2020) conducted a study on the effect of training and competence on employee commitment and its impact on employee performance. The study employed a descriptive survey research design. The object was the Department of Education of Pidie District, Indonesia. The variables were training and competence on employee commitment and its impact on employee performance, and the research sample was taken with census technique, as much as population that was 93 respondents. Data was collected with a structured questionnaire. Data collected was analyzed with Path Analysis. The result revealed that training and competence of employees both simultaneously and partially have a significant effect on employee commitment and employee performance in Department of Education of Pidie District. The result also finds that the commitment of employees affects the performance of employees in Department of Education of Pidie District. Mediation effect testing concludes that the training and competence of employees have a positive and significant effect on employee performance with the employee commitment in Department of Education of Pidie District.

Nasimiyu and Egessa (2021). explored the influence of work-life balance on employee commitment among civil servants in state commissions in Kenya. In the civil service, where employees' work interferes with their social life, it is crucial to examine their commitment. The objectives of the study were to explore employees' perceptions on work-life balance and the relationship between work-life balance and commitment. The study employed a descriptive cross-sectional survey design with 115 employees responding to questionnaires and seven employees participating in interviews. The study found among others that unmarried employees balanced their work and family roles better than their married counterparts. Women also experienced more work-life conflict than men. There was a weak positive relationship between work-life balance and commitment among employees because they were not satisfied with paternity leave, study leave, and part-time work. The study concluded that work-life balance policies did not influence employee commitment that much.

METHODOLOGY

The study employed descriptive survey research design. The population of the study will comprise the 1725 local government employees of the 5 local government areas in Edo Central Senatorial District Nigeria. From the population of the study, 325 local government employees were sampled. The sample size was determined by Taro Yamane formulae of sample size determination $[N/(1+Ne^2)]$. Stratified and simple random sampling techniques were jointly adopted in collecting the sample size from the area of study. It was performed by

proportionately dividing the sample size in line with the number of local government areas in the senatorial district. Thereafter, a simple random sample of the respondents in each local government area was taken to ensure equal representation. The sample computation of respondents is presented below.

$$\begin{aligned}
& \frac{N}{n = \frac{1}{1 + N(e)^2}} \\
& \frac{1725}{1 + 1725(0.05)^2} \\
& \frac{1725}{1 + 1725(0.0025)} \\
& \frac{1725}{1 + 4.3125} \\
& \frac{1725}{5.3125} \\
& 324.71 = 325
\end{aligned}$$

The instrument used for data collection was a structured questionnaire. The questionnaire was made up of section 'A' and section 'B'. Section 'A' contained the personal data of the respondents, and section 'B' contained the questionnaire items with response option of four-point Likert-type scale of Very High Extent (VHE) 4, High Extent (HE) 3 Low Extent (LE) 2, and Very Low Extent (VLE) 1. Data was collected through physical contact with the respondents. 286 copies of the questionnaire administered were accurately filled and retrieved. Data collected was analyzed with Mean and z-test statistics. The mean (\bar{x}) was used to answer the research questions, and one sample z-test was used to test the hypotheses.

RESULTS AND DISCUSSION OF FINDINGS

Research question one

To what extent does job security determine employees' commitment to local government councils in Edo Central Senatorial District.

In response to the above research question, items 1 to 3 of the questionnaire administered to the respondents were subjected to mean analysis. The summary of the analysis is presented in table 1 below.

Table 1: Mean Analysis of the Extent Job Security Determine Employees' Commitment

S/N	Item	SA 04	A 03	D 02	SD 01	Total 10	\bar{x} 2.5	Decision	
1	My good relationship with my employer secures my job.	60 240	110 330	86 172	30 30	286 772	2.70	Accepted	
2	Stable growth of my organization secures my job.	131 524	92 276	44 88	19 19	286 906	3.17	Accepted	
3	The practice of in sourcing in my organization secures my job.	102 408	113 339	53 106	18 18	286 871	3.05	Accepted	
	Total Mean		98 392	105 315	61 122	22 22	286 851	2.98	Accepted

Source: Field survey, 2025

The analysis of research question one revealed a calculated total mean of 2.98 which is greater than the criteria mean of 2.50. Since the calculated total mean is greater than the criteria mean ($2.98 > 2.50$), it is concluded that,

to a very high extent, job security determines employees' commitment to local government councils in Edo Central Senatorial District.

Research question two

To what extent does competency development determine employees' commitment to local government councils in Edo Central Senatorial District.

In response to the above research question, items 4 to 6 of the questionnaire administered to the respondents were subjected to mean analysis. The summary of the analysis is presented in table 2 below.

Table 2: Mean Analysis of the Extent Competency Development Determine Employees' Commitment

S/N	Item	SA 04	A 03	D 02	SD 01	Total 10	\bar{x} 2.5	Decision
1	My job offers me the chance to develop my career competency.	92 368	116 348	41 82	37 37	286 835	2.92	Accepted
2	My job offers me the chance to develop my leadership competency.	121 484	103 309	51 102	11 11	286 906	3.17	Accepted
3	My job offers me the chance to develop my technological competence.	116 464	144 432	13 26	13 13	286 935	3.27	Accepted
	Total Mean	110 440	121 363	35 70	20 20	286 893	3.12	Accepted

Source: Field survey, 2025

The analysis of research question one revealed a calculated total mean of 3.12 which is greater than the criteria mean of 2.50. Since the calculated total mean is greater than the criteria mean ($3.12 > 2.50$), it is concluded that, to a very high extent, competency development determines employees' commitment to local government councils in Edo Central Senatorial District.

Research question three

To what extent does work life balance determine employees' commitment to local government councils in Edo Central Senatorial District.

In response to the above research question, items 7 to 9 of the questionnaire administered to the respondents were subjected to mean analysis. The summary of the analysis is presented in table 3 below.

Table 3: Mean Analysis of the Extent Work Life Balance Determine Employees' Commitment

S/N	Item	SA 04	A 03	D 02	SD 01	Total 10	\bar{x} 2.5	Decision
1	My job gives me the opportunity to manage my time.	93 372	98 294	62 124	33 33	286 823	2.88	Accepted
2	My job gives me the opportunity to manage stress.	101 404	96 288	71 142	18 18	286 852	2.98	Accepted
3	My job gives me the opportunity to judiciously use my leisure time	123 492	86 258	61 122	16 16	286 888	3.10	Accepted
	Total	106 424	93 279	65 130	22 22	286 855	2.99	Accepted

Source: Field survey, 2025

The analysis of research question one revealed a calculated total mean of 2.99 which is greater than the criteria mean of 2.50. Since the calculated total mean is greater than the criteria mean ($2.99 > 2.50$), it is concluded that,

to a very high extent, work life balance determines employees' commitment to local government councils in Edo Central Senatorial District.

Hypotheses Testing

Hypothesis one

Ho: There is no significant difference in the mean scores of the respondents on the extent job security determines employees' commitment to local government councils in Edo Central Senatorial District ($\mu_1 = \mu_2$).

Ha: There is a significant difference in the mean scores of the respondents on the extent job security determines employees' commitment to local government councils in Edo Central Senatorial District ($\mu_1 \neq \mu_2$)

The above hypothesis was tested using z-test. The summary of the analysis is presented in table 4 below.

Table 4: Z-Statistical Analysis of the Difference in the Mean Scores of the extent Job Security Determines Employees' Commitment

Variables	N	Mean (\bar{x})	Standard Deviation	z-Statistics	p-Value	Decision
Job security	286	2.98	0.931	-0.6572	0.5110	No significant difference
Employee commitment	286	3.03	0.888			

Source: Field survey 2025

The above analysis revealed z-statistics and p-value of -0.6572 and 0.5110 respectively. Comparing the p-value with 0.05 level of significance, the p-value is greater than the significance level ($p > 0.05$). Since the p-value is greater than the level of significance, the null hypothesis is upheld. That means There is no significant difference in the mean scores of the respondents on the extent job security determines employees' commitment to local government councils in Edo Central Senatorial District.

Hypothesis two

Ho: There is no significant difference in the mean scores of the respondents on the extent competency development determines employees' commitment to local government councils in Edo Central Senatorial District ($\mu_1 = \mu_2$).

Ha: There is a significant difference in the mean scores of the respondents on the extent competency development determines employees' commitment to local government councils in Edo Central Senatorial District ($\mu_1 \neq \mu_2$)

The above hypothesis was tested using z-test. The summary of the analysis is presented in table 5 below.

Table 5: Z-Statistical Analysis of the Difference in the Mean Scores of the extent Competency Development Determines Employees' Commitment

Variables	N	Mean (\bar{x})	Standard Deviation	z-Statistics	p-value	Decision
Competency development	286	3.12	0.880	1.2175	0.2234	No significant difference
Employee commitment	286	3.03	0.888			

Source: Field survey 2025

The above analysis revealed z-statistics and p-value of 1.2175 and 0.0.2234 respectively. Comparing the p-value with 0.05 level of significance, the p-value is greater than the significance level ($p > 0.05$). Since the p-value is

greater than the level of significance, the null hypothesis is upheld. That means There is no significant difference in the mean scores of the respondents on the extent competency development determines employees' commitment to local government councils in Edo Central Senatorial District.

Hypothesis three

Ho: There is no significant difference in the mean scores of the respondents on the extent work life balance determines employees' commitment to local government councils in Edo Central Senatorial District ($\mu_1 = \mu_2$).

Ha: There is a significant difference in the mean scores of the respondents on the extent work life balance determines employees' commitment to local government councils in Edo Central Senatorial District ($\mu_1 \neq \mu_2$)

The above hypothesis was tested using z-test. The summary of the analysis is presented in table 6 below.

Table 6: Z-Statistical Analysis of the Difference in the Mean Scores of the extent Work Life Balance Determines Employees' Commitment

Variables	N	Mean (\bar{x})	Standard Deviation	z-Statistics	p-value	Decision
Work life balance	286	2.99	0.953	-0.5193	0.6035	No significant difference
Employee commitment	286	3.03	0.909			

Source: Field survey 2025

The above analysis revealed z-statistics and p-value of -0.5193 and 0.6035 respectively. Comparing the p-value with 0.05 level of significance, the p-value is greater than the significance level ($p > 0.05$). Since the p-value is greater than the level of significance, the null hypothesis is upheld. That means There is no significant difference in the mean scores of the respondents on the extent work life balance determines employees' commitment to local government councils in Edo Central Senatorial District.

DISCUSSION OF FINDINGS

The analysis of the first research question revealed that, to a very high extent, competency development determines employees' commitment. This was further confirmed by the result of the hypothesis tested which revealed no significant difference in the mean scores of the respondents on the extent job security determines employees' commitment District. This finding agrees with the finding of Ojukwu and Nsuedo (2021) which revealed a significant influence on employee continuance commitment in private universities in Anambra State and further revealed that employee voice correlated positively with normative commitment.

The analysis of the second research question revealed that, to a very high extent, competency development determines employees' commitment. This was further confirmed by the result of the hypothesis tested which revealed no significant difference in the mean scores of the respondents on the extent competency development determines employees' commitment. This finding concurs with the finding of Fakhruriza et al (2020) which revealed that training and competence of employees both simultaneously and partially have a significant effect on employees' commitment and performance in Department of Education of Pidie District. Their study further found that the commitment of employees affects the performance of employees in Department of Education of Pidie District.

The analysis of the third research question revealed that, to a very high extent, work life balance determines employees' commitment. This was further confirmed by the result of the hypothesis tested which revealed no significant difference in the mean scores of the respondents on the extent work life balance determines employees' commitment. This finding is contrary to the findings of Nasimiyu and Egessa (2021) who found no significant relationship between work-life balance policies and employees' commitment in organizations. The difference in the two findings may be due variation in the geographical scope of the studies as the current study was conducted in Nigeria while the previous study was carried out in Kenya.

CONCLUSION

Employee commitment is vital for organizations because it boosts productivity, innovation, and retention, while cutting turnover costs, leading to higher profits and superior performance by creating a loyal, motivated workforce aligned with company goals, willing to go the extra mile, and embodying positive company values. Committed employees are more engaged, take ownership, contribute to a positive culture, and serve as brand ambassadors, ensuring sustained success. Considering this relevance with what is obtainable in the local government councils in Nigeria, it is crystal cleared that employees are not committed to their jobs, as most local governments in Nigeria are confronted with the problems of low productivity, low quality of work, staff truancy, staff absenteeism, and high rate of turnover which require immediate solutions. Hence, the need to examine quality of work life as a determinant of employees' commitment to local government councils, which specifically focused on the influence of job security, competency development and work life balance on employees' commitment. Analysis of the data collected revealed that to a very extent, job security, competency development, and work life balance positively influenced employees' commitment to local government council, as there was no significant difference in the mean scores of respondents on the extent to which job security, competency development, and work life balance determine employees' commitment. Thus, it is concluded that quality of work life generally determines the commitment of employees to organizations.

RECOMMENDATIONS

Based on the findings of the study, it was recommended that:

1. Organizations should align with national policies like the new National Employment Policy (NEP), which emphasizes decent work, social dialogue, and skills to ensure job security.
2. Organizations should Develop a training plan linked directly to organizational goals, addressing current and future skill needs to boost employees' competence.
3. Organizations should properly execute flexible work arrangements and family-friendly support to ensure work life balance.

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