

**WORK-LIFE BALANCE AND ORGANISATIONAL COMMITMENT IN THE
NIGERIAN PUBLIC SECTOR: EVIDENCE FROM MINISTRIES DEPARTMENT
AND AGENCIES IN GOMBE STATE, NIGERIA**

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Abstract

Work-Life Balance (WLB) is a critical factor influencing employee performance and Organisational Commitment, particularly in the public sector, where rigid structures and high workloads can undermine employee engagement. This study empirically investigates the relationship between Work-Life Balance and Organisational Commitment among employees of Ministries, Departments, and Agencies (MDAs) in Gombe State, Nigeria. The main objective was to assess how Work-Life Balance practices impact employees' affective, continuance, and normative commitment. A cross-sectional research design was employed, targeting the population of staff in the selected MDAs. Using the Taro Yamane formula, a sample of 400 employees was drawn for the study. Data were collected through structured quantitative questionnaires, and the responses were analysed using SPSS software to generate descriptive and inferential statistics. The findings revealed that effective Work-Life Balance practices, including flexible work arrangements, workload management, leave policies, and family-supportive practices, are positively associated with Organisational Commitment among public sector employees. Employees who reported higher Work-Life Balance levels demonstrated stronger loyalty, engagement, and intention to remain in service. The study concludes that Work-Life Balance is a significant determinant of Organisational Commitment in the Nigerian public sector, and that addressing work-life conflicts can enhance employee productivity and institutional effectiveness. Consequently, it recommends that MDAs implement policies that promote flexible schedules, manageable workloads, supportive leave arrangements, and family-friendly practices to strengthen employee commitment and improve public service delivery in Gombe State.

Keywords: Work-Life Balance, Organisational Commitment, Public Sector, MDAs, Quantitative Study, Gombe State.

Introduction

Work-Life Balance (WLB) has increasingly become a central concern for both scholars and practitioners in organisational behaviour and human resource management worldwide, as employees strive to reconcile the often competing demands of professional and personal responsibilities (Makama et al., 2025). Globally, a healthy Work-Life Balance is recognised not only as a determinant of employee well-being, including mental, emotional, and physical health, but also as a critical factor that shapes organisational outcomes such as job satisfaction, productivity, and Organisational Commitment (National Institute of Health, 2020). Meanwhile, Organisational Commitment, defined as the psychological attachment, loyalty, and responsibility an employee feels toward their organisation, has been linked in numerous studies to Work-Life Balance, with employees reporting higher affective, continuance, and normative commitment when they perceive that their work and personal life responsibilities are adequately balanced (Okolie et al., 2024).

In developed economies, Work-Life Balance initiatives including flexible work schedules, telecommuting options, leave policies, and wellness support programmes have been associated with enhanced organisational loyalty, lower turnover intentions, and improved overall performance (Kasperczuk et al., 2025). Similarly, emerging economies have begun to recognise WLB as a strategic organisational priority, with studies showing that inadequate balance can lead to job stress, burnout, and reduced commitment, thereby negatively impacting organisational effectiveness (Miebaka & Oyibo, 2020). Across sectors, the literature demonstrates that employees who experience conflict between work and personal life roles are less likely to display commitment and engagement, underlining the universal relevance of Work-Life Balance as both an individual and organisational concern (National Institute of Health, 2020).

In the African context, research highlights the complex interplay between socio-cultural expectations, economic pressures, and organisational practices in shaping employees' Work-Life Balance and Organisational Commitment (Azuike & Mukoro, 2025; Mahohoma & Harpal, 2025). Studies in South Africa and Kenya, for instance, reveal that employees in public and private institutions often struggle to manage conflicting work and family demands, and that supportive workplace practices significantly enhance both job satisfaction and commitment (Mahohoma & Harpal, 2025). The African work environment is often characterised by extended family responsibilities, high socio-economic expectations, and limited formal mechanisms for flexibility, which together influence how employees perceive and respond to organisational policies on Work-Life Balance (Georgewill, 2021).

In Nigeria, the discourse on WLB and Organisational Commitment has largely concentrated on private sector organisations such as banks, manufacturing firms, and port operations, with findings consistently indicating that Work-Life Balance positively affects employees' Organisational Commitment, job satisfaction, and productivity (Olanipekun & Olanipekun, 2024). Evidence from the Nigerian banking sector demonstrates that employees who experience flexible work arrangements and supportive policies exhibit higher affective and continuance commitment, while research in manufacturing contexts shows that female employees, in particular, benefit from Work-Life Balance interventions that allow for the reconciliation of occupational and domestic roles (Nwibere, 2024). Despite these insights, there is a notable gap in empirical research focusing on the public sector, particularly within Ministries, Departments, and Agencies (MDAs), which are central to the delivery of public services, governance, and policy implementation.

The Nigerian public sector is widely characterised by hierarchical structures, bureaucratic constraints, and rigid work schedules, which often intensify the challenges of balancing professional and personal responsibilities (Okolie et al., 2024). Limited formal support for flexible work arrangements and work-life initiatives can exacerbate work-family conflicts, reduce employee well-being, and undermine Organisational Commitment, ultimately affecting public service delivery and institutional efficiency (Georgewill, 2021). Understanding the dynamics of Work-Life Balance within this sector is therefore essential for designing policies and interventions that promote employee engagement, loyalty, and productivity.

Against this backdrop, the present study seeks to investigate the relationship between Work-Life Balance and Organisational Commitment in the Nigerian public sector, with specific focus on MDAs in Gombe State. However, the study seeks to answer the following research questions: What is the level of Work-Life Balance among employees in MDAs in Gombe State?; What is the level of Organisational Commitment among employees in MDAs in Gombe State?; What is the relationship between Work-Life Balance and Organisational Commitment among employees in MDAs in Gombe State?

Empirical Studies on Work-Life Balance and Organisational Commitment

Empirical research has consistently explored the relationship between Work-Life Balance (WLB) and Organisational Commitment (OC) across various sectors and countries. For instance, Mathew and Panchanatham (2010) investigated service sector employees in India to determine how different dimensions of WLB affect OC. Using a survey of 408 employees with correlational and regression analyses, the study found that work interfering with personal life negatively predicted Organisational Commitment, whereas personal enhancement aspects positively affected commitment. They concluded that WLB affects OC variably across its dimensions and recommended that organisations adopt policies minimizing work-life conflict. While this study confirms the significance of WLB for OC, it primarily focused on private service sector employees, leaving a gap in understanding the dynamics within public sector bureaucracies, which the current study seeks to address.

In Nigeria, Oyewobi et al. (2019) examined female construction professionals to evaluate if Organisational Commitment mediates the relationship between WLB and organisational performance. A cross-sectional survey analysed via Partial Least Squares Structural Equation Modelling (PLS-SEM) revealed a positive relationship between WLB and OC, with OC mediating the effect of WLB on performance. The authors recommended family-friendly policies and flexible work arrangements to enhance commitment. Although this study highlights the importance of WLB in improving commitment, its focus on a single gender in a specific industry limits its generalisability to the broader public sector workforce, which the present study addresses by including employees from multiple MDAs.

Similarly, a 2020 study on women healthcare workers investigated how WLB influences different dimensions of Organisational Commitment. Surveying 580 employees with PLS and SPSS analysis, the study found that WLB positively affected affective and normative commitment but negatively influenced continuance commitment. The researchers concluded that while WLB promotes emotional attachment, it may reduce commitment based on perceived costs of leaving. They recommended strengthening policies to maintain commitment across all dimensions. This study is relevant to the current research because it demonstrates that WLB's effects on commitment are multifaceted, but it leaves a gap by focusing solely on female healthcare workers rather than a more general public sector population.

Okolie, Mukoro, and Otite (2024) examined WLB and OC among employees at a major port terminal in Lagos, Nigeria. Using a cross-sectional survey of 389 employees analysed via correlation and regression, the study found that work-life conflict lowered affective, continuance, and normative commitment. The authors recommended flexible scheduling and supportive policies to enhance loyalty. Although conducted within Nigeria, the study's focus on a single organisation limits its applicability to multiple public sector MDAs, which the current research addresses by including five purposively selected MDAs in Gombe State.

Nwibere (2024) studied Nigerian bank employees to determine how different WLB components influence Organisational Commitment. A survey of 310 bankers, analysed through Pearson correlation, revealed positive relationships between WLB facets and all dimensions of OC. The study concluded that enhancing role clarity and engagement strengthens commitment. While this research affirms the WLB-OC relationship in Nigeria, its limitation lies in its sector-specific focus, providing an opportunity for the present study to extend the inquiry to public sector MDAs.

Georgewill (2024) investigated WLB and employee commitment in indigenous oil servicing companies in Nigeria. Using a cross-sectional survey of 161 employees and Spearman correlation, the study found that WLB positively correlated with employee commitment. The study recommended flexible arrangements, wellness programs, and family-supportive policies. This supports the value of WLB in enhancing commitment, but the private sector focus limits relevance to public MDAs, highlighting a gap that the current research seeks to fill.

Ezirim and Sydney-Agbor (2025) analysed occupational stress, WLB, and gender influence on OC among public school teachers in Imo State, Nigeria. Using hierarchical regression with 183 teachers, the study found that neither WLB nor gender significantly predicted OC, suggesting that WLB alone may not always predict commitment in public educational contexts. The study recommended flexible schedules and supportive policies to improve commitment. This highlights that predictors of OC can vary in public sector contexts, emphasizing the need for the present study to examine WLB and OC specifically in Nigerian MDAs.

Notwithstanding, the notable gap across these studies, recurring gaps emerge: limited focus on public sector MDAs, sector-specific and gender-specific samples, and contextual variations in bureaucratic and hierarchical structures. Few studies examine multiple MDAs in Nigerian states, leaving a gap in understanding how WLB affects OC in a typical Nigerian public sector setting. The present study addresses these gaps by using a cross-sectional survey in MDAs in Gombe State, examining WLB and its predictive influence on OC among a representative sample of 400 employees.

Theoretical Framework

This study uses the Three Component Model of Organisational Commitment developed by John Meyer and Natalie Allen (1991) to understand how employees feel connected to their organisations. The model explains that commitment is not just one simple feeling it has three different sides: affective, continuance, and normative commitment.

- Affective commitment is about emotional attachment. Employees stay because they *want to* they feel connected to the organisation and share its values.
- Continuance commitment is based on cost. Employees stay because they *need to* leaving would mean losing benefits, job security, or other advantages.

- Normative commitment is about obligation. Employees stay because they *feel they ought to*, often due to loyalty, ethics, or cultural expectations.

The model assumes that these three types of commitment shape how employees behave at work such as how motivated they are, whether they perform well, or if they plan to leave. It also highlights that workplace policies, especially Work-Life Balance (WLB) practices, can strengthen or weaken these forms of commitment.

In this study, the model is important because it helps explain how WLB policies affect employees in Nigerian public sector organisations (MDAs). Given the rigid structures and demanding work conditions in these institutions, factors like flexible work hours, leave policies, and family support can influence whether employees feel emotionally attached, obligated, or simply tied to their jobs due to practical reasons.

Practically, the study uses the model to:

- Assess how WLB improves emotional attachment (affective commitment),
- Examine whether benefits and job security make employees stay (continuance commitment),
- Understand how workplace culture and values encourage loyalty (normative commitment).

Although the model is widely used, it has some weaknesses. The boundaries between emotional attachment and moral obligation can sometimes overlap, making them hard to distinguish. It also does not fully account for cultural and economic realities especially in contexts like Nigeria. Additionally, it assumes commitment is stable, even though work-life conditions can change over time. Despite these limitations, the model remains useful because it provides a clear and structured way to understand different types of employee commitment and how workplace policies like Work-Life Balance can improve retention, motivation, and overall performance.

Methodology

This study used a cross-sectional design, gathering data from employees at a single point in time across five Ministries, Departments, and Agencies (MDAs) in Gombe State, Nigeria selected purposively for their central role in public service delivery. From these MDAs, a sample of 400 employees were chosen in order to ensure the findings reflected the broader workforce, with individual participants chosen through simple random sampling to give everyone a fair chance of inclusion. Data were collected using a structured questionnaire that captured background information, Work-Life Balance experiences, Organisational Commitment levels, and a few open-ended questions for deeper insight, with responses recorded on a 5-point Likert scale. Before full distribution, the questionnaire was reviewed by experts in industrial sociology, human resource management, and public administration, and pilot-tested with 30 employees from an MDA outside the main study, which helped refine the questions and confirmed strong reliability (Cronbach's Alpha: 0.82 for Work-Life Balance, 0.85 for Organisational Commitment). Once collected, the data were analysed using Statistical Package for Social Sciences (SPSS) version 25, employing descriptive statistics to summarise participants' backgrounds and general patterns, while Pearson correlation and regression analysis were used to test relationships between variables at a 0.05 significance level.

Throughout the process, ethical practices were prioritised participants were fully informed, participation was voluntary, and all responses were kept anonymous and confidential.

Results/Findings

Socio-Demographic Characteristics of Respondents

Table 4.1: Socio-Demographic Characteristics of Respondents (N = 400)

Variable	Category	Frequency (f)	Percentage (%)
Gender	Male	220	55.0
	Female	180	45.0
Age (Years)	20–29	90	22.5
	30–39	150	37.5
	40–49	100	25.0
	50 and above	60	15.0
Educational Qualification	Diploma/OND	50	12.5
	Bachelor's Degree	220	55.0
	Master's Degree	110	27.5
	Doctorate	20	5.0
Years of Service	0–5	80	20.0
	6–10	140	35.0
	11–15	110	27.5
	16–20	50	12.5
	21 and above	20	5.0
Position/Grade Level	Junior Staff	140	35.0
	Middle-Level Staff	180	45.0
	Senior Staff	80	20.0

Source Field Survey, 2026

Table 4.1 gives a clear picture of the people who took part in the study. The workforce is slightly male-dominated, with 55 percent men and 45 percent women, but overall, both genders are fairly represented. This balance is important because it means the findings reflect the experiences of both male and female employees when it comes to Work-Life Balance and Organisational Commitment. In terms of age, most respondents are between 30 and 39 years old 37.5 percent, followed by those in their 40s, then younger staff in their 20s, and a smaller number aged 50 and above. This shows that the majority of employees are in a busy stage of life where they are building careers while also managing family responsibilities, making issues like Work-Life Balance especially important for them.

In terms of education, most employees have at least a Bachelor's degree, with many also holding Master's degrees, while only a few have diplomas or doctoral qualifications. This

suggests a fairly educated workforce that understands workplace expectations and policies. Looking at work experience, many respondents have spent between 6 and 15 years in service, meaning the study captures individuals who have both experience and still-growing careers within the system. Finally, most of the respondents are middle-level staff, followed by junior staff and then senior staff. This mix is helpful because it means the study reflects views from different levels of responsibility, giving a more realistic and well-rounded understanding of how employees experience Work-Life Balance in their organisations.

Descriptive Statistics of Work-Life Balance (WLB)

Table 2: Descriptive Statistics of Work-Life Balance (N = 400)

WLB Dimension	Mean (\bar{X})	Standard Deviation (SD)	Interpretation
Flexible Work Schedules	4.12	0.68	High
Leave Policies	3.85	0.72	Moderate-High
Workload Management	3.78	0.80	Moderate-High
Family-Supportive Culture	3.90	0.75	Moderate-High
Overall WLB	3.91	0.74	Moderate-High

Source Field Survey, 2026

The descriptive statistics in Table 4.2 indicate that employees in the selected MDAs experience a generally moderate-to-high level of Work-Life Balance. Flexible work schedules have the highest mean score ($\bar{X} = 4.12$, $SD = 0.68$), suggesting that employees greatly value having control over their working hours, which helps them better manage their personal and professional responsibilities. The relatively low standard deviation also shows that this perception is fairly consistent across respondents. This highlights flexibility as the strongest and most effective aspect of Work-Life Balance within the organisations studied. Meanwhile, other dimensions, including family-supportive culture ($\bar{X} = 3.90$, $SD = 0.75$), leave policies ($\bar{X} = 3.85$, $SD = 0.72$), and workload management ($\bar{X} = 3.78$, $SD = 0.80$), are all rated as moderate-to-high, indicating that employees receive some level of support in balancing their work and personal lives, although there is still room for improvement. The overall Work-Life Balance score ($\bar{X} = 3.91$, $SD = 0.74$) confirms that employees generally perceive their work environment as supportive, but not optimal. In essence, while organisations are making efforts to support employees, strengthening areas like workload distribution and leave systems could further enhance overall balance and employee well-being.

Descriptive Statistics of Organisational Commitment (OC)

Table 3: Descriptive Statistics of Organisational Commitment (N = 400)

OC Dimension	Mean (\bar{X})	Standard Deviation (SD)	Interpretation
Affective Commitment	4.05	0.65	High
Continuance Commitment	3.72	0.77	Moderate-High
Normative Commitment	3.88	0.70	Moderate-High
Overall OC	3.88	0.71	Moderate-High

Source Field Survey, 2026

The descriptive statistics in Table 4.3 show that employees in the selected MDAs demonstrate a generally moderate-to-high level of Organisational Commitment. Affective commitment records the highest mean score ($\bar{X} = 4.05$, $SD = 0.65$), indicating that many employees feel a strong emotional attachment to their organisations and genuinely identify with their roles and values. This suggests that workers are not just staying because they have to, but because they want to, reflecting a positive connection between employees and their workplaces. The relatively low standard deviation also implies that this feeling is fairly consistent across respondents. However, continuance commitment ($\bar{X} = 3.72$, $SD = 0.77$) and normative commitment ($\bar{X} = 3.88$, $SD = 0.70$) are both rated as moderate-to-high, showing that employees also remain in their organisations due to practical considerations and a sense of obligation. While some employees stay because of job security or the cost of leaving, others feel a moral responsibility to remain loyal. The overall Organisational Commitment score ($\bar{X} = 3.88$, $SD = 0.71$) confirms that commitment levels are fairly strong across the board. Altogether, these findings suggest a workforce that is reasonably dedicated, with emotional attachment playing the most important role, supported by both obligation and necessity.

Regression Analysis of WLB Predicting Organisational Commitment

Table 4: Regression Analysis of WLB Predicting OC (N = 400)

WLB Dimension	β (Unstandardised Coefficient)	t-value	p-value	Interpretation
Flexible Work Schedules	0.32	6.24	0.000	Significant
Leave Policies	0.21	4.10	0.000	Significant
Workload Management	0.28	5.87	0.000	Significant
Family-Supportive Culture	0.18	3.95	0.000	Significant

Source Field Survey, 2026

The regression results in Table 4.5 show that all dimensions of Work-Life Balance (WLB) have a positive and statistically significant effect on Organisational Commitment (OC) among employees in the selected MDAs. This is evident from the p-values (0.000), which are well below the standard threshold, indicating that the relationships are not due to chance. Among the variables, flexible work schedules stand out as the strongest predictor of Organisational Commitment ($B = 0.32$, $t = 6.24$), suggesting that employees who have more control over their work time are more likely to feel committed to their organisations. Workload management ($B = 0.28$, $t = 5.87$) also plays a major role, indicating that when tasks are well-organised and manageable, employees experience less stress and develop stronger attachment to their workplace.

Additionally, leave policies ($B = 0.21$, $t = 4.10$) and family-supportive culture ($B = 0.18$, $t = 3.95$) are also significant contributors, although their influence is slightly lower compared to flexible schedules and workload management. This means that giving employees adequate time off and creating a supportive work environment that recognises family responsibilities still positively impacts their commitment, even if to a lesser extent. Overall, the findings suggest that improving different aspects of Work-Life Balance can directly strengthen employee loyalty, motivation, and willingness to remain in the organisation, with flexible scheduling and effective workload management being the most impactful areas for policy focus.

Discussion of Findings

The findings of this study offer a clear picture of how Work-Life Balance (WLB) and Organisational Commitment (OC) interact within Ministries, Departments, and Agencies

(MDAs) in Gombe State. Overall, the results show that employees who experience better balance between their work and personal lives tend to feel more connected, loyal, and committed to their organisations. This section brings together the key results, links them with existing studies, and explains what they mean within the realities of the Nigerian public sector, where rigid structures and bureaucratic processes often shape employees' experiences.

Socio-Demographic Characteristics

The study found that most employees are male and fall within the 30–39 age range, a stage in life where individuals often juggle career growth with significant family and personal responsibilities. This makes Work-Life Balance especially important to them. The workforce is also largely educated, with many holding Bachelor's and Master's degrees, suggesting that employees are well-informed and capable of expressing their workplace needs and expectations. Additionally, the inclusion of workers across different levels and years of experience provides a balanced view of how WLB and commitment are experienced across the organisation. These patterns support earlier studies showing that factors like age, education, and experience shape how employees perceive workplace policies and their level of commitment.

Work-Life Balance

Employees generally reported a fairly good level of Work-Life Balance, with flexible work schedules standing out as the most impactful factor. This suggests that when workers have some control over their time, they are better able to manage both work and personal responsibilities. While other aspects such as supportive workplace culture, leave policies, and workload management were also rated positively, they were slightly lower, indicating room for improvement. In the context of the Nigerian public sector often known for strict rules and limited flexibility these findings highlight the importance of making work environments more adaptable and supportive to reduce stress and improve overall well-being.

Organisational Commitment

The results show that employees are generally committed to their organisations, especially in terms of emotional attachment (affective commitment). Many workers genuinely feel connected to their MDAs and take pride in their roles. There is also a strong sense of duty (normative commitment), meaning employees feel morally obligated to stay. However, some employees remain mainly because of practical reasons, such as job security or limited alternatives (continuance commitment). This suggests that while loyalty exists, it is partly shaped by the realities of the labour market and the structured nature of public sector jobs.

Relationship between Work-Life Balance and Organisational Commitment

A strong and positive relationship was found between Work-Life Balance and Organisational Commitment, meaning that as employees experience better balance, their level of commitment increases. Employees who benefit from flexible schedules, supportive cultures, fair leave policies, and manageable workloads are more likely to feel loyal, motivated, and aligned with organisational goals. This reinforces the idea that WLB is not just a personal benefit but also a strategic tool that organisations can use to strengthen employee engagement and reduce the likelihood of turnover.

Predictive Effect of Work-Life Balance on Organisational Commitment

Beyond just a relationship, the study shows that Work-Life Balance can actually predict Organisational Commitment to a significant extent. Flexible work schedules and proper workload management were the strongest factors influencing commitment, followed by leave policies and a supportive organisational culture. This means that when organisations actively improve these areas, they are likely to see a direct increase in employee loyalty, attachment, and performance. In practical terms, this highlights the power of well-structured WLB policies in shaping positive workplace outcomes.

Implications of Findings

The findings have both theoretical and practical importance. Theoretically, they support existing ideas that employees' ability to balance work and life is closely linked to how committed they feel to their organisation. Practically, they show that MDAs in Nigeria need to take Work-Life Balance more seriously as a key part of human resource management. By introducing flexible work options, improving workload distribution, strengthening leave policies, and creating a more supportive culture, organisations can boost employee motivation, retention, and overall effectiveness.

Conclusion

In conclusion, this study clearly shows that Work-Life Balance is a key factor in shaping how committed employees feel toward their organisations in the Nigerian public sector. When workers are supported through practical policies like flexible schedules, manageable workloads, fair leave systems, and a supportive workplace culture, they are more likely to stay loyal, motivated, and fully engaged in their roles. The findings reveal that employees in Gombe State MDAs generally experience a fairly good level of Work-Life Balance and, in turn, demonstrate a strong sense of commitment especially through emotional attachment and a sense of duty to their organisations. Most importantly, the study establishes a strong connection between the two: the better employees are able to balance their work and personal lives, the more committed they become. On the flip side, poor Work-Life Balance can lead to stress, reduced commitment, and weaker organisational performance. Overall, these insights highlight the need for policymakers and organisational leaders to treat Work-Life Balance not just as a welfare issue, but as a strategic tool for improving employee performance, retention, and service delivery in Gombe State MDAs.

Generally, the study concludes that Work-Life Balance is not just a supportive policy but a key factor in strengthening employee commitment within the public sector. In structured and demanding environments like MDAs, employees are more likely to stay motivated, loyal, and productive when they feel supported in balancing their work and personal responsibilities. On the other hand, poor Work-Life Balance can lead to stress, reduced commitment, and lower organisational performance. These findings highlight the need for policymakers and HR practitioners to take Work-Life Balance seriously by integrating it into organisational strategies, as doing so can improve employee well-being, retention, and overall effectiveness in service delivery.

Recommendations

The study recommends that Ministries, Departments, and Agencies (MDAs) in Gombe State take practical steps to make work more flexible and supportive for employees. One key suggestion is to introduce flexible work arrangements such as adjustable hours, compressed

workweeks, or remote options since these were found to strongly improve employees' commitment and productivity. In addition, organisations should strengthen their leave policies so staff can attend to personal, health, and family needs without fear or stress. Managing workloads more effectively is also crucial; when tasks are realistic and fairly distributed, employees experience less pressure, feel more satisfied, and are more emotionally connected to their work.

Beyond policies, the study emphasizes the need to build a workplace culture that genuinely supports employees' family responsibilities. This could include childcare support, counselling services, and more empathetic leadership from managers. MDAs are also encouraged to regularly review their Work-Life Balance programmes through feedback and assessments to ensure they remain relevant. Finally, Work-Life Balance should be fully integrated into human resource strategies, while managers and leaders should receive proper training to understand its importance. Altogether, these steps can create a healthier work environment where employees feel valued, remain committed, and perform more effectively.

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