



NEXUS BETWEEN WORK-LIFE QUALITY AND ORGANIZATIONAL COMMITMENT OF ACADEMIC STAFF IN EKITI STATE, NIGERIA: DIMENSIONAL VIEW

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ABSTRACT

Teaching, conducting original research, and making meaningful contributions to one's local community or society are all essential components of a successful academic career. The primary purpose of this research is to analyse how academic staff in Ekiti State's higher education institutions feel about the quality of their work-life balance with their organisational commitment. Federal University Oye-Ekiti (FUOYE), Ekiti State University (EKSU), and Afe Babalola University were among the institutions in Ekiti State that were included in the study (ABUAD). A well-structured questionnaire was employed in the study, adapted from earlier studies, and 168 lecturers and management staff was selected using a purposive sampling method. Except for the physical working environment and pay and benefits, where the link is negative and insignificant, the results of this study show that the QWL dimension is favourably associated with organisational commitment. This study found that Nigerian academic staff endured a great deal to keep work and family roles going successfully despite the perceived inadequacy of QWL.

Keywords: *Quality of Work Life, Organizational Commitment, Tertiary Institutions, PLS-SEM*

INTRODUCTION

A career in academia continues to be demanding due to the need to balance teaching, research, and community/society service. The work is getting tougher as more and more institutions start opening. Higher education institutions are also groups that provide important work for society by creating and disseminating knowledge. Quality of Work Life (QWL) refers to the emotional satisfaction an individual derives from their job, considering factors other than the technical and economic (Chib, 2012). Faculty members' ability to do their jobs effectively at universities depends on several factors beyond just their intelligence and character, such as the resources and



support offered to them by the university, the quality of their working environment, how quickly administrators respond to their concerns, and how invested they feel in the institution as a whole. In six months, 38 medical teachers at Universiti Sains Malaysia resigned, as reported by Chin (2014). Aside from retirement, however, overwork was found to be a contributor. Therefore, the loss of seasoned professors at higher learning institutions will have a negative impact on the standard of education in the long run. Zakaria, Ahmad, and Norzaidi (2009) agree that lecturers in higher education institutions can only provide adequate service if they receive a quality education. Superior instruction and knowledge transmission are keys to any successful educational system.

Presently, most people need to work to provide for themselves and their families; as a result, the workplace must foster an atmosphere of joy and safety for its employees (Seksan, 2019). Problems at work that hurt people's quality of life include being unhappy with one's job, not liking one's coworkers, having a hostile work environment, and having different salaries. When workers' needs are met, and the firm attempts to humanise its workforce, a positive work environment is established. The goal is for everyone to feel at ease and enthusiastic about their work. Therefore, the corporation experts provide a physically and mentally satisfying workplace. In turn, this can help the firm succeed by giving its employees a better chance to learn and grow while providing them with the security and comfort they need to focus on their work (Adikoeswanto et al., 2020). Companies will continue to meet the challenges and expectations of the ever-evolving market. To survive the onslaught of new technologies and market rivalry, they must hire an employee dedicated from within (Miller, 2003).

Organisational leaders are tasked with mastering work-life balance and implementing it for their employees. Those who have a strong loyalty to the organisation's principles and aims, dependence on the organisation, and a moral obligation to continued employment, are said to be "committed" to the organisation. Work-life balance impacts employees' dedication to their companies (Ibrahim-Alzamel, Abdullah & Chong, 2020). Recent research on QWL and OC confirms that the QWL dimension and OC have a positive relationship (Srivastava & Pathak, 2016; Zin, 2004; Normala et al., 2015). However, to effectively address the work quality among employees, thereby decreasing unwelcome turnover and absenteeism, increasing productivity, and ensuring a long-term commitment to the organisation, some studies have emphasised the need to investigate the various forms of QWL. After establishing that QWL affects commitment, this research will examine the factors that lead up to QWL and how they affect organisational commitment.

THEORETICAL REVIEW

Hygiene Factor Theory

According to Herzberg (1966), hygienic factors influence employee discontent in the workplace. These hygiene concerns must be eradicated to reduce workplace unhappiness. Several approaches to reduce employee dissatisfaction include paying appropriate salaries, ensuring job security, status, compensation, fringe benefits, work conditions, excellent pay, paid insurance, vacations, and creating a healthy workplace culture. Herzberg (1966) ranked the importance of corporate policy, supervision, employee-boss relations, work conditions, remuneration, and peer relationships. Herzberg's theory can vary by industry. Differences are linked to labour intensity and duration. Herzberg explains that an employee cannot be committed in an adverse



environment, such as a too-hot or too-cold workspace. Achievement, recognition, interesting work, greater responsibility, development, and growth possibilities promote workplace satisfaction, productivity, and dedication.

The Transfer Model (Spillover Effect)

Several researchers have found a positive correlation between one's professional and personal lives (Kavanagh & Halpern, 1977; Kornhauser, 1965; Staines, 1980). According to Rousseau (1978), the transfer model does not apply to occupations. The compensation scheme is a good fit for extreme tasks (solitude, physical demands). According to Leiter and Durup (1996), one's private life may be affected either directly or indirectly by one's level of satisfaction at work. Any objective change in life (a new baby, a new job) will affect one's professional and personal environments but will not affect how one sees the world. One's subjective evaluation of an external circumstance, whether stressful or rewarding, exerts a secondary effect.

CONCEPTUAL REVIEW

Quality of Work Life

Although there is no universally agreed-upon definition of "Quality of work-life," academics agree that it is linked to the "welfare" of workers. Work-life quality is a broad concept that includes work ethics and various aspects of working conditions as measurements for working conditions, employee satisfaction, and productivity. The organisation's ability to provide a positive working environment is a key factor in determining the quality of its human resources, which depends on the satisfaction employees derive from their work. This entails instituting employee autonomy, recognition, job security and career happiness, work-life balance, a healthy and safe workplace, opportunities for growth, and monetary incentives".

According to Hashempour et al. (2018), the term "quality of work life" encompasses a wide range of concepts, including but not limited to: job satisfaction; career advancement opportunities; psychological health and wellness; job security; safety in the workplace; and employer-employee relationships. The quality of work life, as defined by Diana et al. (2020), also includes the process by which a company comes to terms with its obligation to create an environment conducive to employee growth and development. Then, the term "quality of work life" can also refer to a group of features at work or in an organisation, such as democratic leadership, meaningful work, and a secure workplace. Quality of work life, as defined by El Badawy et al. (2018), refers to an employee's level of contentment with his or her personal and professional situations as a result of their involvement in the workplace and the attainment of organisational goals.

Organisational Commitment

According to Widiawati and Yanuar (2019), an individual's level of commitment to their employer is a measure of their interest in and pride in their employment. For an organisation to thrive and advance its services and products, it needs a dedicated workforce, as stated by Widodo et al. (2019). High-commitment workers are more likely to stick around and get things done, making them more valuable to the company as a whole (Widodo et al., 2019). In a nutshell, organisational commitment is workers' dedication to their employer. It serves as a safety net to ensure the company's long-term success, as reported by Silaban and Syah (2018). Furthermore, a high willingness to contribute and sacrifice for the firm is correlated with high levels of



employee engagement with the organisation (Syabarrudin et al., 2020). Widiawati & Yanuar (2019) mentioned that an individual's level of commitment to his or her organisation might be measured along three dimensions: identification, attachment, and loyalty.

Dimension of Organizational Commitment

Organized by Meyer and cited in Jehanzeb and Mohanty (2018), organisational commitment is a "psychological condition that characterises the employee's relationship with the organisation and has ramifications for the decision to remain in or terminate participation in the organisation." Meyer and Allen's (1991) three-factor theory of employee loyalty to the workplace entails the following;

Affective Commitment

The term "affective commitment" describes an employee's positive feelings about his or her job and the company he or she works for. Employees with high levels of emotional commitment to their organisation stay there "because they want to" and are willing to put in extra effort for the company's benefit. For this reason, organisations solely care about fostering affective commitment.

Continuance Commitment

Continuance commitment is the determination to stay with an employer despite undesirable circumstances, such as high replacement costs or a dearth of suitable alternative employment opportunities. People who strongly commit to staying with their current employer do so to avoid financial and other hardships should they leave. Companies do not want employees who exhibit continuation commitment because they stay "because of circumstances," usually because they see fewer job opportunities elsewhere and consistently perform at or above a certain basic standard.

Normative Commitment

A person's dedication to his or her job is considered normative if it stems from a sense of moral obligation. Individuals who have developed strong normative commitments to their organisations believe that they have a responsibility to their employers and that demonstrating loyalty to one's organisation is the "right thing to do," as determined by their upbringing and the circumstances surrounding their decision to remain members. In other words, a person's social and cultural background shapes their normative commitment as it relates to their loyalty standards and ideals.

Quality of Work Life (QWL) and Organizational Commitment (OC)

In Nigeria, Osibanjo, Waribo, Akintayo, Adeniji, and Fadeyi (2019) investigated how job satisfaction correlates with loyalty to the company. In 2018, Cem and Gundogmus looked at how accountants in Turkey felt about their work-life balance and dedication to their employers. There were 498 participants in the study, and SPSS analysis confirmed a positive correlation between the variables. The study aimed to gauge nurses' dedication to the hospital, and its findings pointed to a statistically and practically significant correlation between job satisfaction and loyalty to the company. According to Almarshad (2015), an employee's level of importance and emotional investment in his job is favourably affected by job satisfaction, fair compensation, job stability, and prospects for professional advancement. The commitment was positively correlated

with QWL elements such as learning and development, guidance and coaching, making a difference, getting paid and recognised for it, and interacting with others. Nayak, Sahoo, and Mohanty (2018) also discovered a strong connection between job satisfaction and loyalty to one's organisation. After reviewing the relevant literature and making the heuristic model shown in Figure 1, the following hypotheses are made:

1. There is a significant relationship between supervision and organizational commitment in academia
2. There is a significant effect of employee participation on employees' organisational commitment
3. Growth and development affect the commitment of employees
4. Physical work environment affects the commitment of employees in tertiary institutions.
5. Pay and benefits affect the commitment of employees in tertiary institutions.
6. Social relevance affects the commitment of employees in tertiary institutions.
7. Workplace integration affects the commitment of employees in tertiary institutions.

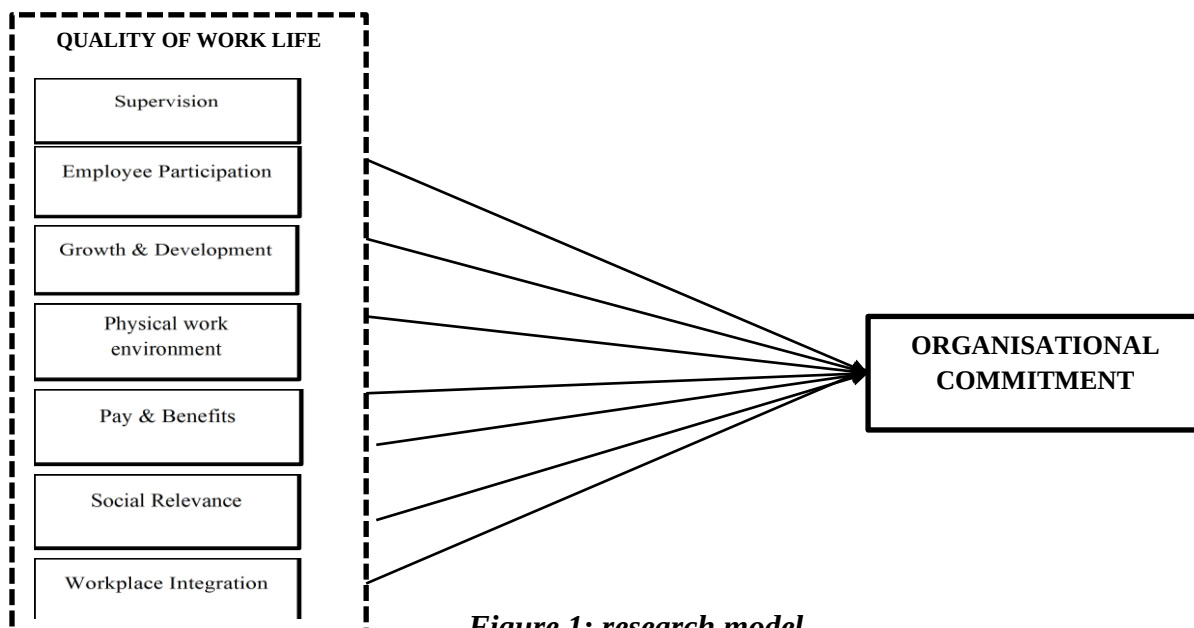


Figure 1: research model

METHODOLOGY

Tertiary institutions within Ekiti state were the focus of this research, with their academic staff being the unit of analysis. Ekiti state housing universities, polytechnics and colleges owned by the federal and state government and private individuals. The state is popularly known for its highest scholars emerging from the area, and as a result, it houses one of the leading private universities. This research used a descriptive survey design, which relied on quantitative data to describe and observe relationships between phenomena. The study tool used to collect this information was adapted from previous studies. It is planned that three hundred academics be chosen, with one hundred from each of the three universities. Meanwhile, three universities were chosen based on population and ownership: Federal University Oye-Ekiti (FUOYE), Ekiti State University (EKSU), and Afe Babalola University (ABUAD). To get to their desired sample size, the researchers used various methods, including an online survey, to disperse the target



population questionnaires as possible organisational commitment and quality of work-life characteristics were measured with a well-structured questionnaire adapted from earlier studies. Meyer and Herscovitch's (2001) six-item survey was used to assess organisational commitment; higher scores indicated greater commitment, while "Quality of Work-life" was measured with a 21-items scale developed by Zin (2004). Each question is measured on a 7-point Likert scale, from 1 representing "strongly disagree" to 7 indicating "strongly agree," Respondents were asked to choose the answer that best expressed their opinions. Researchers used SPSS to generate descriptive statistics about the demographic and socioeconomic makeup of the sample population, including frequencies, percentages, means, and standard deviations; additionally, the proposed structural model underwent a battery of tests for psychometric and multi-collinearity, with confirmation provided by Partial Least Square Structural Equation Modeling (PLS-SEM) in SmartPLS 3.0 version. Therefore, the bootstrapping technique was used to look at the relationship between the degree of significance and the path coefficients.

RESULTS AND DISCUSSION

Three hundred (300) questionnaires were sent among the academic staff of three tertiary institutions in Ekiti State. However, only 168 were valid, reflecting a 56% response rate, which is sufficient and reliable for the present study. The demographic profile is presented in Table 1. Gender distribution revealed that male respondents accounted for 71.4% of the total responses, while 28.6% were female. The majority of respondents were married, had a master's degree as their highest qualification, and were between the ages of 40 and 49 (77.4%), with the least being under 30 (3.6%). The distribution of institutions surveyed showed that the majority of staff surveyed were from the Federal University Oye-Ekiti (FUOYE), followed by ABUAD (29.8%), and the least was from EKSU (29.1%). Finally, distribution based on designation showed that the majority fell within the rank of Lecturer 1 (42.8%), followed by Senior Lecturer (24.2%), while 14.9% were for Lecturer II and below, and the least proportion came from the professorial cadre.

Table 1: Demographic profile of the respondents

Variables	Categories	Freq (n=168)	Percentage
Institution	FUOYE	69	41.1
	AKSU	49	29.1
	ABROAD	40	29.8
Gender	Male	120	71.4
	Female	48	28.6
Age	Below 30 years	6	3.6
	30 - 39 years	32	19.0
	40 - 49 years	130	77.4
Marital Status	Single	41	24.2
	Married	127	75.8
Educational Qualifications	Masters	142	84.5
	Doctorate	26	15.5
	Professor	10	5.9
Position/Rank	Reader	20	12.0
	Senior Lecturer	41	24.4
	Lecturer I	72	42.8
	Lecturer II & below	25	14.9

Source: Author's survey and computation, 2022

* FUOYE- Federal University Oye-Ekiti, EKSU- Ekiti State University, ABUAD- Afe Babalola University, Ado-Ekit



Table 2: Discriminant validity (Fornell-Larcker's criterion)

Variables	GD	OC	PP	PB	PWE	SR	SP	WI
Growth & Development (GD)	^a 0.737							
Organisational Commitment (OC)	0.667	0.880						
Participation (PP)	0.150	0.554	0.667					
Pay & Benefits (PB)	0.361	0.664	0.442	0.669				
Physical Work Environment (PWE)	-0.249	-0.560	-0.425	-0.191	0.736			
Social Relevance (SR)	0.621	0.872	0.390	0.486	-0.627	0.721		
Supervision (SP)	0.276	0.556	0.359	0.316	0.022	0.311	0.719	
Workplace Integration (WI)	0.602	0.426	0.327	0.565	-0.370	0.570	0.552	0.712

Source: Author's survey and computation, 2022 *Measurement and Structural Models*

Andersen and Gerbing's (1988) two-stage partial least squares (PLS) model was used to investigate a variety of measurement and structural models, while convergent validity was used to analyse the measurement model. The factor loading (FL), average variance extracted (AVE), and composite reliability (CR) were all calculated using convergent validity (CR). All items have outer loadings above 0.5, as Lin & Wang (2012) recommended. For composite reliability and its sister metrics (Cronbach's alpha and rho A), all constructs supplied values above the threshold of 0.7, as Dijkstra & Henseler (2015) recommended. The convergent nature of the measurement model's item-construct structure The AVE values are also higher than 0.5, so the convergent validity of the concept is still sufficient, as shown by the existing research (Anifowose et al., 2022; Olaleye et al., 2021a, 2021b; Vetbuje & Olaleye, 2022). As a result, all of the data is presented in Table 3.

Discriminant Validity

The discriminant validity, inter-construct correlation values, and AVE square roots were calculated using the Fornell-Larcker (1981) criterion. Meanwhile, the inter-construct correlation is shown below the diagonal presentation of the square root of all AVE (see table 2). Since the square root of AVE is larger than the inter-construct correlation of each construct, we can conclude that there is discriminant validity among the model's constructs. Hence the measurement model is considered to be reliable.

Table 3: Measurement model

Latent Variables	Convergent validity		Internal consistency			
	Indicators	Loadings (λ)	Cronbach's Alpha (CA)	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
ORGANISATIONAL COMMITMENT	OC1	0.816***	0.829	0.830	0.838	0.774
	OC2	0.796***				
	OC3	0.837***				
	OC4	0.855***				
	OC5	0.844***				
	OC6	0.805***				
QUALITY OF WORK LIFE	QWL		0.860	0.917	0.866	0.525
Growth & Development	GD1	0.639***				
	GD2	0.652***				
	GD3	0.669***				



Participation	PP1	0.676***	0.727	0.728	0.748	0.445
	PP2	0.731***				
	PP3	0.665***				
Pay & Benefits	PB1	0.664***	0.906	0.907	0.928	0.448
	PB2	0.730***				
	PB3	0.748***				
Physical Work Environment	PWE1	0.737***	0.718	0.727	0.801	0.542
	PWE2	0.705***				
	PWE3	0.728***				
Social Relevance	SR1	0.748***	0.815	0.794	0.808	0.520
	SR2	0.679***				
	SR3	0.697***				
Supervision	SP1	0.655***	0.852	0.853	0.887	0.517
	SP2	0.716***				
	SP3	0.711***				
Workplace Integration	WI1	0.724***	0.889	0.891	0.912	0.507
	WI2	0.743***				
	WI3	0.772***				

Source: *Author's Computation, 2022*

Hypotheses Testing

Structural Model

This research analysed not only the measurement model but also the structural model. By providing a path coefficient, R^2 statistic, t statistic, P-value, and f^2 through bootstrapping 5000 resamples, the structural model is typically used to examine the causal relationship among the constructs in the instrument.

The QWL dimension is identified as a determinant of organisational commitment by studying the direct effects of the predictor variable on the outcome variables. Supervision's link to organisational commitment (H1: $\beta = 0.472$, $t = 13.424$) supports the hypothesis (H1). Also, hypothesis two and three revealed that employee participation, growth, and development are positively and significantly related to organisational commitment (H2: $\beta = 0.162$, $t = 6.793$; H3: $\beta = 0.284$, $t = 8.018$, $p < 0.05$). Furthermore, social relevance and workplace integration as the dimension of QWL are positively related to organisational commitment (H6: $\beta = 0.164$, $t = 5.983$; H7: $\beta = 0.219$, $t = 8.422$, $p < 0.05$). Whereas hypothesis four depicts that physical work environment has an inverse and insignificant relationship with organisational commitment (H4: $\beta = -0.072$, $t = -1.206$, $p > 0.05$), while pay and benefits of academic staff had a positive but insignificant nexus with organisational commitment (H5: $\beta = 0.035$, $t = 0.818$, $p > 0.05$). According to the estimation of coefficients of the determinant (R^2) in the hypotheses, QWL dimensions can explain and interpret 81.5% of the differences in organisational commitment. This is because the coefficient of the determinant in question is 0.815, above the strong threshold. Other factors only explain 18.5% of the differences in organisational commitment.

Moreover, the substantive significance (f^2), beta coefficients, statistical significance (p-value), and variance explained (R^2) are reported to indicate the extent of the observed effects (Sullivan & Feinn, 2012). Table 4 records the effect sizes of the direct pathways. Using the cut-off for f^2 values proposed by Cohen (1988), we find that five possible outcomes have a large impact size,



while the paths for hypotheses 4 and 5 have a moderate effect size and a small effect size, respectively. As a result of their impact on the organisation's performance and sustainability, QWL is inextricably related to employee dedication. When employees enjoy QWL activities, it makes them more motivated, strong and committed to the organisation.

Table 4: A path analysis

Relationship	Std. Beta	Std. Error	T-Value	p-value	F ²	R ²	Decision
H ₁ : "There is a significant relationship between supervision and organisational commitment among academia."	0.472	0.042	13.424	0.000***	1.478	0.815	Supported
H ₂ : "There is a significant effect of employee participation on employees' organisational commitment."	0.162	0.036	6.793	0.001***	1.448	0.815	Supported
H ₃ : "Growth and development affect the commitment of employees."	0.284	0.053	8.018	0.000**	2.764	0.815	Supported
H ₄ : "Physical work environment affects the commitment of employees in tertiary institutions"	-0.072	0.004	-1.206	0.075	0.220	0.815	Not Supported
H ₅ : "Pay and benefits affect the commitment of employees in tertiary institutions"	0.035	0.010	0.818	0.067	0.086	0.815	Not Supported
H ₆ : "Social relevance does affect the commitment of employees in tertiary institutions."	0.164	0.031	2.521	0.000**	5.983	0.815	Supported
H ₇ : "Workplace integration affects employees' commitment in tertiary institutions."	0.219	0.051	8.422	0.004***	1.263	0.815	Supported

Source: Author's Computation, 2022. Significant at $P^{**} < 0.01$; $P^{***} < 0.05$

CONCLUSION AND POLICY IMPLICATIONS

The present research investigated the nexus between the QWL dimension and organisational commitment among academic staff of universities in Ekiti state, Nigeria. Using 168 workers selected from FUOYE, ABUAD, and EKSU in Ekiti state, within the southwest region of Nigeria, where government and private institution is well-represented. Descriptive statistics revealed that most of the respondents surveyed are male, married and of age falling within the age bracket of 40-49 years, as well as a master's degree as the highest education and designation known to be lecturer I. Furthermore, evidence from the results of this study revealed that the QWL dimension is positively related to organisational commitment, except for physical working environment and pay & benefits, with a negative and insignificant relationship, respectively.

This research helped, but there are still open questions. First, the small sample size makes generalisations about the study questionable; additional academic staff should have been examined, and a comparative study with private institutions should be presented in viewing another point which could be an asset to future research. Secondly, QWL was conceptualised as a first-order construct with seven dimensions so that the impact of each dimension on organisational commitment could be studied. Further research can use the framework by recommending other variables, such as perceived organisational support, forms of capital, and other motivational strategies that can be empirically tested.

To conclude, the government and management of institutions must boost their backing by enhancing the quality of work life, given factors influencing organisational commitment and



employee performance. By doing so, the risk of losing the organisation's most valuable resources (its employees) will be minimised, which is why commitment is so important. In light of what has been learned thus far, the following recommendations are made:

- a) Universities need to improve academic salaries and perks if they want to attract and keep talented faculty and staff.
- b) Tertiary institutions should reduce employee dissatisfaction caused by a lack of work-life commitment by giving students and faculty to help them succeed in their personal lives.
- c) Quality of Work Life should address specific areas such as physical work environment and pay. A periodic review of the salary and other allowances should be carried out, as well as providing a befitting office and teaching environment to improve the life of academic staff.

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