Published by

British Journal of Contemporary Research

BEXFORD PUBLISHING

Work-life balance and employee commitment among female public servants in the Suburban Badagry Area of Lagos, Nigeria.

Review Article | Volume 1 | Issue 2 | 2026 | Article Number: 021

Accepted: 30 June 2026 | Published: 10 July 2026 | ISSN: 2979-8582 (Online)

Crossref doi : **https://doi.org/10.67693/BJCR-F3HLLEHL**

Oladimeji Abiodun Ashade[1], Fatimo Ogechukwu Aliu[1], Ann David Ojo[1]

[1]Dept. of Public Administration, Lagos State University, Ojo, Nigeria

OAA 0000-0001-8296-7976, **FOA** 0000-0003-1516-2558, **ADO** 0000-0002-6152-5359

Correspondence: Oladimeji Abiodun Ashade, oladimeji.ashade@lasu.edu.ng

Abstract

This study examines the effect of flexible working time on employee commitment among female civil servants, with particular emphasis on the influence of job sharing and telecommuting on commitment to work. It provides empirical insights into how work–life balance practices shape commitment levels among female employees in the public sector. Data were collected through questionnaires and analyzed using descriptive statistics, particularly percentages, while hypotheses were tested using Analysis of Variance (ANOVA) and multiple regression techniques with the aid of the Statistical Package for the Social Sciences (SPSS). The findings reveal that telecommuting is a significant flexible work arrangement that enables female employees to perform their duties remotely, thereby reducing commuting stress and improving their ability to balance personal and professional responsibilities. The significance of flexible work variables highlights the increasing relevance of remote work in enhancing employee commitment and productivity in contemporary work environments. Based on the findings, the study recommends the implementation of a structured and consistent leave policy to reduce employee turnover. It also advocates the adoption of compressed work weeks and other flexible scheduling arrangements to improve service delivery and operational efficiency, alongside specialized training to keep employees updated with relevant technical skills and knowledge

Keywords: Employee Commitment, Flexible Time, Job Sharing, Telecommuting, Work-Life Balance

Introduction

In contemporary society, the boundaries between work and family life are increasingly blurred, creating a

© 2026 The Authors. Published by Bexford Publishing Ltd

complex equilibrium that defines employees' lived experiences (Nida et al, 2024). Work-life balance has emerged as a critical dimension of employee well-being, particularly among female civil servants who contend with the dual pressures of professional responsibilities and personal obligations. For female civil servants, this equilibrium is further complicated by entrenched societal expectations, traditional gender roles, and the demanding nature of public service. Consequently, understanding the interaction between work-life balance and employee commitment has become imperative for strengthening public sector effectiveness (Omosebi,2024).

Globally, the nature of work has evolved significantly due to technological advancements, heightened competitiveness, and expectations for exceptional service delivery (Deloitte, 2024). Work is no longer confined to the traditional office environment; rather, it extends into personal spaces, intensifying its impact on employees' private lives (Uzoechi & Babatunde, 2019). In this era of rapid globalization and competition, achieving a balance between professional and personal roles has become increasingly difficult (Sivatte, Gordon, Rojo, & Olmos, 2017). Within the Nigerian context, demographic transitions—including increased female labour force participation, the rise of dual-career couples, single parenthood, and resistance to long working hours—have compounded work-family pressures (Ogechi & Nwaeke, 2019). The resulting imbalance contributes to elevated stress levels, reduced productivity, absenteeism, turnover intentions, and diminished job satisfaction (Mmakwe & Ojiabo, 2018).

Work-life balance extends beyond the allocation of time between work and family. It significantly affects an individual's social, psychological, economic, and emotional well-being, which in turn influences attitudes, behaviours, and overall organizational effectiveness. For female civil servants, the ability to attain a harmonious balance enhances job satisfaction and strengthens organizational commitment—an essential driver of efficiency and service delivery in the public sector.

Empirical studies present diverse findings on the relationship between work-life balance and employee commitment. For instance, Azeem and Akhtar (2014) examined the influence of work-life balance and job satisfaction on organizational commitment among health care employees, reporting mixed outcomes. Ojo, Salau, and Falola (2016) investigated work-life balance policies across the banking, education, and power sectors in Nigeria, revealing varied employee perceptions. Similarly, Vishwa et al. (2015) analyzed work-life balance policies and their effects on job satisfaction and productivity, while Fapohunda (2014) found that work-life balance practices were associated with reduced turnover, though management support remained inadequate. Kamau, Muleke, Makaya and Wagoki (2013), in their study of Eco Bank Kenya, identified a correlation between work-life balance practices and employee performance. Despite these contributions, existing research reflects inconsistencies attributable to variations in context, measurement techniques, and scope.

Within the Nigerian civil service, female employees face additional gender-specific challenges, including limited childcare facilities, inadequate maternity provisions, and persistent stereotypes about women's leadership roles. Singh and Aggarwal (2020) observed that the inability to balance work and family responsibilities adversely affects employees' personal lives. Although women's participation in professional roles has increased substantially over the past decade, societal perceptions and implicit biases continue to shape their workplace experiences.

Against this backdrop, this study investigates the relationship between work-life balance and employee commitment among female civil servants in Ajeromi-Ifelodun Local Government Area, Lagos State, Nigeria. Specifically, it examines the effects of flexible worktime, job sharing, and telecommuting on employee commitment. By situating the inquiry within a localized government context, the study seeks to complement existing empirical literature and provide context-sensitive insights into how supportive human

© 2026 The Authors. Published by Bexford Publishing Ltd

resource practices can enhance commitment and public service performance.

The study is guided by the following objectives: to determine the effect of flexible time on employee commitment; to examine the impact of job sharing on commitment; and to investigate the influence of telecommuting on female employee commitment. Correspondingly, research questions and hypotheses were formulated to empirically assess these relationships.

The scope of the study is confined to female staff of Ajeromi-Ifelodun Local Government Area, Lagos State, using a stratified sampling technique. By addressing the gap between the ideal of work-life balance and its practical realities in Nigeria, this research contributes to policy discourse on gender-responsive human resource strategies. Ultimately, it aims to provide evidence-based recommendations for fostering an inclusive and supportive public sector environment that enhances both employee well-being and organizational commitment.

2.0 Literature Review and Theoretical Framework

2.1 Conceptual Review

This section examines and explains the key concepts, variables, and ideas related to the research problem. It focuses on clarifying the meanings of important terms and showing how these concepts are related within the study.

2.1.1 Work–Life Balance

The concept of work–life balance (WLB) has attracted increasing scholarly attention in recent years; however, comparatively less focus has been placed on work–life balance issues within the tertiary education sector. Work–life balance refers to the equal engagement in and satisfaction with both occupational roles and personal responsibilities. It entails achieving a harmonious fit between professional duties and personal activities such as leisure, family responsibilities, community roles, and recreation.

Balancing work and personal responsibilities has become increasingly challenging across professions. The more individuals are preoccupied with job responsibilities, the greater the likelihood of work–family conflict, which in turn leads to job dissatisfaction, reduced organizational commitment, and heightened psychological distress (Smith and Doe 2020).

Empirical evidence suggests that work–life balance significantly influences employee productivity. Deivasigamani and Shankar (2015) found that organizations can foster a healthy workforce by fulfilling employees' needs. There exists a close relationship among variables such as integrity, work attitude, commitment, teamwork, and discipline, which serve as predictors of organizational productivity (Schieman and Glavin, 2008; Kamau et al., 2013; Ojo et al., 2014; Oludayo et al., 2015).

Both direct and indirect effects of professional life influence personal life balance. Factors such as job satisfaction, role conflict, participation, stress, commitment, workload, absenteeism, burnout, motivation, turnover, and intention to leave affect employees' personal lives. Omar et al. (2015) identified role conflict and workload as the most critical elements affecting work–life balance, noting that higher levels of role conflict and workload negatively impact employees' balance. Family responsibilities, household dynamics, and life stage further shape the experience of work–life stress (Sankar, 2024).

The modern work environment, characterized by extended hours and increased intensity, often results in reduced family interaction and leisure time. Multiple life domains—including work, finances, family, health, leisure, and social relationships—interact to influence work–life balance. Emotional exhaustion frequently emerges from the strain of managing these competing demands. Greenhaus and Powell (2006) and Omar et al. (2015) observed that conflicting norms and responsibilities across domains contribute to

© 2026 The Authors. Published by Bexford Publishing Ltd

work–family conflict. Ojo et al. (2014) further noted that stress in one domain, such as work, may reduce one's ability to meet demands in other life domains, thereby intensifying work–family conflict.

Gender dimensions of work–life balance are particularly salient. Omar et al. (2015) highlighted that women often combine organizational workloads with family responsibilities, including childcare and elder care. Schieman and Glavin (2008) emphasized that organizational rules and structures frequently complicate women's efforts to maintain balance, given their disproportionate responsibility for household duties. Rendon (2016) observed that many women experience guilt over reduced time spent with their families. Verma and Mulani (2018) described the psychological consequences of prolonged role strain among working women, including frustration, emotional distress, and depression.

These findings underscore that work–life balance is both an individual and organizational concern with significant implications for job satisfaction, turnover, absenteeism, and performance outcomes (Rendon, 2016).

2.1.2 Quality of Work Life (QWL)

Quality of Work Life (QWL) represents a people-centered management approach that treats employees as valuable organizational assets rather than costs. QWL emphasizes employee participation in decision-making and empowerment in managing work processes. It seeks to cultivate work commitment and enhance productivity and job satisfaction (Ogunola, 2022).

QWL addresses seven major needs: health and safety, economic and family security, social belonging, esteem, self-actualization, knowledge, and aesthetic needs. Organizations prioritize QWL initiatives to attract and retain competent employees, ensure operational effectiveness, and promote organizational sustainability (Ogunola, 2022). High QWL is associated with increased determination, productivity, proactive behavior, and stronger commitment to organizational goals.

Commitment, job satisfaction, pay, work environment, and organizational culture are interrelated factors shaping successful organizational behavior. Fair and reasonable working practices enhance employee commitment. However, contextual challenges such as unemployment and limited healthcare access in certain regions may constrain efforts to improve QWL.

2.1.3 Organizational Commitment

Organizational commitment refers to an employee's psychological attachment to an organization and is widely conceptualized through the Three-Component Model developed by Meyer and Allen as reported by Mendis (2024). This model identifies:

a. **Affective commitment**, defined as emotional attachment, identification, and involvement in the organization;
b. **Continuance commitment**, based on perceived costs associated with leaving;
c. **Normative commitment**, reflecting a sense of moral obligation to remain.

Mendis (2024) argued that distinguishing among these forms is critical because they produce different behavioral outcomes. Research demonstrates that affective commitment has the strongest positive relationship with job performance, organizational citizenship behavior, and attendance, followed by normative commitment. Continuance commitment tends to show weak or negative associations with these outcomes.

Organizational culture significantly influences commitment levels. Meyer et al. (2016) found that cultures aligned with employees' personal values enhance affective commitment and reduce turnover intentions. Similarly, Schneider et al. (2017) noted that transparency, inclusivity, and trust foster alignment between

© 2026 The Authors. Published by Bexford Publishing Ltd

employee and organizational values, whereas toxic cultures diminish commitment.

Leadership also plays a crucial role. Avolio et al. (2020) demonstrated that transformational leadership enhances effective commitment by articulating a shared vision and supporting employee development. Perceived organizational support further predicts commitment levels, as employees who believe that their contributions are valued exhibit stronger affective commitment (Azdha, et al., 2023).

Job characteristics and satisfaction are equally significant predictors. Hackman and Oldham (2020) showed that meaningful, skill-aligned work increases commitment. Job satisfaction positively correlates with affective commitment and negatively correlates with turnover intentions.

In academic settings, work–life balance significantly influences organizational commitment. Failure to achieve balance can result in dissatisfaction, stress, and reduced performance among university teaching staff. Social exchange theory suggests that employees who experience supportive work–life arrangements reciprocate with increased commitment and discretionary effort.

2.1.4 Employee Commitment

Employee commitment represents the extent to which employees are emotionally invested in their work and loyal to organizational goals. It is shaped by organizational culture, leadership effectiveness, job satisfaction, and professional development opportunities.

Mendis (2024) emphasizes that employees with high affective and normative commitment contribute more positively to organizational outcomes compared to those with predominantly continuance commitment. Commitment may also be directed toward multiple foci, including the organization, supervisor, team, occupation, or customers, reflecting its multidimensional nature.

Strong employee commitment fosters productivity, engagement, and organizational sustainability, particularly in competitive and knowledge-driven sectors such as higher education. Education also improves women's decision-making abilities. When women are educated, they can think critically and make better choices about their health, finances, and families. They are more likely to invest in their children's education, creating a cycle of progress that benefits future generations (Fatile, Ejalonibu and Aliu, 2017). Educated women understand their rights and can stand up for themselves in different situations.

2.2 Empirical Review

The review of the literature provides insight and understanding of the different variables which are responsible for the problem. The present study describes the review of different authors who have completed their studies related to the work-life balance of females in the industry. Work-life balance is an individual and organizational problem in the current era. Baral and Bhargava (2010) and Rendon (2016) have described that workload is the most important element which affects work-life balance. The workload is the cause of work-family conflict for individuals. It is also detrimental to organisations that employees experiencing work-family conflict can have a variety of negative consequences for organizations in a variety of ways. The work-life conflict has been linked to lower employee job satisfaction, higher staff turnover and absenteeism, lower performance, higher job stress levels, and the intention to leave the company.

Several studies have investigated the impact of work-life balance and related factors on employee performance in various sectors in Nigeria. Ogar and Amanze (2019) focused on commercial banks and found that employee assistance programs significantly affect employee performance, emphasizing the need for consistent implementation of such programs. Tamunomiebi and Oyibo (2020) highlighted structural

© 2026 The Authors. Published by Bexford Publishing Ltd

impediments to work-life balance policies in Nigeria, including poor leadership and weak institutions, affecting employee performance negatively.

Osibanjo et al. (2019) explored employee commitment in Nigerian tech startups, revealing that quality of work life significantly influences commitment, with a positive impact on organizational goals. Mmakwe and Ukoha (2018) studied the banking industry in Port Harcourt, finding a significant relationship between work-life balance and employee performance indicators.

Oludayo, Ahaka, and Fatogun (2018) examined behavioral outcomes in commercial banks, showing that flexible work arrangements and employee support initiatives predict job satisfaction, intention to stay, and engagement. Kipkemo et al. (2016) found that employee assistance programs enhance productivity in Mumias Sugar Company through various support initiatives.

Akpan and Usoro (2015) focused on emotional intelligence in the banking sector, finding a positive relationship between emotional intelligence competencies and productivity. Similarly, Silas and Habila (2017) explored emotional intelligence in the Plateau State Local Government System, concluding that emotional intelligence positively correlates with performance, facilitating awareness, learning, trust, and relationship management among employees.

Hantrai and Walters (1990) has found the organization provides many working environments for females such as medical facilities and childcare facilities. They found that the cost was a lack of personal time and feelings of guilt if any spare time was not spent with their children. Women had to sacrifice their own free time and reduce the amount of sleep they had so that their children did not feel adverse about their mothers. Konard and Mnagel (1990) found there is a significant relationship between workplace conflict and female health. Furthermore, for female employees, work-family conflict produces problems at home. These issues might cause the person to become more frustrated and stressed, which can lead to a decline in life satisfaction. Similarly, when a worker's problems follow him or her to work, the company suffers. They report higher levels of stress, muscle tension, headaches, weight gain, and despair than their counterparts.

Roberts (2005) and Dreher (2003) explained that working females can benefit from wellness and health programs that help them balance their personal and professional lives. These benefits & health programs cannot be the sole solution to the imbalance of female issues and problems. Many family-friendly businesses recognize the importance of work-life balance, which includes employee recruitment and retention, reduced employee stress, job satisfaction, reduced absenteeism, health benefits, and improved life balance by implementing successful work-life balance treatments, such as flexible working hours, in the domain of working hours.

According to Mayya, Martis, Ashok, Monteiro, & Mayya, (2021) the degree of work-life balance and individual demographic factors have an impact on the overall work-life balance of female facilities. The sample size for the data collection was 200. For the purpose of data analysis and interpretation, statistical tools like the Chi-square test and ANOVA were utilized. According to the study's findings, female faculty members in engineering colleges experience stress as a result of their constant work and struggle to maintain a balance between their personal and professional lives. It was also discovered that, in contrast to faculties of arts and sciences in other colleges, female faculties face significantly more difficulties in the

Hasib, Singh, & Tanwar (2022) research focuses on the stress levels of working women at work and how they balance work and family life in professional colleges. A questionnaire was used to collect the data, and it was given to teaching faculties in a variety of disciplines. The study found that female teachers experience typical stress when trying to balance their personal and professional lives

© 2026 The Authors. Published by Bexford Publishing Ltd

Deivasigamani and Shankar (2015) have found that work-life balance significantly affects the productivity of the employee. Companies can create a healthy workforce in the organization after fulfilling the needs of the employees. There is a close relationship among the observed variables such as integrity, work attitude, commitment, teamwork, and discipline. These variables are the predictor of organization productivity (Schieman and Glavin, 2008; Kamau, et al., 2013; Ojo et al., 2014; Oludayo, et al., 2015). There are direct and indirect effects of professional life on the personal life balance. Many factors have been observed which affect the personal life of the employees such as job satisfaction, role conflict, participation, stress, commitment, workload, absenteeism, burnout, motivation, turnover, and intention to leave. Role conflict and workload, according to Omar et al. (2015), are the most important elements affecting work-life balance. They also discovered that both characteristics of role conflict and workload were strongly linked to work-life balance in the form of negativism. It denotes a higher level of role conflict and employees' work-life balance may suffer as a result of their increased burden. Greenhaus and Powell (2006), and Omar et al. (2015) have found that various norms and responsibilities create conflict in the workplace. Ojo, et al. (2014) have described that stress is one domain, like work, which may result in exhaustion, irritability, or obsession with those problems, reducing one's ability to satisfy the needs of other domains of life, such as family, and thus contributing to work-family conflict. Omar et al. (2015) observed that females must take on family responsibilities with the workload of the organization. Females are still predominantly responsible for their children and the elderly.

The responsibilities of women are family and children, and elderly care which affect the work-life balance. Schieman and Glavin (2008) found that various rules of the organization affect women's life in maintaining work-life balance because they do most of the work associated with household activities, aside from caring for elderly family members, children, and other dependents. A combination of family and career duties can provide numerous sources of happiness for employed women, but it has been observed that it is frequently coupled with conflict and stress. Rendon (2016) discussed that females often experience guilt over not spending enough time with their children, and their families so she feels guilty when she is forced to quit. Female employees bear a combined load of work and family, resulting in role conflict and stress. Verma and Mulani (2018) described that Indian working females wish to achieve independence and success in their life; they must strike a balance between their families and their careers. And work worries your job and bothers your family to balance because they must live a comfortable life and are deprived of their sleep. They become increasingly frustrated with time. After some time, they realize no one is around to assist and support them; they feel powerless. They may feel lonely at times, and as a result, they may become depressed. They have to deal with a variety of emotional and psychological problems. Indian women usually suffer from mental problems. Women don't have any spare time, so she is unable to express their feelings in front of others and they feel scared to seek justice for themselves. They sometimes feel isolated and due to this, they have to face many emotional and psychological problems. According to border theory, a key indicator of the options and support people are likely to have in their attempts to maintain a healthy balance between the work and off-work worlds is how much they are viewed as essential members of their working communities. According to the border idea, work and home are two separate realms; in fact, Clark (2014) compared them to two different countries, each with a unique culture. In order to fill a gap in earlier ideas, she focused on boundaries or lines of demarcation between domains, the point at which domain-relevant behavior begins or ends.

Aruldoss, Kowalski, & Parayitam, (2021), the study assessed the relationship between occupational stress and work-life balance among female faculty members at the central university of Delhi and the level of occupational stress experienced by female faculty members. The sample size required 120 respondents. The respondent was given a questionnaire for the purpose of collecting data. To comprehend the

© 2026 The Authors. Published by Bexford Publishing Ltd

connection between work-life balance and occupational stress, correlation analysis methods were utilized. Correlation analysis revealed a strong positive correlation between female faculty members' work-life balance and occupational stress in Delhi's central universities.

According to Lakshmi and Kumar (2022), "Women working in higher education are in these days faced with the continuous full-time work until the end/closing of the day; particularly in private educational establishments; and the majority of them carry the obligations and responsibilities of the workplace home.

The borders that define when one's thoughts, behaviors, and emotions are appropriate in one domain and not another are all taken into consideration by border theory (Hughes & Bozionelos, 2011). Physical borders, such as the walls of one's workspace, temporal borders, like one's work schedule, and psychological borders are also taken into consideration. According to Clark (2014), border theory embraces all aspects of human connection, which is particularly clear in how she defines the idea of central participation. In border negotiations, central participation is essential. According to border theory, central participants of a given domain are people who have internalized the values of that domain, shown competence in their roles within that setting, are connected to other central participants, and have personally identified with the duties of the given domain (Greenhaus & Powel, 2010). These characteristics grant central participants benefits that border-crossers, whose participation is seen as peripheral, do not have. These benefits make it simpler for individuals to find a feeling of balance (Greenhaus, Collins, & Shaw, 2013) The ability, relationships, and dedication of central participants have an impact. According to (Greenhaus & Powel, 2012), this influence gives the ability to negotiate and alter the domain's boundaries. As a result, central players frequently have more freedom and options, which makes it simpler for them to strike a balance between their personal and professional lives.

Based on the reviewed literature, there are several issues and gaps in the existing research that this study intends to address using Border Theory:

1. **Work-Life Balance and Occupational Stress:** The studies reviewed highlight the significant impact of work-life balance on female faculty members' stress levels. However, there's a need to understand how these factors interact and influence each other within the context of higher education institutions, particularly in private establishments where there might be different dynamics at play.
2. **Role Conflict and Workload:** The literature emphasizes the challenges faced by women in balancing their professional responsibilities with their roles in the family, including caregiving for children and elderly family members. These role conflicts and heavy workloads contribute to stress and negatively affect work-life balance. Your study could explore how these factors manifest within the unique context of higher education institutions.
3. **Border Theory as a Framework:** While previous research has discussed various aspects of work-life balance and stress among female faculty members, there's a gap in understanding how border theory can provide a comprehensive framework for analyzing and addressing these issues. Your study aims to fill this gap by examining the physical, temporal, and psychological borders that influence individuals' behaviors and emotions in different domains, such as work and home.
4. **Central Participation and Balance:** The concept of central participation within border theory suggests that individuals who are deeply integrated into a domain have more flexibility and options for maintaining balance between their personal and professional lives. Your study could explore how central participation among female faculty members in higher education institutions impacts their ability to negotiate boundaries and achieve balance.
5. **Practical Implications:** Understanding the relationship between work-life balance, occupational stress, and central participation can have practical implications for organizational policies and

© 2026 The Authors. Published by Bexford Publishing Ltd

interventions aimed at supporting female faculty members. Your study could provide insights into effective strategies for promoting balance and reducing stress within higher education institutions.

By addressing these gaps and utilizing the Border Theory as a theoretical framework, this study aims to contribute to a deeper understanding of the complexities surrounding work-life balance and stress among female faculty members in professional colleges.

2.3 Theoretical Framework: Border Theory

This study adopts Border Theory as its theoretical framework. Border Theory, as developed by Clark (2014), conceptualizes work and home as two distinct domains with different cultures, expectations, responsibilities, and behavioural patterns. The theory explains work–life balance by describing individuals as "border-crossers" who constantly move between work and family domains. The ability to effectively manage the physical, temporal, and psychological boundaries separating these domains determines the extent to which individuals achieve balance and well-being (Hughes & Bozionelos, 2011; Dunn, 2025).

The theory further emphasizes the concept of central participation, which suggests that individuals who are highly integrated and valued within a particular domain possess greater flexibility, support, and negotiating power in managing competing responsibilities (Greenhaus & Powell, 2010). Such individuals are therefore more likely to attain a satisfactory balance between professional and personal life demands (Greenhaus, Collins, & Shaw, 2013). Conversely, difficulties in navigating these boundaries often result in stress, role conflict, reduced productivity, and lower life satisfaction.

Empirical studies have shown that workplace conflict and excessive workload negatively affect women's health, emotional well-being, and family life (Hantrai & Walters, 1990; Konard & Mnagel, 1990). Although organizational wellness programmes may support balance, they are often insufficient in addressing broader structural challenges (Roberts, 2005). By adopting Border Theory, this study provides a comprehensive framework for understanding work–life balance and employee commitment among female employees.

3.0 Methods and Materials

This study adopted a descriptive survey research design to examine the effect of work–life balance on employee commitment among female civil servants in Badagry Local Government Area of Lagos State. The study population comprised seventy-one (71) female staff members drawn from the local government secretariat (Badagry Local Government Secretariat, 2024). To ensure adequate representation, a stratified sampling technique was employed, while the sample size was determined using Yaro Yamane's formula. Based on the computation using a 0.05 margin of error, a final sample size of 60 respondents was obtained for the study of which 58 questionnaires were found usable.

Table 1 showing computation of the multiple regression analysis

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate	Change Statistics					Durbin- Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.803[a]	.645	.643	.70378	.645	394.223	4	868	.000	1.881

a. **Predictors: (Constant), FWT, JS, TC**
b. **Dependent Variable: EMP**

© 2026 The Authors. Published by Bexford Publishing Ltd

Table II: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	781.041	4	195.260	39.4223	.000[b]
	Residual	429.923	54	.495		
	Total	1210.964	58			

a. **Dependent Variable: EMP**
b. **Predictors: (Constant), FWT, JS, TC**

Table III: Coefficients[a]

Model		Unstandardized Coefficients		Standardize d Coefficient s	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.011	.054		-.197	.844	-.117	.095
	FWT	.487	.030	.413	16.469	.000	.429	.545
	JS	.549	.034	.549	16.360	.000	.483	.615
	TC	.050	.023	-.055	2.142	.032	-.095	-.004

a. **Dependent Variable: EMP**

1. Data Presentation and Analysis According to Test of Hypotheses

Test of Hypothesis

To test the hypothesis, the study adopted ANOVA aided by Statistical Package for the Social Science (SPSS)

Hypothesis One

Ho_1: Flexible work–time has no significant impact on employee commitment among female public servants.

© 2026 The Authors. Published by Bexford Publishing Ltd

Table IV

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	6.911	2	1.382	7.613	.000[b]
Residual	80.589	56	3.358		
Total	87.500	58			

Source: SPSS

Hypothesis Two

Ho_2: There is no significant relationship on job sharing on employee commitment among female civil servants.

Table V

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	22.507	2	4.501	6.952	.002[b]
1	Residual	64.993	56	2.708		
Total		87.500	58			

Source: SPSS

Hypothesis Three

Ho_3: There is no significant effect of telecommuting on employee commitment among female servant.

Table VI:

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	20.154	2	4.031	15.236	.000[b]
1	Residual	67.346	56	2.806		
Total		87.500	58			

Source: SPSS.

4.0 Result and Discussion of findings

The findings from the data analysis reveal important insight into the effect of flexible work arrangement on employee commitment among female public servants. Below is a summary of each hypothesis based on the results.

© 2026 The Authors. Published by Bexford Publishing Ltd

In the result of the multiple regression analysis in Table I, R2, which gauges how strongly an independent variable influences a dependent variable, has a value of 80%. This suggests that differences in the flexible worktime, job sharing and telecommunication account for 80% of the variation in work-life balance. A corrected R2 of 64% backed up this claim.

Using Durbin-Watson statistics, the model's autocorrelation was examined. The aforementioned table's Durbin-Watson statistic of 1.881 demonstrates that the model's variables are not automatically connected and that the model is accurate at making predictions.

According to Table II the flexible work-time, job sharing, and telecommuting are just a few independent variables that have a significant impact on dependent variables like work-life balance and employee commitment, as indicated by the f-statistics value of 39 in the aforementioned table and the f-statistics probability of 0.000.

Table III shows the coefficient of the individual variables and their probability values. Flexible work–time has a regression t-value of 16.469 with a probability value of .1.000. This implies that flexible work–time has a positive and significant effect on employee sustainability. Flexible work–time has a regression t-test of 16.360 with a probability value of 0.000 implying that Flexible work–time variables have a positive and significant effect on employee commitment.

On a similar note, telecommuting variables have a t-test value of 2.142 and a probability value of 0032. This shows that telecommuting has a positive and significant effect on employee commitment.

Furthermore, job sharing has a regression t-test of 3.027 with a probability value of 0.00 This implies that job sharing has a positive and insignificant effect on employee commitment.

The results of hypothesis one from Table IV, it was observed that the probability value of hypothesis one is less than 0.05% level of significance (0.000), as a result null hypothesis will be rejected and alternative is accepted, meanwhile Flexible work–time have significant positive effect on employee commitment of female staff.

In Table VI, it was observed that the probability value of hypothesis two is less than 0.05% level of significance (0.000), as a result null hypothesis will be rejected and alternative accepted, meanwhile telecommuting has a significant positive effect on employee commitment of female staff.

5.0 Conclusion and recommendations

The study concludes that effective work-life balance policies are critical to improving the productivity, commitment, and well-being of female civil servants in local government administration. Findings revealed that supportive measures such as structured leave policies, flexible work schedules, manageable workloads, continuous professional training, and supportive leadership significantly reduce stress, enhance job satisfaction, and lower employee turnover. Consequently, local government authorities should institutionalize and monitor family-friendly policies, including maternity, annual, compassionate, and study leave, while also integrating flexi-time arrangements, hybrid schedules, and workload redistribution mechanisms where necessary. Continuous capacity-building programmes focusing on technical skills, resilience, stress management, and career advancement should equally be encouraged to strengthen employee performance and organizational commitment.

Furthermore, the study emphasizes the need for institutional support systems and effective policy frameworks to address work-family conflict among female civil servants. Local governments should establish workplace childcare support systems, provide secure transportation arrangements, and encourage family-support programmes that promote work-family synergy. In addition, a formal Work-Life Balance

© 2026 The Authors. Published by Bexford Publishing Ltd

Policy Framework with clear implementation guidelines, grievance mechanisms, and periodic employee well-being assessments should be developed to ensure sustainability and compliance. Strengthening recognition, reward, and transparent promotion systems will further improve morale, reduce attrition, and enhance overall service delivery within the local government system.

This study concludes that effective work-life balance policies are essential for improving the commitment, productivity, and overall well-being of female civil servants in local government administration. Findings revealed that supportive organizational practices such as structured leave arrangements, flexible work schedules, and family-friendly policies significantly reduce stress, enhance job satisfaction, and lower employee turnover. Consequently, local government authorities should institutionalize and consistently monitor leave policies, including annual, maternity, compassionate, and study leave, to enable female employees to adequately balance work and family responsibilities without fear of career stagnation.

Furthermore, the study established that flexible work arrangements and manageable workloads contribute substantially to employee efficiency and organizational effectiveness. In this regard, compressed work weeks, flexi-time systems, hybrid work schedules, and other flexible administrative arrangements should be formally integrated into local government operations. Equally important is the need to regulate working hours, especially in the education sector, to prevent excessive workloads that may negatively affect the physical and psychological well-being of female workers. Where necessary, workload redistribution and support staffing should be introduced to ensure sustainable productivity and healthier working conditions.

The findings also underscore the importance of continuous professional development and supportive leadership in strengthening employee commitment. Female civil servants should therefore be provided with regular training opportunities aimed at improving technical skills, digital competencies, resilience, stress management, and time management capacities. In addition, structured study leave and career advancement opportunities linked to transparent promotion systems should be encouraged to boost motivation and reduce attrition. Management should equally adopt empathetic and supportive leadership styles that encourage open communication and flexibility, particularly during critical life situations such as childbirth, caregiving, and family emergencies.

Moreover, the study revealed that work-family conflict can be minimized through institutional support systems and improved welfare measures. Local government authorities should therefore establish workplace childcare support systems or collaborate with certified childcare providers within reasonable proximity to workplaces. Employees should also have access to secure transportation arrangements, especially for staff who close late from work. In addition, family-support programmes, counseling sessions, and periodic family-inclusive engagements should be encouraged to foster understanding between employees' work demands and family expectations, thereby strengthening work-family synergy.

Finally, the study recommends the development of a comprehensive Work-Life Balance Policy Framework at the local government level to ensure sustainability, accountability, and effective implementation of these initiatives. Such a framework should include clear operational guidelines, grievance procedures, monitoring mechanisms, and periodic employee satisfaction assessments to evaluate stress levels, engagement, and organizational commitment. Furthermore, recognition and reward systems should be strengthened to acknowledge dedication, innovation, and efficiency among female civil servants, as this will reinforce morale, enhance organizational loyalty, and improve overall service delivery.

Author Contributions: The first author was responsible for the conceptualization of the study, development of the methodology, software use, formal analysis, data curation, visualization, and writing of the original draft, as well as leading the investigation and overall structuring of the research. The second author contributed through supervision, validation, provision of resources, participation in the investigation

© 2026 The Authors. Published by Bexford Publishing Ltd

and data collection process, project administration, and the review and editing of the manuscript, while also providing key intellectual input that strengthened the study's design and direction. The third author was involved in critical review and editing of the manuscript to enhance its academic quality and coherence. All authors collaboratively revised the manuscript, approved the final version, and agreed to its submission for publication.

Funding: This study was carried out through private funds provided by the authors without any external fund.

Acknowledgment: The authors acknowledge the support and cooperation of administrative staff of Badagry Local Government.

Conflict of interest: The authors declare no conflict of interest.

References

Aggarwal, K., Agarwal, A., Jaiswal, N., Dahiya, N., Ahuja, A., Mahajan, S., ... Gupta, V. (2020). Ocular surface manifestations of coronavirus disease 2019 (COVID-19): A systematic review and meta-analysis. *PLOS ONE, 15*(11), e0241661.

Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2021). The relationship between quality of work life and work-life balance: Mediating role of job stress, job satisfaction, and job commitment: Evidence from India. *Journal of Advances in Management Research, 18*(1), 36–62. https://doi.org/10.1108/JAMR-05-2020-0082

Avolio, B. J., Keng-Highberger, F. T., Lord, R. G., Hannah, S. T., Schaubroeck, J. M., & Kozlowski, S. W. (2022). How leader and follower prototypical and antitypical attributes influence ratings of transformational leadership in an extreme context. *Human Relations, 75*(3), 441–474.

Azdha, A., Jusoh, M., & Tham, J. (2023). Validating Meyer and Allen's three-component model employee commitment survey in the context of the resort sector of the Maldives. *The Maldives National Journal of Research, 11*(2), 65–82.

Azeem, S. A., & Akhtar, N. (2014). The influence of work-life balance and job satisfaction on organizational commitment of healthcare employees. *International Journal of Human Resource Studies, 4*(2), 18–24.

Clark, M. J. (2014). *Population and community health nursing* (6th ed.). Pearson.

Deivasigamani, S., & Shankar, K. (2015). A study on the impact of workplace bullying on employee performance. *International Journal of Business and Management Invention, 4*(1), 51–59.

Deloitte. (2024). *Global workforce trends.* Deloitte Insights. https://www.deloitte.com/uk/en/services/tax/research/2024-global-workforce-trends.html

Dorai, P. T., Vasudevan, A., Rroy, A. D., Kengatharan, N. K., & Ali, K. S. (2026). Sustainable work practices and work-life balance: A review of the conceptual framework for Malaysia's financial sector. *Veredas do Direito, 23*, e234330. https://doi.org/10.18623/rvd.v23.n3.4330

Dunn, S. N. (2025). Work/family border theory and work/family enrichment theory: A comparison, contrast and critique review. *Strategic HR Review, 24*(4), 146–150.

Ebele, E. N., Ike, O. O., Chuke, N. U., & Eze, I. C. (2022). The influence of psychological ownership on

© 2026 The Authors. Published by Bexford Publishing Ltd

the association between satisfaction with work-family balance and intention to stay among nurses in south-eastern Nigeria public hospitals. *International Journal of Africa Nursing Sciences, 17*, 100464.

Fapohunda, B., & Orobaton, N. (2014). Factors influencing the selection of delivery with no one present in Northern Nigeria: Implications for policy and programs. *International Journal of Women's Health, 6*, 171–183.

Fatile, J. O., Ejalonibu, G. L., & Aliu, F. O. (2017). Women empowerment at grassroots level: A panacea for ending dependency culture in Nigeria. *International Journal of Development Strategies in Humanities, Management and Social Sciences, 7*(1), 101–116.

Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2013). The relation between work-family balance and quality of life. *Journal of Vocational Behavior, 83*(3), 510–524. https://doi.org/10.1016/j.jvb.2013.07.002

Greenhaus, J. H., & Powell, G. N. (2012). When family considerations influence work decisions: Decision-making processes. *Journal of Vocational Behavior, 81*(3), 322–329. https://doi.org/10.1016/j.jvb.2012.07.006

Hughes, J., & Bozionelos, N. (2007). Work-life balance as a source of job dissatisfaction and withdrawal attitudes: An exploratory study on the views of male workers. *Personnel Review, 36*(1), 145–154. https://doi.org/10.1108/00483480710716768

Kamau, J. M., Muleke, V., Makaya, S. O., & Wagoki, J. (2013). Work-life balance practices on employee performance of Ecobank Kenya. *European Journal of Business and Management, 5*(25), 179–185.

Mendis, B. A. K. M. (2024). The impact of employment classification on organisational commitment: A comparative analysis of permanent and outsourced software engineers using Meyer and Allen's three-component model. *European Journal of Human Resource Management Studies, 8*(2).

Mmakwe, K. A., & Ukoha, O. (2018). Work-life balance and employee performance in Nigerian banks, Port Harcourt. *International Journal of Advanced Academic Research, 4*(1), 56–67.

Nida, B., Saleem, S., Tufail, M. S., & Qamar, B. (2024). When work never ends: How after-hours electronic communication expectations affect job satisfaction through work interference with family and emotional exhaustion. *SAGE Open, 14*(4).

Ogar, C. A., & Amanze, D. (2019). Work-life balance: The Nigerian organizational experience (A study of selected banks in Ebonyi State). *International Journal of Research and Innovation in Social Science, 3*(3), 145–157.

Ogechi, E. B., & Nwaeke, L. I. (2019). Assessment of work-life balance and employees' job performance in oil servicing companies in the Niger Delta region of Nigeria. *IIARD International Journal of Economics and Business Management, 5*(3), 33–42.

Ogunola, A. A. (2022). Quality of work-life and work-life balance as predictors of employee job satisfaction. *TAZKIYA: Journal of Psychology, 10*(1), 74–84.

Ojo, I. S., Salau, O. P., & Falola, H. O. (2014). Work-life balance practices in Nigeria: A comparison of three sector journals on competitiveness. *Journal of Competitiveness, 6*(2), 3–14.

Oludayo, O. A., Alaka, O., & Fatogun, D. (2018). Work-life balance initiative as a predictor of employees' behavioural outcomes. *Academy of Strategic Management Journal, 17*(1), 23–34.

© 2026 The Authors. Published by Bexford Publishing Ltd

Oludayo, O. A., Falola, H. O., Obianuju, A., & Demilade, F. (2015). Modeling the relationship between work-life balance and organizational commitment among bankers in Nigeria. *Journal of Human Resources Management and Labor Studies, 3*(2), 1–20.

Omar, M. K., Hassan, N. A., & Firdaus, S. M. (2015). Work-life balance and employee performance: A study on the banking industry in Malaysia. *International Journal of Business, Economics and Law, 7*(2), 40–47.

Osibanjo, A. O., Waribo, Y. J., Akintayo, D. I., Adeniji, A. A., & Fadeyi, O. I. (2019). The effect of quality of work life on employees' commitment across Nigerian tech start-ups. *International Journal of Mechanical Engineering and Technology, 10*(3), 41–59.

Rendon, R. G. (2016). Benchmarking contract management process maturity: A case study of the U.S. Navy. *Benchmarking: An International Journal, 23*(6), 1556–1578. https://doi.org/10.1108/BIJ-11-2014-0104

Roberts, L. M. (2005). Changing faces: Professional image construction in diverse organizational settings. *Academy of Management Review, 30*(4), 685–711. https://doi.org/10.5465/amr.2005.18378873

Sankar, J. P. (2024). Exploring the mediating role of psychological distress in the relationship between psychosocial workload and work-family conflict. *Discover Sustainability, 5*, 350. https://doi.org/10.1007/s43621-024-00568-w

Sivatte, I. de, Gordon, J. R., Rojo, P., & Olmos, R. (2015). The impact of work-life culture on organizational productivity. *Personnel Review, 44*(6), 883–905.

©2026 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (https://creativecommons.org/licenses/by-nc-sa/4.0/).