

Promoting Employee Commitment Through Worklife Balance Practices in Selected Telecommunications Firms in Delta State

Ifelunwa Rita Ashiwe* and Felix Orishede

Department of Business Administration, Delta State University, Abraka, Delta State, Nigeria.

*Corresponding Author Email: rita4ashy@gmail.com

Direct Research Journal of Management and Strategic Studies



Vol. 7(1), Pp. 196-210, April 2026

Author(s) retains the copyright of this article

This article is published under the terms of the Creative Commons Attribution License 4.0.

Research Article
ISSN: 2787-009X

Received 18 January 2026, Accepted 10 April 2026, Published 24 April 2026

ABSTRACT

This study investigates the influence of work–life balance practices on employee commitment within selected telecommunications firms in Delta State, Nigeria, focusing specifically on flexible work arrangements and workload management. In the context of increasing workplace demands and competitive industry pressures, understanding how organizational practices shape employee commitment is critical for sustaining performance and retention. A quantitative approach based on a descriptive survey research design was employed. Data were collected from 180 valid respondents drawn from a sample of 189 employees across four major telecommunications firms using a stratified random sampling technique. A structured questionnaire measured on a five-point Likert scale was utilized, with reliability confirmed via Cronbach’s Alpha coefficients exceeding 0.70 for all constructs. Data analysis incorporated descriptive statistics, Pearson correlation, and multiple regression analysis using SPSS. The results reveal that flexible work arrangements exert a significant positive effect on employee commitment ($\beta = 0.512$, $p < 0.001$), while workload has a significant negative effect ($\beta = -0.298$, $p < 0.001$). Correlation findings further indicate a strong positive association between flexible work arrangements and employee commitment ($r = 0.621$) and a moderate negative association between workload and employee commitment ($r = -0.458$). The regression model demonstrates moderate explanatory power, accounting for 49.3% of the variance in employee commitment ($R^2 = 0.493$). These findings lead to the rejection of the null hypotheses, confirming that work–life balance practices are significant predictors of employee commitment. The study concludes that enhancing flexibility in work structures and managing employee workload effectively are critical strategies for improving commitment levels in the telecommunications sector. It contributes to the existing literature by providing empirical evidence from a developing economy context and offers practical insights for human resource policy formulation.

Keywords: Work–life balance; Flexible work arrangements; Workload; Employee commitment; Telecommunications; Nigeria

INTRODUCTION

In today's dynamic and highly competitive business environment, organizations are increasingly recognizing the importance of human capital as a critical driver of performance and sustainability. Employee commitment,

which reflects the degree of employees' emotional attachment, identification, and involvement with their organization, has become a central concern for managers seeking to enhance productivity and organizational

Official Publication of Direct Research Journal of Management and Strategic Studies: Vol. 7; 2026; ISSN: 2787-009X



Citation: Ashiwe, I. R. & Orishede, F. (2026). Promoting Employee Commitment Through Worklife Balance Practices in Selected Telecommunications Firms in Delta State. Direct Research Journal of Management and Strategic Studies. Vol. 7(1), Pp. 196-210. <https://doi.org/10.26765/DRJMSS33197621>

effectiveness. According to Porter et al. (1974), employee commitment is characterized by a strong belief in organizational goals, willingness to exert effort, and a desire to maintain membership within the organization, while Meyer and Allen (1991) conceptualize it as a psychological bond that influences employees' decision to remain with an organization (Nna-Emmanuel, 2021).

However, achieving high levels of employee commitment has become increasingly challenging due to the growing pressures of modern work environments, particularly in sectors such as telecommunications, where long working hours, technological demands, and service expectations often create work-related stress. These pressures frequently lead to work-life imbalance, which can negatively affect employees' well-being, job satisfaction, and ultimately their commitment to the organization. Work-life balance refers to the ability of individuals to effectively manage the demands of their work and personal life in a way that promotes overall well-being and satisfaction (Greenhaus et al., 2003).

Empirical evidence suggests that when employees are unable to balance work and personal responsibilities, they may experience emotional strain and reduced motivation, which in turn diminishes their level of commitment and performance. Conversely, organizations that implement supportive work-life balance practices such as flexible working arrangements, leave policies, and employee wellness programs tend to foster higher levels of employee satisfaction, loyalty, and engagement (Inegbedion, 2024). In the Nigerian context, particularly within the telecommunications industry, the need for effective work-life balance practices is even more pronounced due to the sector's demanding operational nature and continuous service delivery requirements. Despite the strategic importance of this sector, there is limited empirical evidence on how work-life balance practices influence employee commitment in telecommunication firms in Delta State. This gap necessitates a focused investigation into how organizations can leverage work-life balance initiatives to promote employee commitment and enhance organizational performance.

Against this backdrop, this study seeks to examine how work-life balance practices can be utilized as a strategic tool for promoting employee commitment in selected telecommunications firms in Delta State.

Study Problem

Employee commitment remains a critical factor in achieving organizational effectiveness, particularly in service-driven industries such as telecommunications where performance depends heavily on workforce dedication, responsiveness, and engagement. However, despite the strategic importance of employee commitment, many telecommunication firms continue to experience challenges such as high employee turnover, job

dissatisfaction, burnout, and reduced productivity. These issues are often linked to increasing work demands, long working hours, and the pressure to maintain continuous service delivery in a highly competitive and technology-driven environment. In recent years, work-life balance has emerged as a key managerial concern, as employees struggle to reconcile the demands of their professional responsibilities with personal and family obligations. In the telecommunications sector, employees are frequently required to work beyond regular hours, respond to operational issues at short notice, and adapt to rapidly evolving technologies. This situation often leads to work-life imbalance, which may negatively affect employees' psychological well-being, job satisfaction, and ultimately their level of commitment to the organization.

Although many organizations have begun to introduce work-life balance practices such as flexible work arrangements, leave policies, and employee wellness programs, there is still limited evidence on the extent to which these initiatives effectively enhance employee commitment, particularly within telecommunication firms in Delta State. Furthermore, existing studies have largely focused on general organizational settings, with insufficient attention given to the unique operational realities of the telecommunications industry in developing regions. Consequently, the problem facing this study is the persistent decline in employee commitment in telecommunication firms, despite the growing adoption of work-life balance practices. This raises the need to critically examine whether and how work-life balance initiatives can be effectively utilized to promote employee commitment in selected telecommunications firms in Delta State.

Research Questions

- i. what extent does flexible work arrangements affect employee commitment of selected telecommunication firms in Delta State?
- ii. what is the effect of workload management on employee commitment of selected telecommunication Firms in Delta State?

Study Objectives

- i. Determine the effect of flexible work arrangements on employee commitment of selected telecommunication firms in Delta State?
- ii. Examine the effect of workload management on employee commitment of selected telecommunication Firms in Delta State?

Study Hypotheses

The study was guided by the following hypotheses:

H₀₁: there is no significant positive effect between flexible work arrangements and employee commitment of selected telecommunication firms in Delta State

H₀₂ there is no significant positive effect between workload management and employee commitment of selected telecommunication firms in Delta State

LITERATURE REVIEW

Work life Balance

Work-life balance refers to the equilibrium between an individual's professional responsibilities and personal life activities, ensuring that neither domain overwhelms the other. It involves effectively managing the demands of work and non-work roles to achieve both job satisfaction and personal well-being. According to Greenhaus and Allen (2011), work-life balance is the extent to which individuals are equally engaged in and equally satisfied with—their work and family roles. This definition underscores the need for a harmonious interface where professional pursuits do not negatively affect personal life, and vice versa. From a managerial and organizational standpoint, work-life balance encompasses policies and practices that allow employees to have flexibility and control over their work schedules, location, and workload. Byrne (2005) describes it as a state of equilibrium where the pressures of one's job and the pleasures and demands of one's personal life are kept in harmony. This balance contributes not only to employee well-being but also to organizational productivity, as employees with manageable workloads and supportive work environments are more motivated, less stressed, and more committed to their jobs.

The increasing complexity of modern work environments, coupled with technological advancement and globalization, has blurred the traditional boundaries between work and personal life. As Kossek, Valcour, and Lirio (2014) argue, employees today face greater challenges in maintaining balance due to the "always-on" culture enabled by digital connectivity. Remote work, while providing flexibility, can also lead to role overlap and burnout if not properly managed. Consequently, organizations are recognizing work-life balance as a critical element of human resource management and corporate social responsibility.

Theoretically, work-life balance draws from role theory, which posits that individuals occupy multiple roles such as employee, parent, and spouse and must allocate time and energy among them (Kahn et al., 1964). Imbalances occur when the demands of one role interfere with the performance of another, leading to what Greenhaus and Beutell (1985) term *work-family conflict*. Conversely, achieving balance can produce *work-family enrichment*,

where experiences in one role enhance performance and satisfaction in another. Furthermore, work-life balance is not a one-size-fits-all construct; it varies across individuals based on life stage, gender, occupation, and cultural context. Haar, Russo, Sune, and Ollier-Malaterre (2014) emphasize that achieving work-life balance is a dynamic and subjective process, as individuals continually adjust priorities to meet changing work and personal demands. For instance, younger employees may seek flexible work arrangements for personal development, while older workers might value time for family and leisure.

In the context of organizational outcomes, effective work-life balance initiatives such as flexible work hours, telecommuting, parental leave, and wellness programs are linked to higher job satisfaction, lower turnover intentions, and improved employee performance (Allen, Johnson, Kiburz, & Shockley, 2013). When organizations support employees in balancing work and life demands, they foster a culture of trust and loyalty, which in turn enhances overall organizational effectiveness. In summary, work-life balance represents a multifaceted construct that encapsulates the interaction between work and personal life roles. It is influenced by individual perceptions, organizational practices, and societal norms. As the workplace continues to evolve, sustaining work-life balance remains a crucial determinant of employee well-being, productivity, and organizational sustainability.

Employee commitment

Employee commitment refers to the psychological attachment, loyalty, and sense of responsibility that an employee feels toward their organization. It reflects the extent to which employees identify with organizational goals, are willing to exert effort on behalf of the organization, and desire to maintain membership in it (Meyer & Allen, 1991). Employee commitment is widely regarded as a key factor influencing job performance, turnover intentions, and overall organizational effectiveness. The concept of employee commitment is most commonly explained through the three-component model developed by Meyer and Allen (1991), which includes affective, continuance, and normative commitment. Affective commitment refers to the emotional attachment employees have to their organization, where they remain because they *want* to. Continuance commitment is based on the perceived costs of leaving the organization, meaning employees stay because they *need* to. Normative commitment reflects a sense of moral obligation to remain with the organization, where employees stay because they feel they *ought* to. Employee commitment is also closely linked to the idea of organizational identification, where employees align their personal values with those of the organization and develop a strong sense of belonging (Mowday, Steers, & Porter, 1979). Committed employees are more likely to

demonstrate positive work behaviors such as increased productivity, reduced absenteeism, and lower turnover intentions. Additionally, high levels of commitment often lead to greater willingness to go beyond formal job requirements, contributing to organizational success. Furthermore, employee commitment is influenced by various organizational practices such as leadership style, job satisfaction, organizational support, and work environment. When employees perceive fairness, recognition, and support from their organization, they are more likely to develop strong commitment (Eisenberger et al., 2002). Thus, employee commitment is not only a psychological state but also a strategic organizational outcome that can be enhanced through effective human resource practices. In summary, employee commitment represents a vital bond between employees and their organization, characterized by emotional attachment, perceived costs of leaving, and a sense of obligation. It plays a crucial role in shaping employee attitudes and behaviors, making it an essential focus for organizations seeking long-term performance and sustainability.

Flexible work arrangements (FWAs) and Telecommunications Firms

Flexible work arrangements (FWAs), including telecommuting, flexible hours, compressed workweeks, and job sharing, have become important human resource practices that enhance employee commitment. Employee commitment comprising affective, continuance, and normative dimensions reflects the degree to which employees identify with and remain loyal to their organization (Meyer & Allen, 1991). Evidence suggests that the effective implementation of FWAs strengthens commitment across these dimensions. FWAs particularly improve affective commitment by fostering employees' emotional attachment to the organization. When employees perceive flexibility as a sign of organizational support, they tend to reciprocate with greater loyalty and dedication, consistent with social exchange theory (Blau, 1964). Studies also show that flexible work options increase job satisfaction and strengthen emotional bonds with the organization (Allen et al., 2013). In addition, FWAs reduce work-life conflict by enabling employees to balance personal and professional responsibilities more effectively. This improved balance lowers stress and enhances well-being, which in turn promotes stronger organizational commitment (Greenhaus & Powell, 2006; Gajendran & Harrison, 2007).

Flexible work arrangements can also influence continuance commitment by increasing the perceived cost of leaving an organization that offers such benefits (Meyer & Allen, 1991). Similarly, they foster normative commitment by creating a sense of obligation among employees to remain loyal, especially when flexibility is viewed as a form of organizational support (Eisenberger et

al., 2002). However, FWAs may present challenges such as professional isolation and perceived inequity if not properly managed, which can weaken commitment (Golden et al., 2008). Overall, FWAs have a predominantly positive effect on employee commitment by enhancing work-life balance, job satisfaction, and perceived organizational support, thereby promoting a more loyal and productive workforce.

Workload management and employee's wellbeing

Workload management plays a crucial role in determining employees' overall well-being, encompassing both physical and psychological health, job satisfaction, and organizational commitment. It refers to the process of efficiently allocating and balancing work demands with employees' capabilities, time, and available resources to prevent overwork, burnout, and stress (Bakker & Demerouti, 2017). When workloads are effectively managed, employees experience a sense of control, fairness, and achievement in their roles, leading to higher morale and engagement. Conversely, excessive or poorly managed workloads can lead to fatigue, anxiety, and reduced performance, ultimately harming both the individual and the organization (Sonnetag & Fritz, 2015). From an occupational health psychology perspective, workload management is central to the Job Demands-Resources (JD-R) Model, which posits that an imbalance between job demands (such as workload pressure and time constraints) and available resources (such as support, autonomy, or rest) leads to stress and burnout (Bakker & Demerouti, 2017). Employees facing constant work overload without adequate recovery time tend to experience emotional exhaustion, decreased motivation, and diminished well-being (Schaufeli & Taris, 2014). Conversely, organizations that implement balanced workload systems through effective delegation, realistic deadlines, and adequate staffing can enhance employees' psychological resilience and satisfaction (Avey, Luthans, & Jensen, 2009).

Empirical evidence supports the significant link between workload management and employee well-being. For instance, research by Bowling et al. (2015) found that excessive workload is a strong predictor of job stress and health complaints, while manageable workloads are associated with greater job satisfaction and life balance. Similarly, Idris, Dollard, and Winefield (2011) revealed that when employees perceive their workloads as fair and achievable, they demonstrate higher psychological well-being and commitment to the organization. This underscores the importance of managerial practices that promote equitable task distribution and flexible performance expectations. Workload management also influences employees' work-life balance, a critical determinant of well-being. Employees who consistently work long hours or experience unrealistic performance

expectations often report higher levels of work–family conflict, sleep disturbance, and emotional exhaustion (Kalliath & Brough, 2008). In contrast, those with balanced workloads are more likely to maintain healthy routines, spend quality time with family, and engage in restorative activities, thereby improving their mental and physical health (Haar et al., 2014).

From an organizational standpoint, effective workload management fosters a sustainable work environment. Employers who adopt proactive strategies such as periodic workload assessments, flexible scheduling, and automation of routine tasks create conditions that prevent burnout and promote long-term productivity (Cooper & Quick, 2017). Furthermore, ensuring that employees have adequate opportunities for rest and recovery enhances their creativity, decision-making ability, and emotional stability (Sonnentag & Fritz, 2015). In summary, workload management is a critical determinant of employees' well-being and organizational effectiveness. Balanced workloads enable employees to perform efficiently without experiencing undue stress, while excessive demands can undermine both performance and health. Organizations that prioritize workload regulation through fair scheduling, supportive leadership, and adequate staffing are more likely to foster a healthy, motivated, and resilient workforce. Thus, integrating workload management into human resource and occupational health policies is not merely an administrative concern but a strategic imperative for enhancing employee well-being and organizational sustainability.

Conceptual framework

The conceptual framework for this study explains the relationship between work–life balance practices and employee wellbeing (Figure 1). Specifically, the framework identifies flexible work arrangements and workload management as the independent variables, while employee wellbeing constitutes the dependent variable. The framework illustrates that organizational practices that promote flexibility in work scheduling and effective management of employee workload are expected to influence the overall wellbeing of employees positively. The framework is grounded in contemporary organizational behaviour and human resource management theories which emphasize that supportive workplace policies and balanced job demand contribute significantly to employees' psychological, emotional, and physical wellbeing.

The first independent variable in the framework is flexible work arrangements. Flexible work arrangements refer to organizational policies and practices that provide employees with greater discretion over when, where, and how they perform their work tasks. These arrangements may include flexible working hours, remote work opportunities, compressed workweeks, job sharing, and

hybrid work systems. According to scholars in organizational management, flexible work arrangements enable employees to achieve a better balance between their professional responsibilities and personal obligations, thereby reducing work-related stress and enhancing job satisfaction. Research has shown that employees who experience greater flexibility in their work schedules tend to report improved morale, increased organizational commitment, and reduced levels of burnout. Flexible work arrangements also create opportunities for employees to manage family responsibilities, personal development activities, and social obligations more effectively, which ultimately contributes to their overall wellbeing.

The conceptual framework assumes that flexible work arrangements have a direct positive influence on employee wellbeing. Employee wellbeing encompasses the physical, psychological, emotional, and social health of employees within the workplace. When organizations provide flexible work options, employees are more likely to experience reduced stress arising from rigid work schedules and excessive work demands. Flexibility also promotes autonomy and control over work activities, which are important determinants of motivation and psychological wellbeing. Employees who can effectively balance work and personal life are more likely to maintain positive mental health, demonstrate higher productivity, and experience greater job satisfaction. Therefore, the framework suggests that organizations that adopt flexible work practices are more likely to foster a healthier and more supportive work environment that enhances employee wellbeing.

The second independent variable in the framework is workload management. Workload management refers to the strategies and organizational mechanisms used to allocate tasks, responsibilities, and work expectations in a manner that is manageable and realistic for employees. Effective workload management involves ensuring that employees are not overburdened with excessive tasks, unrealistic deadlines, or prolonged work pressures that may negatively affect their health and performance. It also includes proper task delegation, prioritization of responsibilities, equitable distribution of duties, and adequate provision of resources to support employee performance.

The framework posits that workload management significantly influences employee wellbeing. Excessive workload is widely recognized in organizational studies as a major source of occupational stress, fatigue, emotional exhaustion, and job dissatisfaction. When employees are exposed to unmanageable workloads for prolonged periods, they are more likely to experience burnout, reduced motivation, decreased productivity, and poor psychological health. Conversely, effective workload management helps employees maintain a healthy balance between job demands and available resources. Employees who perceive their workloads as fair and

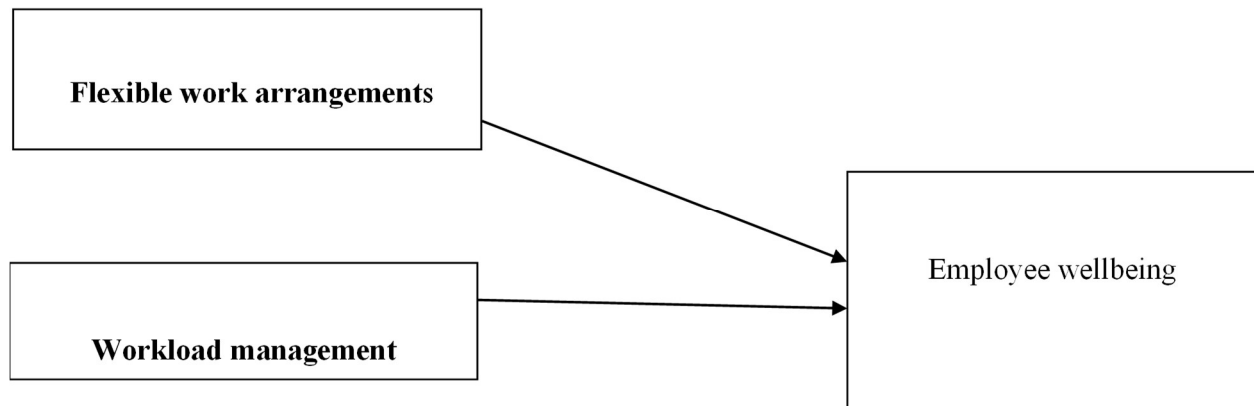


Figure 1: Conceptual Framework: Source: Conceptualized by Researcher (2025)

manageable are more likely to experience lower stress levels, increased job engagement, and improved emotional wellbeing. Consequently, organizations that implement effective workload management strategies are likely to promote healthier work environments and enhance employee wellbeing.

The dependent variable in the framework is employee wellbeing. Employee wellbeing refers to the overall quality of employees' experiences within the workplace, including their mental, emotional, physical, and social health. Employee wellbeing is increasingly recognized as an essential factor for organizational effectiveness because employees who experience positive wellbeing are generally more productive, committed, innovative, and satisfied with their jobs. Wellbeing also influences employee retention, organizational citizenship behaviour, and overall organizational performance. In the context of this study, employee wellbeing is expected to be influenced by the extent to which organizations provide flexible work arrangements and effectively manage employee workloads.

The arrows in the conceptual framework indicate the directional relationships between the independent variables and the dependent variable. The framework suggests that flexible work arrangements and workload management independently and collectively contribute to employee wellbeing. This means that improvements in organizational flexibility and effective workload management practices are expected to lead to better employee wellbeing outcomes. The framework therefore provides a basis for empirically examining how work-life balance practices influence employee wellbeing within organizational settings.

The conceptual framework is also supported by theoretical perspectives such as the Job Demands-Resources Theory and the Spillover Theory. The Job Demands Resources Theory explains that job demands such as excessive workload can lead to stress and burnout when not balanced with adequate resources, while

supportive work practices such as flexible work arrangements serve as resources that improve employee motivation and wellbeing. Similarly, Spillover Theory suggests that experiences in the workplace can positively or negatively affect employees' personal lives and overall wellbeing. Flexible work arrangements and manageable workloads reduce negative spillover from work to personal life and promote a healthier balance between professional and personal responsibilities.

Theoretical Framework

Social Exchange Theory

Social Exchange Theory, originally propounded by Peter Blau (1964), explains social relationships as a series of exchanges where individuals seek to maximize benefits and minimize costs. The theory posits that when one party provides valued resources such as support, recognition, or favorable working conditions the receiving party feels obligated to reciprocate with positive attitudes and behaviors. In organizational settings, this implies that employees who perceive fair and beneficial treatment from their employer are more likely to respond with increased commitment, loyalty, and performance (Blau, 1964).

Within the workplace, social exchange theory suggests that organizational practices such as flexible work arrangements and work-life balance initiatives are forms of support that employees interpret as investments in their well-being. When employees perceive these practices as genuine and beneficial, they tend to reciprocate through higher levels of engagement and commitment. Conversely, when employees perceive imbalance or lack of support, they may withdraw commitment or reduce performance (Inegbedion, 2024). The relevance of Social Exchange Theory to the study on *promoting employee commitment through work-life balance practices in selected telecommunications firms in Delta State* lies in its ability to explain the reciprocal relationship between

organizational support and employee attitudes. Work–life balance practices such as flexible schedules, telecommuting, and leave policies represent organizational investments in employees' personal and professional well-being. According to the theory, when employees perceive these practices as supportive, they are more likely to respond with increased organizational commitment, including emotional attachment (affective commitment), willingness to remain (continuance commitment), and a sense of obligation (normative commitment).

In the context of telecommunications firms, where job demands are often high and work pressure can be intense, the provision of effective work–life balance practices signals that the organization values its employees. This perception strengthens the psychological contract between employees and the organization, leading to enhanced trust, loyalty, and commitment. Empirical evidence also indicates that improved work–life balance reduces stress and enhances job satisfaction, which in turn fosters stronger commitment among employees (Inegbedion, 2024;). Furthermore, Social Exchange Theory is particularly relevant in explaining why employees in organizations that fail to provide adequate work–life balance may exhibit lower commitment levels. When employees perceive an imbalance in the exchange relationship such as excessive workload without adequate support they may feel exploited, leading to reduced motivation, disengagement, and higher turnover intentions (.). Therefore, Social Exchange Theory provides a strong theoretical foundation for understanding how work–life balance practices can be used strategically to promote employee commitment in telecommunications firms in Delta State.

Empirical Reviews

Allen, Johnson, Kiburz, and Shockley (2013) examined the relationship between flexible work arrangements and employee outcomes, particularly focusing on work–family conflict and organizational commitment. The study adopted a quantitative research design using survey data collected from employees across different industries in the United States. The authors analyzed how various forms of flexibility, including flexible scheduling and telecommuting, influenced employees' ability to balance work and family roles. Findings revealed that flexible work arrangements significantly reduced work–family conflict and enhanced job satisfaction. More importantly, the study found a strong positive relationship between flexible work arrangements and affective commitment, as employees who experienced greater flexibility reported stronger emotional attachment to their organizations. The researchers also established that perceived organizational support mediated this relationship, suggesting that employees interpret flexibility as a sign of care and concern from management.

However, the study noted that the effectiveness of flexible work arrangements depends on organizational culture and managerial support. In some cases, lack of supervision and communication challenges reduced the effectiveness of such practices. The study concluded that organizations that implement well-structured flexible work policies are more likely to benefit from increased employee commitment and reduced turnover intentions.

Gajendran and Harrison (2007) conducted a meta-analysis to investigate the effects of telecommuting on employee attitudes and performance outcomes, including organizational commitment. The study synthesized findings from multiple empirical studies to provide a comprehensive understanding of telecommuting as a form of flexible work arrangement. The results indicated that telecommuting had a modest but positive effect on employee commitment, particularly affective commitment. The authors found that employees who worked remotely experienced lower levels of work–family conflict and stress, which contributed to higher job satisfaction and commitment. Additionally, telecommuting was associated with increased autonomy and perceived control over work, factors that significantly enhance employee motivation and engagement. However, the study also identified potential drawbacks, such as professional isolation and reduced opportunities for social interaction, which could negatively affect commitment if not properly managed. The authors emphasized the importance of maintaining communication and support systems to mitigate these challenges. Overall, the study concluded that telecommuting is an effective work–life balance practice that can improve employee commitment when supported by appropriate organizational policies and practices.

METHODOLOGY

Research Design

This study adopted a descriptive survey research design to examine the relationship between work–life balance practices and employee commitment in selected telecommunications firms in Delta State, Nigeria. The descriptive survey design was considered appropriate because it enables the researcher to systematically collect quantitative data from a large population and describe existing conditions, opinions, attitudes, and relationships among variables. The design also allows the researcher to obtain standardized responses from respondents through the use of questionnaires, thereby making statistical analysis and generalization of findings possible. The study specifically focused on determining how flexible work arrangements and workload influence employee commitment among employees in telecommunications firms. The survey method was appropriate because it provided an opportunity to gather direct information from

employees regarding their experiences and perceptions of work–life balance practices within their organizations. According to Mark Saunders, descriptive survey research is suitable for studies that seek to examine relationships among variables within a target population.

Study Area

The study was conducted in Delta State, Nigeria. Delta State is located in the South-South geopolitical zone of Nigeria and is recognized as one of the economically active states in the country. The state consists of major urban and commercial centers such as Asaba, Warri, Ughelli, Sapele, and Agbor, where several telecommunications firms operate actively.

The telecommunications industry in Delta State has expanded significantly due to the growing demand for communication and internet services. Major telecommunications firms operating within the state include MTN Nigeria, Airtel Nigeria, Globacom, and 9mobile. These firms employ a large number of workers engaged in customer service, technical support, administration, marketing, and operational activities.

Delta State was selected for the study because of the high concentration of telecommunications activities and the competitive nature of the industry, which may influence employees' work–life balance and commitment levels. The presence of multiple telecommunications firms in the state also provided an appropriate setting for examining work–life balance practices across organizations.

Population of the Study

The population of the study consisted of employees of selected telecommunications firms operating in Delta State. The selected firms included MTN Nigeria, Airtel Nigeria, Globacom, and 9mobile. Employees from various departments and operational units formed the target population because they were directly involved in organizational activities and could provide relevant information concerning work–life balance practices and employee commitment.

The total estimated population for the study was 360 employees drawn from the selected telecommunications firms.

Sample Size Determination

The sample size for the study was determined using the Taro Yamane formula developed by Taro Yamane for calculating sample sizes from finite populations.

The formula is expressed as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n represents the sample size
- N represents the population size
- e represents the level of precision or margin of error, which was set at 0.05

Using a population size of 360 employees and a 5% margin of error, the calculated sample size was 189 respondents. The sample size was considered adequate for obtaining reliable data and ensuring effective representation of the study population.

Sampling Technique

The study employed a stratified random sampling technique. This technique was considered appropriate because the population was divided into distinct groups based on the telecommunications firms. Each firm represented a separate stratum to ensure adequate representation of employees from all selected organizations. After dividing the population into strata, proportional allocation was used to determine the number of respondents selected from each telecommunications firm. Thereafter, simple random sampling was applied within each stratum to ensure that every employee had an equal chance of being selected for the study. The use of stratified random sampling helped to reduce sampling bias and improve the representativeness of the sample.

Sources of Data Collection

The study utilized both primary and secondary sources of data collection. Primary data were obtained directly from respondents through the administration of structured questionnaires. The questionnaires were designed to gather information relating to flexible work arrangements, workload, and employee commitment among employees of telecommunications firms. Secondary data were obtained from textbooks, academic journals, research articles, company reports, conference papers, and other relevant scholarly publications related to work–life balance practices and employee commitment. These materials provided theoretical and empirical support for the study.

Method of Data Collection

Data for the study were collected through the administration of structured questionnaires to employees of the selected telecommunications firms. The questionnaires were distributed both physically and electronically to respondents to ensure wider coverage and improve the response rate. Respondents were given sufficient time to complete the questionnaires in order to ensure accurate and thoughtful responses. The researcher assured respondents of confidentiality and

anonymity to encourage honesty and reduce response bias.

Instrument for Data Collection

The primary instrument used for data collection was a structured questionnaire developed by the researcher based on the objectives of the study and relevant literature reviewed. The questionnaire was divided into two sections. Section A contained questions relating to the demographic characteristics of respondents, such as gender, age, educational qualification, and work experience. Section B contained items designed to measure the variables of the study, namely flexible work arrangements, workload, and employee commitment. The questionnaire items were measured using a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. The Likert scale enabled respondents to indicate the extent of their agreement or disagreement with each statement provided in the questionnaire.

Validity of the Instrument

To ensure the validity of the instrument, the questionnaire was subjected to face and content validity procedures. Experts in human resource management, business administration, and research methodology were consulted to assess the relevance, clarity, and adequacy of the questionnaire items. The experts examined whether the questionnaire adequately captured the concepts of work-life balance practices and employee commitment. Their observations, corrections, and recommendations were incorporated into the final version of the questionnaire to improve its quality and effectiveness. According to Mark Saunders, validity ensures that a research instrument accurately measures the concept it is intended to measure.

Reliability of the Instrument

The reliability of the instrument was tested using Cronbach's Alpha coefficient to determine the internal consistency of the questionnaire items. The reliability results indicated that all study variables recorded Cronbach's Alpha values above the acceptable threshold of 0.70, which confirms that the instrument was reliable and suitable for the study. Flexible work arrangements recorded a Cronbach's Alpha value of 0.82, workload recorded 0.79, while employee commitment recorded 0.85. These values indicate a high level of internal consistency among the questionnaire items. According to Jum C. Nunnally, a Cronbach's Alpha coefficient of 0.70 or above is considered acceptable for social science research.

Method of Data Analysis

Data collected from respondents were analyzed using both descriptive and inferential statistical techniques with the aid of the Statistical Package for Social Sciences (SPSS). Descriptive statistical tools such as frequency distributions, percentages, mean scores, and standard deviations were used to summarize and describe the demographic characteristics of respondents and their responses to questionnaire items. Inferential statistical analysis was conducted using correlation analysis and multiple regression analysis. Correlation analysis was used to determine the strength and direction of the relationship among variables, while multiple regression analysis was used to examine the effect of flexible work arrangements and workload on employee commitment. The use of regression analysis enabled the researcher to determine the extent to which the independent variables predict changes in employee commitment among employees of telecommunications firms.

Model Specification

The study adopted a multiple regression model to examine the effect of work-life balance practices on employee commitment.

The model is expressed as:

$$EC = \beta_0 + \beta_1(FWA) + \beta_2(WL) + \mu$$

Where:

- *EC* represents Employee Commitment
- *FWA* represents Flexible Work Arrangements
- *WL* represents Workload
- β_0 represents the constant term
- β_1 and β_2 represent the regression coefficients
- μ represents the error term

The model assumes that employee commitment is influenced by the level of flexibility in work arrangements and the workload experienced by employees within telecommunications firms.

RESULTS AND DISCUSSION

Population Distribution of Respondents

Table 1 presented the population distribution of employees across the selected telecommunication firms in Delta State. The results in Table 1 showed that MTN Nigeria had the highest staff strength with 120 employees, followed by Airtel Nigeria with 95 employees, Globacom with 85 employees, while 9mobile had the least staff strength with

Table 1: Population Distribution.

S/N	Firm	Estimated Staff Strength
1	MTN Nigeria	120
2	Airtel Nigeria	95
3	Globacom	85
4	9mobile	60
	Total	360

60 employees. The total population for the study was 360 employees drawn from the selected telecommunication firms. The distribution indicates that the respondents were adequately drawn from major telecommunication firms operating in Delta State, thereby providing a broad representation of employees within the telecommunications industry.

Reliability Statistics

Table 2 presented the reliability statistics for the study variables. The results in Table 2 revealed that flexible work arrangements had a Cronbach's Alpha value of 0.82, workload management recorded 0.79, while employee commitment had 0.85. The reliability coefficients exceeded the acceptable benchmark of 0.70, indicating that the research instrument possessed high internal consistency and reliability. This suggests that the items used in measuring the study variables were reliable and suitable for data collection and analysis.

Table 2: Reliability Statistics.

Variable	No. of Items	Cronbach's Alpha
Flexible Work Arrangements	6	0.82
Workload	5	0.79
Employee Commitment	7	0.85

Questionnaire Distribution and Response Rate

Table 3 presented the questionnaire distribution and retrieval rate.

Table 3: Questionnaire Distribution and Retrieval.

Description	Frequency
Questionnaires Distributed	198
Questionnaires Returned	189
Invalid Questionnaires	9
Valid Questionnaires Used	180

The results in Table 3 showed that 198 questionnaires were distributed to respondents, out of which 189 questionnaires were returned. However, 9 questionnaires were invalid due to incomplete responses, leaving 180 valid questionnaires for analysis. This represented a high response rate, which was considered adequate for

statistical analysis and generalization of findings. The high response rate also indicates that respondents showed interest and willingness to participate in the study.

Demographic Characteristics of Respondents

Table 4 presented the demographic characteristics of respondents.

Table 4: Demographic Characteristics of Respondents.

Variable	Category	Frequency	Percentage (%)
Gender	Male	102	56.7
	Female	78	43.3
	20–29 years	45	25.0
Age	30–39 years	72	40.0
	40–49 years	42	23.3
	50+ years	21	11.7
	OND/NCE	36	20.0
Education	HND/BSc	108	60.0
	Postgraduate	36	20.0
	1–5 years	60	33.3
Work Experience	6–10 years	69	38.3
	11+ years	51	28.4

The results in Table 4 indicated that 102 respondents representing 56.7% were male, while 78 respondents representing 43.3% were female. This implies that male employees constituted the majority of the respondents in the selected telecommunication firms. Regarding age distribution, the findings revealed that respondents within the age bracket of 30–39 years constituted the highest proportion with 72 respondents representing 40.0%. This was followed by respondents between 20–29 years with 45 respondents representing 25.0%, while respondents aged 40–49 years accounted for 23.3%. Respondents aged 50 years and above constituted the least proportion with 11.7%. The implication is that most respondents were within the active and productive working age group. In terms of educational qualification, the findings showed that 108 respondents representing 60.0% possessed HND/BSc qualifications, while respondents with OND/NCE and postgraduate qualifications each accounted for 20.0%. This indicates that the respondents were largely educated and capable of providing informed responses regarding work-life balance practices and employee commitment. The findings on work experience revealed that respondents with 6–10 years of work experience constituted the majority with 38.3%, followed by respondents with 1–5 years of experience representing 33.3%, while respondents with 11 years and above represented 28.4%. This suggests that the respondents possessed adequate work experience and understanding of organizational practices within the telecommunications sector.

Scale Reliability (Cronbach's Alpha)

Table 5 presents the reliability statistics for the study variables using Cronbach's Alpha, which assesses the internal consistency of the measurement scales. The results indicate that all constructs demonstrate satisfactory to high reliability, as their alpha coefficients exceed the commonly accepted threshold of 0.70 for social science research. Specifically, Flexible Work Arrangements recorded a Cronbach's Alpha of 0.83, indicating a high level of internal consistency among the six items used to measure the construct. This suggests that the items are well-correlated and reliably capture the concept of flexible work practices within the organizations studied. Similarly, Workload produced an alpha coefficient of 0.78, which falls within the acceptable range, indicating good reliability. This implies that the five items used to measure workload are sufficiently consistent in assessing employees' perceptions of job demands and work pressure. Furthermore, Employee Commitment recorded the highest reliability coefficient of 0.86, reflecting a strong internal consistency among the seven measurement items. This suggests that the scale effectively captures the various dimensions of employee commitment in a coherent and dependable manner.

Table 5: Scale Reliability (Cronbach's Alpha).

Variable	Items	Cronbach's Alpha
Flexible Work Arrangements	6	0.83
Workload	5	0.78
Employee Commitment	7	0.86

Descriptive Statistics

Table 6 presented the descriptive statistics for the study variables. The results in Table 6 revealed that flexible work arrangements recorded a mean score of 3.85 with a standard deviation of 0.72.

Table 6: Descriptive Statistics.

Variable	Mean	Std. Deviation
Flexible Work Arrangements	3.85	0.72
Workload	3.40	0.81
Employee Commitment	3.92	0.68

This finding indicates that respondents generally agreed that flexible work arrangements were practiced within the selected telecommunication firms. The relatively high mean value suggests that employees perceived flexible work arrangements as important organizational practices that support work-life balance and improve their work experiences. The results further showed that workload management recorded a mean score of 3.40 with a standard deviation of 0.81. This implies that respondents

acknowledged the existence of workload-related pressures within the organizations. The finding suggests that workload management remains a critical issue that can influence employees' wellbeing and organizational commitment. In addition, employee commitment recorded a mean score of 3.92 with a standard deviation of 0.68. This indicates that employees within the selected telecommunication firms demonstrated a relatively high level of commitment to their organizations. The implication is that employees showed loyalty, dedication, and emotional attachment to their organizations.

Correlation Analysis

Table 7 presented the Pearson correlation analysis among the study variables.

Table 7: Pearson Correlation Matrix.

Variables	FWA	WL	EC
Flexible Work Arrangements	1.000		
Workload	-0.312	1.000	
Employee Commitment	0.621	-0.458	1.000

The findings in Table 7 revealed that flexible work arrangements had a strong positive relationship with employee commitment ($r = 0.621$). This implies that improvements in flexible work arrangements are associated with corresponding increases in employee commitment. The result suggests that employees who are provided with flexible scheduling systems, remote work opportunities, and autonomy in work arrangements are more likely to demonstrate stronger emotional attachment and loyalty to their organizations. The findings also revealed that workload management had a moderate negative relationship with employee commitment ($r = -0.458$). This indicates that increases in workload pressures are associated with reductions in employee commitment. The implication is that excessive workload contributes to stress, emotional exhaustion, and reduced organizational attachment among employees. Furthermore, the findings showed a negative relationship between flexible work arrangements and workload management ($r = -0.312$), suggesting that effective flexible work arrangements may help reduce workload-related stress among employees.

Regression Analysis

Table 8 presented the model summary for the regression analysis. The results in Table 8 revealed that the model produced an R value of 0.702 and an R^2 value of 0.493. This indicates that flexible work arrangements and workload management jointly explained 49.3% of the variation in employee commitment among employees in selected telecommunication firms in Delta State.

Table 8: Model Summary.

R	R ²	Adjusted R ²	Std. Error
0.702	0.493	0.487	0.512

The adjusted R² value of 0.487 further confirmed the predictive strength of the model.

Regression Coefficients

Table 9 presented the regression coefficients for the independent variables. The findings in Table 9 revealed that flexible work arrangements had a significant positive effect on employee commitment with a beta coefficient of 0.512 and a significance value of $p < 0.05$. This implies that flexible work arrangements significantly improve employee commitment within the selected telecommunication firms. The results further showed that workload management had a significant negative effect on employee commitment with a beta coefficient of -0.298 and a significance value of $p < 0.05$. This indicates that increases in workload negatively affect employee commitment.

Table 9: Regression Coefficients.

Variable	Beta (β)	t-value	Sig.
Constant	1.215	4.321	.000
Flexible Work Arrangements	0.512	8.765	.000
Workload	-0.298	-5.432	.000

Hypotheses Testing

The hypotheses were tested based on the regression results presented in Table 9.

H0₁: stated that flexible work arrangements do not significantly affect employee commitment of selected telecommunication firms in Delta State. The findings revealed a significance value less than 0.05, leading to the rejection of the null hypothesis. This implies that flexible work arrangements significantly affect employee commitment.

H0₂: stated that workload management does not significantly affect employee commitment of selected telecommunication firms in Delta State. The findings revealed a significance value less than 0.05, leading to the rejection of the null hypothesis. This indicates that workload management significantly affects employee commitment.

Effect of Flexible Work Arrangements on Employee Commitment of Selected Telecommunication Firms in Delta State

The first objective of this study examined the effect of

flexible work arrangements on employee commitment among selected telecommunication firms in Delta State. The descriptive statistics presented in Table 5 revealed that flexible work arrangements recorded a mean score of 3.85 with a standard deviation of 0.72, indicating that respondents generally agreed that flexible work practices were implemented within the selected telecommunication firms. Table 5 also showed that employee commitment recorded a high mean score of 3.92 with a standard deviation of 0.68, suggesting that employees demonstrated a relatively high level of commitment to their organizations. This implies that employees who experience supportive and flexible work practices are more likely to remain loyal, dedicated, and emotionally attached to their organizations.

The correlation analysis presented in Table 6 further revealed a strong positive relationship between flexible work arrangements and employee commitment ($r = 0.621$). This finding indicates that improvements in flexible work arrangements are associated with corresponding increases in employee commitment. The result suggests that employees who are provided with flexible scheduling systems, remote work opportunities, and autonomy in work arrangements are more likely to demonstrate stronger organizational attachment and commitment.

Furthermore, the regression analysis presented in Table 8 revealed that flexible work arrangements had a significant positive effect on employee commitment with a beta coefficient of 0.512 and a significance value of $p < 0.05$. This implies that flexible work arrangements significantly improve employee commitment within the selected telecommunication firms in Delta State. The rejection of the null hypothesis further confirmed that flexible work arrangements are important determinants of employee commitment.

The findings of this study are consistent with Ghonim, Awad, Shemais, Shma, and Aziz (2025), who found that flexible work arrangements significantly improved employee engagement and organizational attachment within the telecommunications sector in Egypt. Their study revealed that workplace flexibility enhances employees' ability to balance personal and professional responsibilities, thereby improving organizational commitment.

The findings also support the study conducted by Okafor, Otu, and Nkem (2025), who established that work-life balance strategies significantly improve employee performance and organizational effectiveness. Their findings emphasized that employees become more committed when organizations provide policies that support work-life balance.

Similarly, the findings align with the study of Ojo, Adedoyin, and Ibrahim (2022), who reported that flexible work practices positively influence employee performance within the information and communication technology industry. Their study indicated that employees perform

better and remain more committed when organizations provide flexible work systems that reduce workplace pressure.

The findings are also consistent with the study by Okolie and Egbon (2025), who examined the adoption of remote work in the Nigerian public sector and found that remote work practices and flexible scheduling systems improve employee satisfaction and organizational outcomes despite implementation challenges.

In addition, the findings correspond with the study of Okolie, Egbon, and Mursalin (2026), who revealed that flexible work arrangements significantly improve workplace commitment among employees in hospitals in Nigeria and Indonesia. Their study showed that supportive and flexible work systems strengthen employees' emotional and psychological attachment to their organizations.

The findings further support the work of Oladoye, Odeyale, and Balogun (2026), who argued that strategic employee benefits and supportive workplace practices improve employee productivity and organizational performance. Flexible work arrangements represent important employee-centered policies that enhance organizational commitment.

Furthermore, the findings agree with the study conducted by Ojogbo, Odor, and Belonwu (2026), who found that remote work culture positively affects employee engagement among small and medium-sized enterprises in Delta State. Their findings showed that workplace flexibility contributes significantly to employee motivation and commitment.

The findings also corroborate the study of Umar and Felix (2026), who established that employee welfare packages significantly improve employee performance and organizational attachment. Flexible work arrangements serve as organizational support systems that improve employee wellbeing and commitment.

The findings equally align with the study conducted by Azaka (2026), who found that flexible work arrangements positively influence employee productivity and organizational commitment in the aviation industry. The study emphasized that flexibility creates a sense of trust and autonomy that motivates employees to remain committed to organizational goals.

The findings are further supported by Barango-Tariah (2026), who established that effective human resource management practices significantly influence employee engagement in organizations. Flexible work arrangements constitute important human resource management strategies that help organizations maintain committed employees.

Additionally, the findings support the study of Obadiah, Ugwu, Asiabaka, Njoku, and Onyechere (2025), who found that workplace technology adoption and organizational change positively affect employee experiences and organizational effectiveness. The adoption of workplace technologies often supports flexible

work arrangements and enhances employee commitment. Overall, the findings of this study demonstrate that flexible work arrangements significantly enhance employee commitment among employees in selected telecommunication firms in Delta State. The findings imply that organizations that prioritize flexible work policies are more likely to achieve improved employee loyalty, motivation, and organizational commitment.

Effect of Workload Management on Employee Commitment of Selected Telecommunication Firms in Delta State

The second objective of this study examined the effect of workload management on employee commitment among selected telecommunication firms in Delta State. The descriptive statistics presented in Table 5 revealed that workload management recorded a mean score of 3.40 with a standard deviation of 0.81. This finding suggests that respondents acknowledged the existence of workload-related pressures within the organizations. Table 5 also revealed that employee commitment recorded a relatively high mean score of 3.92, indicating that although employees remained committed, excessive workload could negatively affect their long-term organizational attachment.

The correlation analysis presented in Table 6 revealed a moderate negative relationship between workload management and employee commitment ($r = -0.458$). This finding indicates that increases in workload pressures are associated with decreases in employee commitment. The implication is that excessive workload contributes to stress, burnout, emotional exhaustion, and reduced organizational attachment among employees.

Furthermore, the regression analysis presented in Table 8 revealed that workload management had a significant negative effect on employee commitment with a beta coefficient of -0.298 and a significance value of $p < 0.05$. This implies that increases in workload significantly reduce employee commitment within the selected telecommunication firms in Delta State. The findings of this study are consistent with Chikordi and Ihuoma (2026), who found that effective staff management practices significantly influence employee service delivery and organizational outcomes. Their study emphasized that poor management of employee-related factors reduces employee morale and performance. The findings also support the study conducted by Aliyu and Hamman (2026), who established that organizational commitment significantly influences employee performance in public tertiary institutions in Nigeria. Their study suggested that excessive workload and stressful working conditions weaken employee commitment and productivity.

Similarly, the findings agree with Chaudhry and Srivastav (2026), who found that work pressure and poor working conditions significantly contribute to employee turnover within the information technology industry.

Their study revealed that excessive workload creates burnout and stress that weaken employees' attachment to organizations. The findings are also in line with Makumbe (2026), who found that organizational factors significantly influence commitment within the telecommunications sector in South Africa. The study emphasized that unfavorable work conditions reduce employees' emotional attachment and organizational commitment. Furthermore, the findings correspond with the study conducted by Achieng and Gabon (2026), who argued that employee wellbeing and organizational support significantly influence corporate performance. Their study suggested that excessive workload reduces employee motivation and commitment.

The findings equally support the study by Okpara and Zeb-Obipi (2025), who emphasized the importance of prioritizing employee wellbeing and engagement during challenging work conditions in Nigeria. Their findings revealed that supportive workplace practices help employees cope with work-related stress and remain committed to organizational goals.

In addition, the findings align with the study conducted by Igbava, Armosh, Abu-Arja, Ammari, Bello, and Peer (2026), who examined factors affecting employee retention at MTN Nigeria. Their findings revealed that work-related pressures and stressful organizational conditions significantly influence employee retention and commitment.

Overall, the findings of this study demonstrate that workload management significantly affects employee commitment among employees in selected telecommunication firms in Delta State. The findings imply that organizations should develop effective workload management strategies such as equitable task distribution, realistic performance expectations, adequate staffing, and employee wellness initiatives in order to reduce work-related stress and improve employee commitment.

Conclusion

Based on the findings, the study concludes that work-life balance practices play a significant role in promoting employee commitment in telecommunications firms in Delta State. Flexible work arrangements enhance employees' emotional attachment, satisfaction, and loyalty to the organization, while effective workload management reduces stress and prevents burnout, thereby sustaining commitment. However, when workload is excessive or poorly managed, it negatively impacts employee commitment, leading to reduced productivity and increased turnover intentions. Therefore, achieving a balance between job demands and employee well-being is essential for organizational success. The study affirms that organizations that prioritize employee welfare through

supportive work-life balance policies are more likely to retain committed and productive employees.

Recommendations

Based on the findings, the following recommendations are made:

Telecommunications firms should institutionalize flexible work arrangements such as telecommuting, flexible hours, and compressed workweeks to improve employee commitment.

Management should promote fair task distribution and set realistic performance targets to minimize employee stress and burnout.

Organizations should foster a supportive culture that recognizes employees' personal and professional needs to strengthen loyalty and commitment.

Firms should regularly evaluate work-life balance policies and train managers to effectively implement these practices for sustained organizational performance.

REFERENCES

- Achieng, A. M., & Gabon, Y. (2026). Impacts of Staff Remuneration on Corporate Performance.
- Aliyu, I. J., & Hamman, A. Y. (2026). Impact of Organizational Commitment on Employees Performance in Public Tertiary Institutions in Adamawa State, Nigeria. *Journal of Human Resources and Management Science*.
- Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work-family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology*, 66(2), 345–376.
- Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work-family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology*, 66(2), 345–376.
- Allen, T. D., Johnson, R. C., Kiburz, K. M., & Shockley, K. M. (2013). Work-family conflict and flexible work arrangements: Deconstructing flexibility. *Personnel Psychology*, 66(2), 345–376.
- Azaka, L. (2026). The Impact of Flexible Work Arrangements on Employee Productivity and Organisational Commitment in the Aviation Industry. *Nigerian Journal of Social Psychology*, 9(1).
- Barango-Tariah, S. A. (2026). Human Resources Management Practices and Employee Engagement of Insurance Firms in South-South Nigeria.
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Chaudhry, A., & Srivastav, S. (2026). Employee Turnover: Causes, Importance and Retention Strategies in IT industry. *Idealistic Journal of Advanced Research in Progressive Spectrums (IJARPS) eISSN-2583-6986*, 5(03), 132-149.
- Chikordi, D., & Ihuoma, F. (2026). Motivation, Training and Appraisal as Staff Management Levers for Service Delivery: Evidence from State Public Universities in Rivers State. *International Journal of Research and Innovation in Social Science (IJRISS)*, 10(1).
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (2002). Perceived organizational support. *Journal of Applied Psychology*, 87(3), 500–507.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (2002). Perceived organizational support. *Journal of Applied Psychology*,

- 87(3), 500–507. <https://doi.org/10.1037/0021-9010.87.3.500>
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology, 92*(6), 1524–1541.
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting: Meta-analysis of psychological mediators and individual consequences. *Journal of Applied Psychology, 92*(6), 1524–1541
- Gajendran, R. S., & Harrison, D. A. (2007). The good, the bad, and the unknown about telecommuting. *Journal of Applied Psychology, 92*(6), 1524–1541.
- Ghonim, A., Awad, A., Shemais, M., Shma, T., & Aziz, A. (2025). Exploring the impact of flexible work arrangements on employee engagement in telecommunications: case of Egypt. *Problems and Perspectives in Management, 23*(2), 198.
- Golden, T. D., Veiga, J. F., & Dino, R. N. (2008). The impact of professional isolation on teleworker job performance and turnover intentions. *Journal of Applied Psychology, 93*(6), 1412–1421.
- Greenhaus, J. H., & Allen, T. D. (2003). Work–family balance: A review and extension of the literature. American Psychological Association.
- Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies: A theory of work–family enrichment. *Academy of Management Review, 31*(1), 72–92. <https://doi.org/10.5465/amr.2006.19379625>
- Greenhaus, J. H., & Powell, G. N. (2006). When work and family are allies. *Academy of Management Review, 31*(1), 72–92.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis* (7th ed.). Pearson.
- Igbava, A. J., Armosh, F., Abu-Arja, A., Ammari, H., Bello, R., & Peer, M. A. (2026). Examining Factors Affecting Employee Retention at MTN Nigeria. In *Artificial Intelligence and Technology: Systems Management, Decisions and Control for Sustainability in the Digital Age* (pp. 723-737). Cham: Springer Nature Switzerland.
- Inegbedion, H. E. (2024). Work-life balance and employee commitment: Mediating effect of job satisfaction. *Frontiers in Psychology, 15*, 1349555.
- Inegbedion, H. E. (2024). Work-life balance and employee commitment: Mediating effect of job satisfaction. *Frontiers in Psychology, 15*, 1349555.
- Makumbe, W. (2026). The mediating effect of employer branding on the relationship between transformational leadership and organisational commitment in the South African telecoms sector. *African Journal of Economic and Management Studies, 17*(2), 148-162.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61–89.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61–89.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*(2), 224–247
- Nna-Emmanuel, S. W. (2021). Work-life balance techniques and employee affective commitment in the Nigerian banking sector. *BW Academic Journal*.
- Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). McGraw-Hill.
- Obadiah, K. R., Ugwu, K. E., Asiabaka, P. I., Njoku, O. C., & Onyechere, P. O. (2025). Workplace technology adoption and organizational change in Nigerian customs service. *Journal of Commerce, Management, and Tourism Studies, 4*(2), 287-299.
- Ojo, A. C., Adedoyin, O. O., & Ibrahim, A. M. (2022). Flexible work practices and employee performance in information communication technological industry. *International Journal of Business & Entrepreneurship Research, 13*(3), 106-117.
- OJOGBO, L. U., ODOR, H. O., & BELONWU, F. N. (2026). Remote Work Culture and Employee Engagement in Small and Medium-sized Enterprises: Evidence from Delta State, Nigeria. *Nigerian Journal of Management Studies, 28*(1), 42-56.
- Okafor, I. J., Otu, J. A., & Nkem, J. M. R. (2025). WORK-LIFE balance strategies and performance of project managers in construction industry in Federal Capital Territory, Abuja: An empirical assessment. *Journal of Management Science and Entrepreneurship*.
- Okolie, U. C., & Egbon, T. N. (2025). Adoption of Remote Work in the Nigerian Public Sector: Challenges and Opportunities in Delta State. *BIMA Journal (Business, Management, & Accounting Journal), 6*(2), 1563-1578.
- Okolie, U. C., Egbon, T. N., & Mursalin, M. (2026). FLEXIBLE WORK ARRANGEMENTS AND THE WORKPLACE COMMITMENT OF EMPLOYEES IN GENERAL HOSPITALS IN NIGERIA AND INDONESIA. *Journal of Indonesian Economy and Business, 41*(1), 52-73.
- OKPARA, N. A., & Zeb-Obipi, I. (2025). Prioritizing Employee Wellbeing and Engagement amidst Fuel Scarcity in Nigeria: An Empathetic Human Resource Leadership Approach. *International Academic Research Consortium Journals (IARCJ), 7*(2), 47-59.
- Oladoye, R., Odeyale, O. J., & Balogun, O. S. (2026). Strategic Employee Benefits for Optimizing Organizational Performance and Employee Productivity in Nigeria. *Islamic University Journal of Social Sciences, 5*(1), 623-644.
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology, 59*(5), 603–609.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students* (8th ed.). Pearson.
- Umar, S., & Felix, O. (2026). Effect of employee welfare packages on the performance of employees of selected manufacturing firms in the FCT-Abuja. *Abuja Journal of Business and Management, 4*(1), 1-17.