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EMPLOYEES' JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT AMONG ACADEMIC STAFF IN TERTIARY INSTITUTIONS IN EDO STATE

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Abstract

The study examined employees' job satisfaction and organisational commitment among academic staff in tertiary institutions in Edo State, Nigeria. The employees' job satisfaction constructs would examine working condition and work-life balance while organisational commitment will be measured along two dimensions namely: continuance commitment and normative commitment. Cross-sectional survey research design was employed in this study for the academics (lecturers) in the three universities in Edo State while a sample of 1161 was selected from respondents. The study revealed that employees satisfaction constructs such as working condition and work-life balance have a positively and significantly related to organisational commitment. The study therefore, recommended that the working conditions and facilities in the institutions are adequate, modern, and functional to provide satisfaction for the lecturers and propel them to be committed to their jobs and also the management of tertiary institutions should encourage staff to feel that right factoring of family and flexible schedule between the workplace and the family.

Keywords: Employees' Job Satisfaction, Organisational Commitment, Working Condition, Work-Life Balance, Continuance Commitment and Normative Commitment

1. Introduction

The reasons for employees' lack of dedication to their jobs in Nigerian businesses have been the subject of numerous researches (Adenuga & Ayodele, 2013; Allahde & Oluremi, 2019; Lambert, Out & Elechi, 2019). Workers' lack of dedication to their jobs is commonly attributed to unhappiness with their current positions. People's feelings and thoughts about their jobs are what Armstrong and Taylor (2014) called "job satisfaction." They claim that one's outlook on one's work determines whether or not that individual is happy in his position. When one enjoys one's work, both the worker and the employer benefit. The degree to which workers feel there is or is not fairness, justice, or equity

in what they obtain from their jobs is one explanation for why some people are satisfied with their jobs while others are dissatisfied (Sangbum, Bruce & Ellis, 2014). The term "job satisfaction" refers to an employee's assessment of whether or not their present compensation, job security, prospects for career progress, and other work conditions are more or less satisfactory than those they experienced in the past. Job satisfaction, as determined by the disparity or chasm between various aspects of the job, is of paramount importance, say Georgiades and Georgiades (2014).

Employee dedication to an organisation is directly correlated with how pleasant they find their working conditions to be. Workers' morale is boosted

and productivity is increased when working conditions are favourable (Adeyori, 2019). By improving the working environment with things like new furniture, fresh air, and plenty of space, employers can encourage their staff to work harder and more enthusiastically toward the organization's stated goals (Ajie & Omotunde, 2015). Providing a supportive and secure workplace is crucial for colleges and universities to retain dedicated faculty and staff.

Life outside of work: In addition to accomplishing their jobs, most workers would like an environment that allows them to spend time with their families. Lack of study leave, which is not made compulsory for academic staff but for certain ranks or levels who are entitled to this, or management's unwillingness to take adequate responsibility if an employee is injured in the course of performing his or her duties, both contribute to an unbalanced quality of work life for academic staff. Increases in workload, stress, and pressure have been shown to negatively impact work-life balance, as discussed by Onuorah, Fuokwu, and Izuagie (2020). An employee's ability to perform under the pressure of an emotionally demanding job is a critical aspect in the success of an organisation. Many factors, from individual aspiration and family obligation stress to rapid technological development, are blamed by some researchers (Musa, Izuagie, & Ofuokwu, 2014) for this phenomenon. As a whole, these indicators may indicate faculty dedication to the institution's mission. Individuals, businesses, and societies all gain when workers are able to find satisfaction in their lives both inside and outside of the workplace (Enaini & Umukoro, 2014).

Retirement is the complete disengagement, withdrawal, or giving up of an office or work by voluntary, forced, or required retirement from work or a certain occupation and social life, as defined by Eremie (2015) as referenced in Amini-Philips (2019). Similar research has found that after a certain amount of time, any worker starts to feel exhausted (Amini-Philips, 2019). Resting is what the experts recommend for the overworked worker. Nonetheless, every worker hopes to retire comfortably, and retirement can take many forms. Retirement might be voluntary, required, or a combination of the two, as described by Eme and Uwu (2010) and quoted by Abudukerimu (2018). Because of

this, workers have a high level of dedication and morale because they know they will receive benefits upon retirement, such as a death pension, retirement gratuity, retirement computation, a contributory provident fund, leave encashment, and an employee group insurance scheme. Benefits of employees' expected devotion at work include all of the above. The purpose of this research is to examine the relationship between work satisfaction and organisational commitment among Nigerian university faculty, with a focus on faculty in Edo State.

Today's higher education faculty and staff encounter significant difficulties in finding fulfilment in their work. Most, if not all, tertiary institutions across the country struggle with the ability to be altruistic and maintain a steady job satisfaction in order to increase employees' commitment, and no plan can be effective without employees' commitment.

In higher education, it can be difficult for leaders to know where they should focus their efforts to increase the job satisfaction of faculty members, and what commitment characteristics (affective, continuation, normative, habitual, and forced) will have the biggest impact.

The primary purpose of this research is to examine the relationship between work satisfaction and organisational commitment among faculty members in higher education institutions in Edo State, Nigeria. The specific goals of the study are as follows, all of which contribute to this overarching goal:

- i. Ascertain the extent to which working conditions result in normative commitment.
- ii. Establish whether work-life balance leads to habitual commitment

Hypotheses of the Study

In line with the stated research objectives, this study would test the following null hypotheses:

H_{0i} There is no significant relationship between job satisfaction with working conditions and staff commitment to organisation

H_{0ii} There is no significant relationship between work-life balance and staff commitment to organisation

2. Literature Review

2.1 Conceptual Issues

Concept of Employees' job satisfaction

Mabasa (2016) cites job happiness as a key aspect in every successful business. According to Ovini and Abudukerimu (2020), job happiness has always been a hot topic. It can improve the happiness of workers and influence a variety of organisational behaviours. According to Warn-yin and Htaik's (2011) review of the literature on organisational behaviour and management, work satisfaction is one of the most studied and quantified categories. Managers and academics have therefore paid a great deal of attention to the concept of employee job satisfaction. How a person feels about their job is what job satisfaction is all about. Nonetheless, the concept of job satisfaction has yet to be fully conceptualised. There is also no agreed-upon definition or method for measuring academics' levels of job satisfaction. Therefore, it is possible to define job satisfaction and to consider the setting and significance of work as a universal human activity.

Employees' positive or negative feelings about their jobs have been used as a shorthand definition for job satisfaction (Ucar & Otken, 2010). According to Abudukerimu (2018), citing Weiss (2002), researchers need to clearly separate the objectives of cognitive evaluation that are affected by emotions, beliefs, and behaviours, and that's why work satisfaction is considered an attitude. Weiss (2002), referenced by Abudukerimu (2018), suggested, however, that traditional measurements of job satisfaction confuse affective evaluations of work with objective assessments of work. Satisfaction with intrinsic reinforcement factors was analysed using the X-ray of Intrinsic variables, while extrinsic elements are unrelated to the work environment. Despite this, studies have shown that people report higher levels of happiness when they are able to contribute to society through their employment and, in turn, feel a sense of success, self-actualization, and identification with their profession (Martin & Roodt, 2018 cited in Abudukerimu, 2018).

Working Condition

There is a strong correlation between employees' perceptions of their working conditions and their level of

dedication to their organisations. Workers' morale is boosted and productivity is increased when working conditions are favourable (Adeyori, 2019). At order to improve morale and productivity in the workplace, it is important to provide amenities such as comfortable furniture, adequate lighting, and ample space for workers to perform their duties (Ajie & Omotunde, 2015). Providing a supportive and secure workplace is crucial for educational institutions to maintain high levels of employee satisfaction and loyalty.

Work-life Balance

According to Enaini and Umukoro (2014), "work-life balance" is an umbrella term for any organisational strategy that helps employees maintains a healthy work-life equilibrium. Work-life balance, as defined by Onuorah, Ofuokwu, and Izuagie (2020), investigates methods for resolving the inevitable tensions between personal and professional responsibilities. Mwangi, Boinett, Tumwet, & Bowen, (2017) discovered that achieving work-life harmony entails striking a healthy balance between the demands of "work" (one's profession and aspirations) and the needs of "life," one's personal growth and well-being. According to Andi and Rina's (2018) definition, a healthy work-life balance includes both professional and personal obligations. Job-life balance, according to Reddy (2012), is "the degree to which one's work and non-work activities are harmoniously intertwined".

Organisational Commitment

The term "organisational commitment" has been variously defined by academics. Organizational commitment is defined differently depending on the source; for example, Manetje and Martins (2009), as cited in Ovini & Abudukerimu (2020), defined it as the extent to which an employee willingly maintains his or her membership in an organisation and accepts the organization's goals and values. Organizational commitment was defined by Robbins, Judge, and Vohra (2012) as "an employee's attitude toward their employer in terms of loyalty, identification, and participation in the organization's system and activities." A person's level of commitment to their employer can be measured by how strongly they identify with the company's

mission and values and how actively they participate in its day-to-day operations (Adeyori, 2019). According to Haque, Fernando, and Caputi (2019), in order for businesses to reach their goals and objectives, they require employee dedication to cutting costs, boosting productivity, and enhancing service and product quality.

Affective commitment, continuance commitment, and normative commitment are the three main types of organisational commitment (Allen and Meyer, as cited in Ovbiagele, 2016). However, a model of organisational commitment developed by Timothy, Carly, Lerzan, Alexander, and Vikas (2015) includes a total of five components. Organizational commitment will be studied and recorded easily in accordance with its components, such as Affective commitment (love for one's organisation), Continuance commitment (fear of leaving), Normative commitment (feeling of duty to remain), Habitual commitment (regularity in one's work), Forced commitment (lack of other viable options), and Expectation commitment.

Affective Commitment: The term "affective commitment" refers to the emotional investment and sense of belonging that employees feel toward their company (Ahmad, Alwee, Yusoff, Osman & Tuah, 2020). A person's tendency to stay with their current employer out of loyalty rather than economic necessity. Such workers have a hard time leaving the company because they feel emotionally invested in their roles there. A highly committed employee will show greater levels of perseverance and normative commitment, as well as a persistent, positive attitude toward the organisation, as observed by Presbitero, Newman, Le, Jiang, and Zheng (2019).

Continuance Commitment: Employees' levels of continuation commitment are indicative of how much they value their current position relative to the opportunity cost of leaving for a different company (Dinc, Kuzey, Gungormus & Atalay, 2020). These workers have a strong emotional and financial investment in remaining with their current employer. They would be devastated to leave their team and give up their network of friends and colleagues as well as their chance at future career advancement. Continuity-committed workers are reluctant to leave their current

employer because they are afraid of the unknown and see few or no viable alternatives (Gangai & Agrawal, 2015).

Members of staff who have made the decision to remain with their current employer despite the availability of better opportunities or because they are aware of the high cost of switching employers (Dixit & Bhatti, 2012). Employees who are committed to staying on board are those who accept responsibility for the costs associated with leaving the company (Nawab & Bhatti, 2011). The decision to stay or leave an organisation is based on the costs and gains of each option.

Normative commitment is a person's dedication to a group because they feel they have a moral obligation to do so (Wang, Indridasson, & Saunders, 2010). One's commitment to an organisation stems from a sense of moral duty, which can be influenced by things such as one's relationships, one's religious beliefs, etc (Folorunso, Adewale, & Abodunde, 2014).

Habitual Commitment: Habitual commitment, as defined by Timothy et al. (2015), is the gradual development of loyalty to an organisation via familiarity with its practices and procedures. Does the academic staff follow established procedures and routines? This dependency or habitual dedication to organisational duties is a result of careful planning and organisational structure.

Forced Commitment: When an employee feels they have no choice but to stay with their current employer, either because they need the money or see no other opportunities elsewhere, they are said to be in a state of forced commitment. For instance, Federal University in Bayelsa State has extended an offer to Austin to join their faculty as an academic staff member at a salary that is significantly more than what he is currently making at Federal Polytechnic, Auchi, Edo State. He spent all of six hours across the Atlantic Ocean to get there and back for the interview, and he got the job with immediate effect. Taking into account his responsibilities to his family, his commute, and the rising cost of living, he realised he had no choice but to stay with his current organisation.

Expectation Commitment One of the most important factors in gauging an employee's level of dedication to their job and the company as a whole is their level of "expectation commitment." When workers believe that their retirement benefits and plan will inspire and motivate them, they are said to have an expectation commitment. Several studies from different fields have found that high workplace morale is maintained through expectation commitment, which is essential for the long-term success of any business.

2.2 Theoretical Framework

Organizational Support Theory: According to this hypothesis, workers have a preconceived notion of how much their employer cares about them as individuals and how much their work is appreciated (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2017). Eisenberger, Huntington, Hutchinson, and Sowa are credited with developing the hypothesis. The "organisational support theory says that to meet socio-emotional demands and to assess the rewards of increased job effort, employees construct a broad perception concerning the amount to which the company values their contributions and cares for their well-being," (Eisenberger et al., 1986). They also claim that if employees believe their employers care about them, they will be more motivated to work hard for the company and more certain that their efforts would be rewarded.

Employees will see such assistance as truly valued and respected by the organisation when it is provided voluntarily rather than in response to situations beyond their control, as stated by Cotterell, Eisenberger, and Speicher (1992). The voluntary actions of organisations in the form of salary, promotions, job enrichment, and employee input into organisational policy are examples of the kinds of rewards and working conditions that might be considered as beneficial by employees (Eisenberger et al., 1986). Organizational support theory is the foundation of this investigation. The social exchange idea is expanded upon in Eisenberger, Huntington, Hutchinson, and Sowa's Organizational Support Theory (1986). It proposes that workers may infer how much an organisation values them based on its policies, practises, and treatment of them. Providing

sufficient resources for workers indicates that an organisation cares about and values their welfare. According to Schaufeli and Bakker (2004), these include "physical, psychological, social, or organisational aspects of the job that are functional in achieving work goals, coping with job demands, satisfying employees' psychological needs, and helping in maintaining, accumulating, and developing the mental and physical capacity (personal growth, learning, and adaptation) to perform and adapt to work." The supervisor, employer, or coworkers have authority over the workplace resources, which fall into four broad categories: career support, interpersonal support, financial support, and training/development opportunity support, all of which are rooted on human development principles (Eisenberger, Huntington, Hutchison & Sowa, 1986).

2.3 Empirical Review

Ndulue and Ekechukwu (2016) looked into how job satisfaction affected productivity at the Kaduna State location of Nigerian Breweries Plc. In order to draw more solid findings about job satisfaction and its effect on employees' performance, this study opted for a survey research design. Due to the characteristics of the population and the representative nature of the sample used in the study, the survey research design was adopted. To ensure that every member of the sample had an equal chance of being selected and to minimise bias to a minimum, the company employed a stratified random sampling technique to select its employees. The respondents were divided into strata, and a sample was drawn at random from each stratum. Employees are unhappy with the company's working circumstances, according to the report. Employees' demands in terms of their work and their environment were also met to their satisfaction, based on their comments. Most workers were given bonuses whenever their performance increased. The morale of the staff has increased over time, the study found. The company's management was urged to improve workers' morale by creating pleasant workplaces.

3. Methodology

This study used a cross-sectional survey methodology. According to Udo and Joseph (1999), as referenced by Ovin (2014), a Cross-sectional survey allows for

inference about the population to be taken using the sample size as representative of the complete population of study when all members of the targeted community cannot be reached. The study's subjects were college and university teachers in Nigeria's Edo State. The 2017 statistical breakdown of the academic staff strength of the Nigerian university system. This is why the

researchers chose to concentrate on three schools in Edo State (Federal University of Benin, Ambrose Alli University, and Igbinedion University, Okada). There were an estimated 3,559 academic staff members working in the universities (NUC, 2018)

As may be seen in the **table 1** below, the study population consisted of 3559 faculty and staff members.

Institutions	EDO STATE	No. of Academic Staff
FEDERAL UNIVERSITIES	Federal University of Benin	1884
STATE UNIVERSITIES	Ambrose Alli University Ekpoma	654
PRIVATE UNIVERSITIES	Igbinedion University, Okada	188
Total Population		3559

Source: Authors Compilations, 2023

After data collection, coding and entry into SPSS occurred. The input entry was double checked to ensure accuracy. We used both descriptive and inferential statistics, including the Cronbach's alpha reliability test and multiple regression, to conduct our analyses at the 5% level of significance.

4. Results and Discussion

Researchers personally delivered and also utilised Google form to send out 1900 questionnaires to the faculty and staff of the three participating universities in order to collect the data used in this study. Bateman, Richard, B-day, and Michael propose a minimum

utilisation rate of 70% for face-to-face surveys, and 1161 (or 88.2%) of the returned questionnaires met these criteria (2002). The Abudukerimu Reference (2018)

Test of Hypotheses

In line with the stated research objectives, this study would test the following null hypotheses:

H_{0i} There is no significant relationship between job satisfaction with working conditions and staff commitment to organisation

H_{0ii} There is no significant relationship between work-life balance and staff commitment to organisation

Table 2: The Estimates of Model Coefficients of Affective Commitment-ACOM

	Unstandardized Coefficient	Standardized Coefficient		
	B	Coefficient		Sig
		B	t	
(constant)	20.38		5.12	0.00
Working Condition (WOC)	0.07	0.052	1.14	0.254
Work life Balance (WLB)	1.47	0.796	10.30	0.00

Affective Commitment (ACOM): Dependent variable

Source: SPSS Result Extract, 2021

Beta values were utilised to evaluate the relative importance of each independent variable. According to the table of standardised coefficients, Work-Life-Balance (WLB) is the single most important predictor of Employee Satisfaction (EMS) and Affective Commitment to Organization (ACOM) with ($\beta = .796$), Working Condition (WOC) with ($\beta = .052$) contributed less than the first variable (in terms of importance) to predicting staff happiness at universities in the Nigerian state of Edo. Affective organisational commitment among academic staff in tertiary institutions in the Edo

State, Nigeria, is: working condition contribute the least in predicting employees' satisfaction. Condition of Operation (WOC) with ($\beta = .052$) : two dimension of product factors which are work-life balance (WLB) ($\beta = .796$; sig. = .000), and (WOC) ($\beta = .052$; sig. = .000) made a positive significant unique contribution to the prediction of employees satisfaction. According to the findings, academic employees at tertiary institutions in Edo State, Nigeria, will show higher levels of affective commitment to their organisations if they are provided with better work-life balance and working conditions.

Table 3: The Estimates of Model Coefficients of Continuance Commitment-CCOM

	Unstandardized Coefficient	Standardized		
	B	Coefficient		Sig
		B	t	
(constant)	-2.625		-0.376	0.771
Working Condition (WOC)	-0.333	-0.310	-0.707	0.608
Work life Balance (WLB)	1.125	0.850	1.313	0.414

Continuance Commitment (CCOM): Dependent variable

Source: SPSS Result Extract, 2021

Beta values were utilised to evaluate the relative importance of each independent variable. Standardized coefficients show that when it comes to understanding employees' loyalty to their organisations, work-life balance (WLB) is more important than any other aspect of employee satisfaction (EMS) (CCOM) with ($\beta = .850$), followed by working condition (WOC) with ($\beta = -.310$) made the second relative contribution, in predicting organizational affective commitment among academic staff in tertiary institutions in the Edo State of Nigeria. Among academic staff in tertiary institutions in the south-south geopolitical zone of Nigeria, working condition contributes the least to predicting employees' satisfaction. However, all dimensions of organisational continuance commitment among academic staff in tertiary institutions in the Edo State of Nigeria are as

follows: life-work equilibrium (WLB) ($\beta = 1.125$; sig. = 0.414), working condition (WOC) ($\beta = .278$; sig. = .373) made a positive but not significant contribution to the prediction of job satisfaction on organizational continuance commitment among academic staff in tertiary institutions in south-south geopolitical zone of Nigeria. Academic personnel in tertiary institutions in Nigeria's south-south geopolitical zone are more committed to their organisations when they have a better Working Condition (WOC) and work-life balance (WLB), according to the study's findings. Academic employees in higher education institutions in Nigeria's Edo State report higher levels of normative commitment to their organisations when they report improvements in both work-life balance and working conditions.

Table 4: The Estimates of Model Coefficients of Normative Commitment-NCOM

	Unstandardized Coefficient	Standardized Coefficient		
	B	Coefficient		Sig
		β	T	
(constant)	4.667		3.834	0.162
Working Condition (WOC)	0.704	0.615	2.864	0.214
Work life Balance (WLB)	-1.6167	-0.800	-0.837	0.491

Normative Commitment (NCOM): Dependent variable

Source: SPSS Result Extract, 2021

Beta values were utilised to evaluate the relative importance of each independent variable. Employees' satisfaction (EMS) was shown to have the greatest individual contribution to explaining organisational nomination commitment (NCOM), as seen in the standardised coefficient column ($\beta = .615$), followed by work-life balance (WLB) with ($\beta = .615$) to normative commitment among academic staff in tertiary institutions in the south-south geopolitical zone of Nigeria. However, Work-life balance (WOC) with ($\beta = -.800$) made a negative contribution in predicting organizational normative commitment among academic staff in tertiary institutions in the south-south geopolitical zone of Nigeria. All dimensions of organizational normative commitment among academic staff in tertiary institutions in the Edo State of Nigeria is: work-life balance (WLB) ($\beta = -1.167$; sig. = 0.491) made

a positive but not significant contribution to the prediction of job satisfaction on organizational continuance commitment among academic staff in the tertiary institutions in south-south geopolitical zone of Nigeria. However, working condition (WOC) ($\beta = .605$; sig. = .214) had positive but insignificant impact on organizational continuance commitment among academic staff in tertiary institutions in the Edo State of Nigeria.

Academic personnel in tertiary institutions in Nigeria's south-south geopolitical zone showed higher levels of organisational normative commitment (NCOM) when working conditions improved. Academic personnel in Edo State, Nigeria's tertiary institutions who report higher levels of Work-life Balance (WLB) also report lower levels of organisational normative commitment (NCOM).

Table 5: The Estimates of Model Coefficients of Expectation Commitment-ECOM

	Unstandardized Coefficient	Standardized Coefficient		
	B	Coefficient		Sig
		β	T	
(constant)	-2.000		-2.191	0.273
Working Condition (WOC)	0.278	1.508	1.508	0.373
Work life Balance (WLB)	0.625	-0.490	-0.243	0.848

Expectation Commitment (ECOM): Dependent variable

Source: SPSS Result Extract, 2021

Beta values were utilised to evaluate the relative importance of each independent variable. Employees' commitment to organisational expectations can be best explained by their level of satisfaction with their working conditions, as seen in the standardised coefficient column (ECOM) with ($\beta = 1.508$), followed by Work-Life Balance (WLB) with ($\beta = .490$) made the fourth relative contribution, made the least contribution

to predicting organizational expectation commitment among academic staff in tertiary institutions in the Edo State of Nigeria. Working life balance (WLB) with ($\beta = -.490$) contribute a negative effect of each of the dimensions of employees satisfaction on organizational expectation commitment among academic staff in tertiary institutions in the Edo State of Nigeria. All dimensions of organizational expectation commitment

among academic staff in tertiary institutions in the Edo State of Nigeria is: working condition (WOC) ($\beta = .278$; sig. = .373) made a positive but not significant contribution to the prediction of employees satisfaction on organizational continuance commitment among academic staff in tertiary institutions in the Edo State of Nigeria. In addition, work-life balance (WLB) ($\beta = -0.490$; sig. = 0.848) as the prediction of job satisfaction influence on organizational continuance commitment

among academic staff in tertiary institutions in the Edo State of Nigeria.

According to the findings, faculty members in Nigeria's tertiary education institutions in the state of Edo are more likely to commit to their organisations if they are provided with better working conditions. Academic employees in higher education institutions in Edo State, Nigeria, report lower levels of organisational expectation commitment (ECOM) as Work-life Balance (WLB) improves by one unit.

Table 6: Model Summary Explaining the Variance of the Independent Variables (WOC and WLB) and Dependent Variables (ACOM, NCOM and ECOM).

Model	ACOM		NCOM	ECOM
R	.790		0.978	0.780
R Square	.576		0.956	0.761
Adjusted R Square	.569		0.826	0.621
F-Stat	5.78		0.264	0.227

Source: SPSS Result Extract, 2021

Based on the results presented in Table5, we can infer that the dimensions of organisational commitment among academic staff in tertiary institutions in the Edo State of Nigeria were on average fitted at or above 60%, with the strongest model fit observed for continuity and normative commitment. Association coefficients of 0.79, 0.96, 0.97, and 0.78 for the emotional, continuity, normative, and expectancy models of organisational

commitment among academic staff in tertiary institutions in Edo State, Nigeria, respectively, showed that all the models were significantly correlated. Adjusted R square for the ACOM (0.569), NCOM (0.826), and ECOM (0.621) models indicate that employee satisfaction components account for 59%, 75%, 82%, and 62% of the variance in model fit, respectively.

Table 7 ANOVA Table to determine the fitness of the variables

Model	F	Sig	Sig<0.05 at 5%	Remark
ACOM	67.099	0.000	0.000<0.05	Significant
NCOM	3.32	0.264	0.264>0.05	Significant
ECOM	8.91	0.227	0.227>0.05	Significant

Source: SPSS Result Extract, 2021

From Table 4.7.6, the result of the analysis shows the model of ACOM with an F value was significant ($F = 67.099$, $p = .000$) as the sig. value is less than 0.05 at 5%. This demonstrates that ACOM's model was accurate. This study found that among academic staff in Nigeria's tertiary institutions in the state of Edo, there was a linear link between predictors (work-life balance, and working condition) of job satisfaction components and organisational emotional commitment. Academic employees in tertiary institutions in the Nigerian state of Edo report high levels of job satisfaction, but the determinants of this happiness (work-life balance and

working condition) do not have a linear relationship with organisational persistence, normative, and expectation commitments.

Findings

To begin with, the results showed a favourable and statistically significant relationship between working conditions and loyalty to the organisation. The results of this study are consistent with those of Odia (2015); Lumeley, Coetzee, Tladinyane, and Ferreira (2011); Ovini (2014); Dingeta (2013) and Colakoglu, Culha and Atay (2010), all of whom showed a strong connection

between the workplace setting and employee dedication to the company. According to Hassard, Teoh, and Cox (2018), there is a strong correlation between working conditions and organisational loyalty, and that this relationship can be strengthened by the provision of modern equipment including excellent furniture, as well as well-ventilated and spacious offices.

Second, there was a favourable and statistically significant correlation between work-life balance and loyalty to the organisation. The results of this study are consistent with those of Onuorah, Ofuokwu, and Izuagie (2020), who discovered that when employees are given the option to work at their own pace, they are better able to meet both their professional and personal obligations.

5. Conclusion and Recommendations

The study found that teachers' commitment to their universities in Edo State was significantly affected by

their work-life balance and working conditions. Academic employees in tertiary institutions in the Nigerian state of Edo reported low levels of work satisfaction and a medium level of organisational continuity commitment.

Based on the research findings, the following recommendations are made:

- i. Management at universities and polytechnics can benefit greatly from the findings of this study. For this reason, it is suggested that universities invest in providing suitable, modern, and functional working conditions and facilities for its instructors.
- ii. Overworked and stressed-out, many faculty members in Nigerian universities are burning out. Institutional leaders in higher education should foster a culture where faculty and staff value family and work life balance.

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