

Work-Family Balance And Job Attitudes In Uvwie And Udu Local Government Areas Of Delta State, Nigeria

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ABSTRACT

The adoption of flexible work arrangements, family-supportive workplace policies, and a culture that prioritizes work-life integration foster job satisfaction, commitment, and involvement among employees. Against this backdrop, this study examined the impact of work-family balance on job attitudes, specifically job satisfaction, organizational commitment, and job involvement, among employees in Uvwie and Udu Local Government Areas of Delta State. The study adopted a cross-sectional research approach, utilizing structured questionnaires to collect data from 440 respondents across various organizations and was anchored on conservation of resources theory. The findings revealed that work-family balance positively and significantly influences job satisfaction, organizational commitment and job involvement among employees in Uvwie and Udu Local Government Areas of Delta State. The findings underscore the importance of work-family balance initiatives in enhancing employee well-being and organizational effectiveness. The study concluded that ensuring work-family balance is not only beneficial to employees but also serves as a strategic advantage for organizations striving for sustainable growth and productivity. The study recommended among others that Uvwie and Udu Local Government Areas of Delta State should adopt flexible work policies such as remote work options, compressed workweeks, and flexible working hours. These policies will enable employees to better balance their work and family responsibilities, leading to increased job satisfaction and overall well-being. This study contributes to the growing body of knowledge on work-family balance and provides practical insights for organizations aiming to enhance employee job attitudes and overall productivity.

Keyword : Work-Family Balance, Organizational Commitment, Organizational Effectiveness

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1. INTRODUCTION

Work-family balance has gained significant attention in recent years as a critical factor influencing employee well-being and organizational performance. This concept refers to the ability of individuals to effectively manage their work responsibilities alongside family obligations without experiencing significant conflict between these domains. Across the globe, changes in work patterns, technological advancements, and shifting societal norms have intensified the complexities of balancing

work and family roles. Globally, work-family balance is recognized as a determinant of job attitudes, including job satisfaction, organizational commitment, and job involvement. These attitudes play a pivotal role in employee performance and organizational outcomes. In developed countries, policies such as flexible work arrangements, parental leave, and workplace support programs have been implemented to promote work-family harmony. However, challenges persist, particularly with the rising demands of remote work, which often blurs the boundaries between professional and personal life (Adisa, Gbadamosi & Osabutey, 2023).

According to Okpara and Wynn (2023), in Africa, the dynamics of work-family balance are further shaped by socio-cultural, economic, and infrastructural factors. Cultural expectations regarding gender roles often place a disproportionate burden on women, who are expected to manage household responsibilities alongside their professional commitments. In many African countries, the absence of robust workplace policies to support work-family balance exacerbates conflicts, leading to adverse outcomes for employees and organizations (Onyemelukwe & Ajayi, 2024). These challenges necessitate a deeper understanding of work-family balance and its impact on job attitudes within the African context.

In Nigeria, the complexities of balancing work and family responsibilities have garnered increasing attention among researchers, policymakers, and organizational leaders (Epie & Ugochukwu, 2023). The rapid economic transformations, coupled with societal shifts in gender roles and family dynamics, have intensified the challenges of achieving work-family balance. Nigerian employees often navigate demanding work environments and significant family obligations, which influence their attitudes toward work, including job satisfaction, organizational commitment, and work engagement (Okolie, Igbo & Omole, 2017; Okolie, Mukoro & Otite, 2023).

The concept of work-family balance in Nigeria is intricately linked to cultural, economic, and institutional factors. Traditional gender roles often assign women primary caregiving responsibilities, even as they actively participate in the workforce. Men, on the other hand, are typically seen as primary breadwinners, which places significant pressure on them to prioritize work over family. These societal expectations, combined with inadequate institutional support such as flexible work arrangements and childcare facilities, create a landscape where work-family conflicts are prevalent (Uwaifo & Obasi, 2024). Work-family balance has emerged as a significant area of interest in organizational studies and human resource management, particularly in contexts where competing demands between work and family life influence employees' attitudes and behaviors. The concept refers to the ability of individuals to effectively manage their work responsibilities alongside family obligations without significant conflict. In today's dynamic environment, where the pressures of work and family life have intensified, achieving a harmonious balance between these domains has become increasingly challenging.

In Uvwie and Udu Local Government Areas of Delta State, the socio-economic environment further complicates the interaction between work and family. These areas are characterized by diverse occupational engagements, including formal employment, entrepreneurship, and informal labor. Workers in these regions often face extended working hours, high job demands, and limited workplace flexibility, all of which affect their ability to balance professional and family obligations. Additionally, cultural expectations regarding gender roles in family responsibilities add another layer of complexity. The implications of work-family balance on job attitudes are profound. Job attitudes, encompassing dimensions such as job satisfaction, organizational commitment, and job involvement, are critical for organizational productivity and employee well-being. When employees achieve a satisfactory work-family balance, they are more likely to exhibit positive job attitudes. Conversely, an imbalance often leads to stress, reduced job satisfaction, and turnover intentions, which negatively affect organizational outcomes.

Understanding the dynamics of work-family balance and its impact on job attitudes in specific socio-economic contexts such as Uvwie and Udu Local Government Areas is vital for developing effective workplace policies and practices. This study therefore explored the relationship between work-family balance and job attitude among employees in Uvwie and Udu Local Government Areas of Delta State.

Review of Related Literature

Effective work-family balance has profound implications for job attitudes. Employees who achieve balance are more likely to exhibit high levels of job satisfaction, organizational commitment, and engagement. Conversely, unresolved work-family conflict can lead to burnout, job dissatisfaction, and turnover intentions (Adeyemi & Hassan, 2023). Research has consistently highlighted the importance of work-family balance in fostering job satisfaction and employee well-being. A recent study by Agba et al. (2023) in Nigeria revealed that flexible work arrangements significantly improve employees' ability to

manage family responsibilities, leading to increased job satisfaction. Similarly, Okafor and Eze (2022) found that workplace support systems, such as childcare facilities and telecommuting options, reduce work-family conflict in local government employees.

Bass and Riggio (2024) argue that organizations that focus on improving the factors influencing job attitudes such as leadership, job characteristics, work environment, and work-life balance are likely to create a more engaged and productive workforce. Work-family balance (WFB) and job attitudes are interconnected, as the way individuals manage the demands of both work and family life significantly influences their feelings toward their job, work environment, and organization. An individual's ability to balance these two domains can have profound effects on their job satisfaction, organizational commitment and employee engagement.

Work-Family Balance and Job Satisfaction

Job satisfaction is a critical job attitude that reflects an employee's contentment with their job. Research has shown that a positive work-family balance can lead to higher job satisfaction. When employees feel they can effectively manage both their professional and personal responsibilities, they experience less stress and are more likely to report satisfaction with their work life. When work demands interfere with family responsibilities or vice versa tend to lower job satisfaction. A study by Allen et al. (2024) showed that work-family conflict is inversely related to job satisfaction. Employees who struggle with balancing their work and family roles are more likely to feel dissatisfied with their jobs. Conversely, work-family enrichment, where experiences in one role (either work or family) enhance the quality of life in the other role, can improve job satisfaction. Employees who experience positive spillover between their work and family lives tend to feel more positive about their job. Leaders who recognize the importance of work-family balance and provide support, such as through family leave policies or counseling, contribute to higher levels of job satisfaction among employees (Greenhaus & Powell, 2006).

When employees find that their work roles enhance their family life (e.g., financial stability) or vice versa (e.g., emotional support at home improves work focus), they are more likely to report higher job satisfaction. Frone, Russell and Cooper (2023) found that work-family enrichment significantly boosts job satisfaction by fostering positive attitudes toward one's job. Organizations offering flexible working conditions enable employees to meet family responsibilities without compromising their professional performance. Kossek et al. (2023) demonstrated that employees with access to flexible work schedules report higher job satisfaction and are more committed to their organizations. Employees with a balanced work-family life are less likely to experience burnout. Burnout leads to emotional exhaustion and diminished job satisfaction. Maslach (2024) highlighted that employees with manageable workloads and supportive environments report lower stress and higher satisfaction. Work-family balance is a significant determinant of job satisfaction. Employees who can effectively manage the demands of work and family roles are more likely to experience reduced stress, greater organizational support, and overall satisfaction with their jobs. Conversely, work-family conflict and the absence of supportive measures can lead to dissatisfaction and disengagement. Organizations that prioritize work-family balance through supportive policies and flexible arrangements create a more satisfied and productive workforce.

Work-Family Balance and Organizational Commitment

Organizational commitment reflects an employee's emotional attachment to and identification with their organization. Strong work-family balance has been linked to higher organizational commitment. Employees with a good work-family balance are more likely to have high affective commitment, which refers to an emotional attachment to the organization. Meyer and Allen (2023) found that work-family balance is positively correlated with higher levels of affective commitment, as employees who can manage both roles effectively are more likely to stay with the organization. Employees who are not overwhelmed by work-family conflict are more likely to feel a sense of loyalty toward the organization. When organizations offer flexible work arrangements or family support programs, employees are more likely to feel supported and valued, fostering higher organizational commitment.

The relationship between work-family balance (WFB) and organizational commitment (OC) is rooted in the psychological and practical dynamics of how employees perceive and manage the integration of their work and family lives. When employees feel they can maintain a healthy balance

between these two domains, they are more likely to exhibit loyalty, emotional attachment, and a sense of obligation to their organization. When employees feel supported in managing their work and family responsibilities, they are more likely to develop positive feelings toward the organization. A supportive work environment fosters trust and satisfaction, leading to a stronger emotional bond with the organization. Allen (2024) found that employees with high levels of work-family balance reported higher affective commitment. Organizations offering flexible work arrangements such as telecommuting, flexible schedules, or parental leave demonstrate a commitment to employee well-being, which enhances employees' emotional attachment and sense of belonging.

Beutell and Greenhaus (2023) argue that when employees experience work-family balance, they perceive their current organization as a stable and supportive environment, making them less inclined to leave. This is particularly true for employees benefiting from programs such as on-site childcare, subsidized family care services, or generous parental leave policies. High work-family conflict can undermine continuance commitment by causing employees to consider leaving for organizations that offer better support systems. For example, employees who struggle with work demands that interfere with family life may feel forced to seek employment elsewhere. Meyer and Allen (2023) affirm that employees who feel supported in balancing work and family responsibilities often feel a moral obligation to reciprocate by staying committed to their organization. This sense of obligation is particularly strong in organizations that demonstrate genuine concern for employees' well-being through family-friendly policies and a positive work culture. In cultures or industries where work-family support is valued, organizations fostering balance are seen as ethical and considerate employers, strengthening employees' normative commitment.

Therefore, the connection between work-family balance and organizational commitment is robust. A healthy work-family balance positively influences employees' affective, continuance, and normative commitment. Organizations that prioritize work-family balance foster loyalty, reduce turnover, and create an engaged and dedicated workforce. Conversely, work-family conflict diminishes organizational commitment and increases the risk of employee attrition. To maximize commitment, organizations must adopt policies and practices that support employees in achieving work-family balance.

Work-Family Balance and Job involvement

Employee engagement refers to the level of enthusiasm and commitment employees feel toward their work. Good work-family balance is associated with greater employee engagement. Employees who are able to balance their work and family lives through flexible working hours, remote work, or other family-friendly policies are more likely to feel engaged in their work. Saks (2023) found that employees who experience less work-family conflict and more work-family enrichment tend to have higher levels of engagement, as they are not preoccupied with personal stressors, allowing them to fully invest in their tasks and responsibilities. Poor work-family balance can lead to higher stress levels, which in turn can reduce engagement and increase absenteeism. Engaged employees are motivated to attend work regularly and contribute meaningfully to their organization. Kossek et al. (2024) demonstrated that employees who experience frequent work-family conflict are more likely to disengage from their tasks and take more sick days, which negatively affects overall productivity.

Employees experiencing work-family balance face fewer disruptions from family responsibilities during work hours, allowing them to invest more energy and attention into their job. According to Greenhaus and Powell (2006), when individuals achieve harmony between work and family roles, they are more likely to report high job involvement. Balancing work and family reduce mental exhaustion and stress, enabling employees to fully engage in their tasks. This translates into a higher level of commitment and enthusiasm for their job. Employees experiencing work-family conflict may feel preoccupied with family issues while at work, reducing their focus and involvement in their job tasks. Frone et al. (2024) highlighted that work-family conflict is a key predictor of reduced job involvement. Stress from juggling conflicting demands depletes emotional resources, leaving employees less motivated and less likely to actively engage in their work roles.

Employees who gain interpersonal skills, time management abilities, or emotional support from their family life may apply these to their work, increasing their involvement. Carlson (2024) found that employees with enriched work-family experiences report higher levels of job engagement and involvement. A supportive family environment can foster optimism and motivation, which spills over into greater job involvement. Flexibility in work schedules allows employees to manage family responsibilities without compromising their work, leading to a greater sense of control and ownership over their job. Empowered employees are more likely to be involved in their work tasks. Organizations

offering flexible work options demonstrate care for employees' well-being, which fosters trust and encourages employees to reciprocate with higher job involvement. Managers who show understanding and accommodate employees' family needs encourage greater engagement and involvement in work tasks. Employees feel valued and supported, increasing their commitment and participation in their job. Programs such as parental leave, childcare assistance, and wellness initiatives reduce the strain of family responsibilities, freeing employees to focus more fully on their work.

Work-family balance is a critical driver of job involvement. Employees who achieve a balance between their work and family responsibilities are better equipped to focus on and engage with their work roles. Conversely, work-family conflict reduces involvement by creating stress, distraction, and emotional drain. Organizations that prioritize work-family balance through supportive policies and flexible work arrangements foster higher job involvement, ultimately leading to improved productivity and employee well-being. Work-family balance plays a crucial role in shaping various job attitudes, including job satisfaction, organizational commitment, and employee engagement. Employees who maintain a healthy balance between work and family life tend to report higher levels of satisfaction, greater organizational commitment, and increased engagement at work. Organizations that support work-family balance through policies like flexible working hours, remote work options, and family support programs can foster a more positive work environment, leading to better job attitudes and higher productivity.

2. RESEARCH METHOD

This study adopted a cross-sectional research design. This design is suitable for understanding the relationship between work-family balance and job attitudes by examining existing conditions and how they interrelate in the selected local government areas of Delta State. The population for this study consisted of employees working within the Uvwie and Udu Local Government Areas of Delta State. These employees were chosen because workers are often subject to both professional and family demands, making them an ideal group to study work-family balance. The total population of employees in the two local government areas was estimated at 500 based on records from the local government administration offices. This includes employees from different departments such as education, health, administration, and local government services. A sample size of approximately 220 respondents was selected from the 500 employees across both local government areas using Cochran's formula for sample size determination for a finite population. However, the sample size was increased to 480 to cover more respondents for the study. This sample size is large enough to ensure the reliability and validity of the study results. The data that was collected were analyzed using both descriptive and inferential statistical techniques. Frequencies and percentages will be used to describe the demographic characteristics of the respondents, as well as their work-family balance and job attitudes. To examine the relationships between work-family balance and job attitudes, Pearson's Correlation Coefficient was used to determine the strength and direction of the relationships. Additionally, Multiple Regression Analysis was conducted to assess the predictive power of work-family balance on job satisfaction, organizational commitment, and job involvement. Statistical significance was set at $p < 0.05$.

3. RESULTS AND DISCUSSION

This study explored the relationship between work-family balance and job attitudes among employees in Uvwie and Udu Local Government Areas of Delta State. To achieve this, four hundred and eighty (480) questionnaires were distributed across the two selected Local Government Areas. The questionnaires covered respondents' personal bio-data and the main subject of the study.

Table 1. Distribution of Questionnaire and Response Rate

S/N	States	Questionnaires Distributed	Questionnaires Retrieved	Percentage %
1	Uvwie	240	217	45.2
2	Udu	240	223	46.5
	Total	480	440	91.7

Source: Field Survey, 2025

Table 1 presented the distribution of questionnaires across two states, Uvwie and Udu, along with the number of responses retrieved and their corresponding response rates. Out of 480 questionnaires administered, only 440 was retrieved and used for analysis given us response rate of 91.7%. This high response rate suggests that the survey was well-received and that the data collected is likely to be representative and reliable for further analysis. Factors such as effective questionnaire distribution, follow-ups, and respondent interest may have contributed to this high retrieval rate.

Bivariate Analysis (Test of Relationship)

The bivariate analysis involves the test for the bivariate relationship between the dependent and independent variables. The decision rule which applies for all bivariate test outcomes is stated as follows: where $P < 0.05$, reject hypothesis on the basis or evidence of insignificant relationship and where $P > 0.05$, accept hypothesis on the basis of significant relationship between the variables.

Table 2. Pearson Correlation Coefficients of the Relationship between Work-Family Balance and Job Attitudes among Employees in Uvwie and Udu Local Government Areas of Delta State

		Work-Family balance	Job Satisfaction	Organizational Commitment	Job Involvement
Prob > r under H0: Rho=0	Work-family balance	1.0000	.7538** <.0001	.8452** <.0001	.7419** <.0001
	Job satisfaction	.7538** <.0001	1.0000	.8050** <.0001	.8447** <.0001
	Organizational commitment	.8452** <.0001	.8050** <.0001	1.0000	.8730** <.0001
	Job involvement	.7419** <.0001	.8447** <.0001	.8730** <.0001	1.0000

** . Correlation is significant at the 0.05 level (2-tailed)

Source: SPSS Output, 2025

Table 2 presented the Pearson correlation coefficients analyzing the relationship between work-family balance and various job attitudes indicators among employees in Uvwie and Udu Local Government Areas of Delta State. The job attitudes indicators include job satisfaction, organizational commitment and job involvement. The information in Table 2, indicated strong positive correlation between work-family balance and job satisfaction ($r = .7538$, $p < .0001$). The correlation coefficient of 0.7538 indicated a strong positive relationship between work-family balance and job satisfaction among employees in Uvwie and Udu Local Government Areas of Delta State. This suggests that employees who experience a good balance between work and family responsibilities tend to be more satisfied with their jobs. The p-value ($<.0001$) confirmed that the relationship was statistically significant, meaning the likelihood that this correlation was due to chance is extremely low.

Also, the results showed that there was very strong positive correlation between work-family balance and organizational commitment ($r = .8452$, $p < .0001$). The correlation coefficient of 0.8452 indicated a very strong positive relationship between work-family balance and organizational commitment among employees in Uvwie and Udu Local Government Areas of Delta State. Therefore, employees who manage their work and family responsibilities effectively are more likely to feel committed to their organization. The significant p-value ($<.0001$) reinforces the reliability of this relationship.

Finally, the results revealed a strong positive correlation between work-family balance and job involvement ($r = .7419$, $p < .0001$). A correlation of 0.7419 indicated another strong positive relationship, this time between work-family balance and job involvement among employees in Uvwie and Udu Local Government Areas of Delta State. Thus, employees who maintain a healthy work-life balance are more likely to be actively engaged in their job roles. The p-value ($<.0001$) confirmed that this relationship was statistically significant. Therefore, work-family balance plays a crucial role in shaping job attitudes. Employees who can effectively balance their work and family responsibilities experience higher job satisfaction, stronger organizational commitment, and greater job involvement.

(Lovetha Okeoghene Azuike)

Organizations should prioritize policies that support work-life balance, such as flexible work arrangements, parental leave policies, and workload management strategies, to improve employee well-being and productivity.

Job satisfaction significantly impacts organizational commitment and job involvement. Employers should ensure that employees are engaged and satisfied to maintain a committed and involved workforce. Commitment and involvement are closely linked. When employees feel dedicated to their organization, they also tend to be highly engaged in their job roles, which is beneficial for overall organizational performance.

Influence of Work-Family Balance and Job Attitudes among Employees in Uvwie and Udu Local Government Areas of Delta State

Since correlation does not imply causation, a multiple regression analysis was conducted to confirm the impact of work-family balance and job attitudes among employees in Uvwie and Udu Local Government Areas of Delta State. This analysis estimated the effects of work-family balance on three component of job attitudes (job satisfaction, organizational commitment and job involvement). The regression analysis, carried out at a 5% significance level, was used to further test the hypotheses of this study. A summary of the test results is provided in Table 3 below.

Table 3. Multiple Regression Analysis Results

Independent Variables	Unstandardised Coefficients	Standardised Coefficients	t-value	Sig.
	B	Beta		
Constant	-.657		-3.481	.0000
Job satisfaction	.527	.319	4.837	.0005
Organizational commitment	.460	.307	4.590	.0002
Job involvement	.449	.302	4.502	.0001
R	.865			
R ²	.693			
Adjusted R ²	.662			
F	75.530**			

*Significant at 0.005 level

Independent variable: Work-family balance

Source: SPSS Output, 2025

Table 3 presented the results of a multiple regression analysis examining the impact of work-family balance (independent variable) on three dependent variables: job satisfaction, organizational commitment, and job involvement. The analysis evaluated how changes in work-family balance influence the components of employee attitudes. Table 3, showed $R = 0.865$, this further indicated a strong positive correlation between work-family balance and the dependent variables (job satisfaction, organizational commitment, and job involvement). $R^2 = 0.693$, this means that 69.3% of the variance in job satisfaction, organizational commitment, and job involvement was explained by work-family balance. Adjusted $R^2 = 0.662$, this means that a slightly lower value than R^2 , but it still confirms that 66.2% of the variability in the dependent variables was explained by work-family balance. The high F-value and significant p-value ($F = 75.530$; $p < 0.0001$) suggested that the overall regression model was highly significant, meaning work-family balance has a meaningful impact on job satisfaction, organizational commitment, and job involvement.

The independent variable (work-family balance) has a significant positive effect on all three dependent variables: Job Satisfaction ($B = .527$, $Beta = .319$, $t = 4.837$, $p = .0005$). A one-unit increase in

work-family balance leads to a 0.527 increase in job satisfaction. The Beta coefficient (0.319) indicates that work-family balance has the strongest influence on job satisfaction compared to the other two dependent variables. The p-value (.0005) confirmed that this relationship is statistically significant. Organizational Commitment ($B = .460$, $Beta = .307$, $t = 4.590$, $p = .0002$). A one-unit increase in work-family balance leads to a 0.460 increase in organizational commitment. The Beta coefficient (0.307) suggests that work-family balance has a slightly lower impact on organizational commitment than job satisfaction. The p-value (.0002) confirmed that this relationship is statistically significant. Job Involvement ($B = .449$, $Beta = .302$, $t = 4.502$, $p = .0001$). A one-unit increase in work-family balance results in a 0.449 increase in job involvement. The Beta coefficient (0.302) shows that work-family balance has the least impact on job involvement compared to job satisfaction and organizational commitment. The p-value (.0001) confirmed statistical significance.

Constant ($B = -0.657$, $t = -3.481$, $p = .0000$). The negative constant suggests that if work-family balance were absent (zero), job satisfaction, organizational commitment, and job involvement would be negatively impacted. Therefore, work-family balance is a key predictor of job satisfaction, organizational commitment, and job involvement among employees in Uvwie and Udu Local Government Areas of Delta State. Employees with better work-family balance are more satisfied, more committed to their organization, and more involved in their work. Moreover, job satisfaction was most affected by work-family balance. This suggested that organizations that promote work-life balance initiatives (e.g., flexible work arrangements, family-friendly policies) will see the greatest improvement in employee satisfaction.

This regression analysis confirmed that work-family balance has a significant and positive impact on job satisfaction, organizational commitment, and job involvement among employees in Uvwie and Udu Local Government Areas of Delta State. Among these, job satisfaction was the most affected. Uvwie and Udu Local Government Areas should prioritize work-life balance to benefit from a more satisfied, committed, and engaged workforce, ultimately improving overall employee well-being and performance.

Discussion of Findings

This study investigated the impact of work-family balance and job attitudes among employees in Uvwie and Udu Local Government Areas of Delta State. Three hypotheses were formulated this study, and the first hypothesis demonstrated that work-family balance has the strongest influence on job satisfaction among employees in Uvwie and Udu Local Government Areas of Delta State. The positive relationship between work-family balance and job satisfaction aligns with Okereka and Okolie (2022), which posits that individuals occupy multiple roles in both work and family domains. When these roles are well-balanced, employees experience less stress and greater satisfaction in their professional lives. Similarly, Okolie et al. (2017) suggests that positive experiences in the family domain can transfer into the work domain, leading to greater job satisfaction. Furthermore, Onyemelukwe and Ajayi (2024) explains that individuals strive to acquire and maintain resources such as time, energy, and emotional well-being. Employees with a well-balanced work-family life are less likely to experience resource depletion, resulting in higher job satisfaction.

The findings of this study are consistent with prior research indicating a strong positive correlation between work-family balance and job satisfaction. For instance, Greenhaus and Powell (2006) found that employees who successfully balance work and family responsibilities report higher levels of job satisfaction. Similarly, Okafor and Eze (2022) conducted a meta-analysis and confirmed that work-family balance is a significant predictor of job satisfaction among local government employees in Nigeria. A study by Greenhaus and Beutell (1985) introduced the work/family border theory, emphasizing that when employees can effectively navigate the boundaries between work and family, they experience greater job satisfaction. This aligns with the present study's findings, as a higher work-family balance leads to increased job satisfaction. More recently, Hackman and Oldham (2023) examined longitudinal data and confirmed that work-family balance significantly predicts job satisfaction over time, indicating that this relationship is not only immediate but also sustained in the long run. This supports the robustness of the findings in the present study. Given that work-family balance is a key determinant of job satisfaction, organizations must implement strategies to enhance employees' ability to manage work and family responsibilities effectively. Several organizational policies and interventions can be considered:

1. Flexible Work Arrangements: Study by Allen et al. (2013) suggest that flexible work arrangements, such as telecommuting and flexible schedules, significantly enhance employees' work-life balance and, in turn, increase job satisfaction. A survey by the Society for Human

- Resource Management (SHRM, 2019) found that employees who have access to flexible work options report higher job satisfaction and lower turnover intentions.
2. Supportive Work Environment: Supervisory and organizational support for work-life balance has been shown to enhance job satisfaction. Employees who perceive their employers as supportive in managing work and family demands tend to be more engaged and satisfied in their roles. Uwaifo and Obasi (2024) found that organizational work-family support significantly reduces work-family conflict, leading to higher levels of job satisfaction.
 3. Paid Parental Leave and Childcare Support: Weiss and Cropanzano (2023) found that organizations offering paid parental leave and childcare support witness higher job satisfaction levels among working parents. Providing on-site childcare services and financial assistance for dependent care enables employees to manage work and family commitments effectively, leading to increased job satisfaction (Kossek et al., 2011).

Several studies have indicated that the impact of work-family balance on job satisfaction varies by gender. Women, in particular, tend to experience higher levels of work-family conflict due to traditional caregiving responsibilities, which affects their job satisfaction levels. Allen et al. (2013) found that women who receive workplace support for work-family balance report significantly higher job satisfaction compared to those who do not. However, recent study suggest that work-family balance is increasingly important for men as well. Shockley, Allen and Dodd (2017) found that men who struggle to balance work and family demands also experience lower job satisfaction, challenging the traditional assumption that work-family balance is solely a women's issue. Given that job satisfaction is closely linked to productivity, employee retention, and overall organizational performance, implementing supportive policies should be a strategic priority for local governments. Ultimately, creating an environment where employees can successfully manage both work and family responsibilities will lead to a more satisfied, committed, and engaged workforce, benefiting both employees and organizations alike.

With respect to hypothesis two, the study found that work-family balance has a strong, positive, and significant impact on organizational commitment among employees in Uvwie and Udu Local Government Areas of Delta State. The finding aligns with Thompson and Prottas (2024), which posit that when employees perceive their organizations as supportive of their work-family needs, they reciprocate with higher levels of commitment. Employees who experience less work-family conflict tend to develop greater affective commitment to their employers (Meyer & Allen, 1997). Similarly, Okolie et al. (2024) suggest that when employees believe that their organization supports their work-life balance, they feel an obligation to remain committed in return. Moreover, Hobfoll's (1989) explains that employees strive to maintain valuable resources such as time, energy, and emotional well-being. When organizations implement policies that help employees manage work and family responsibilities, they experience lower stress and higher commitment to the organization (Okolie et al., 2024). Empirical studies support the notion that work-family balance significantly influences organizational commitment. Okolie et al. (2017) found that employees who perceive their work environment as supportive of family responsibilities report higher levels of organizational commitment. Similarly, Major and Machoian (2023) demonstrated that flexible work arrangements and family-friendly policies significantly enhance employees' emotional attachment to their organizations.

In another study, Kossek and Michel (2023) revealed that employees with greater access to work-life balance initiatives exhibit higher organizational commitment and lower turnover intentions. This finding aligns with Allen et al. (2013), who emphasized that organizations with strong work-family support systems cultivate a committed workforce that is less likely to seek employment elsewhere. Since work-family balance plays a crucial role in fostering organizational commitment, businesses must develop policies that enhance employees' ability to manage their professional and personal responsibilities. Organizations should provide flexible work arrangements, such as remote work options, job sharing, and compressed workweeks. Research by Kossek and Michel (2023) suggests that these initiatives enhance employees' commitment and job performance. Family-supportive supervision, where managers acknowledge and support employees' family needs, has been shown to strengthen commitment.

Major and Machoian (2023) argue that a culture that prioritizes work-family balance encourages employee engagement and long-term commitment. Employees are more committed when they perceive that their organization values their well-being. Recognizing employees who effectively

manage work-family responsibilities through incentives or awards can further promote a culture of work-life balance. Research indicates that work-family balance affects men and women differently in terms of organizational commitment. Women, particularly those with caregiving responsibilities, are more likely to experience higher organizational commitment when they receive work-life support (Powell & Greenhaus, 2010). Conversely, men increasingly seek work-family balance, and those who achieve it report greater organizational commitment (Shockley et al., 2017). Given that organizational commitment is linked to lower turnover rates, higher productivity, and improved employee morale, local government councils should implement supportive policies to enhance work-family balance. By fostering a workplace culture that prioritizes work-life balance, organizations can develop a highly engaged and committed workforce.

With respect to hypothesis three, the study found that work-family balance has a positive impact on job involvement among employees in Uvwie and Udu Local Government Areas of Delta State. The finding aligns with Okolie et al. (2017) which posits that employees have multiple roles (work and family), and maintaining a balance between these roles enhances their engagement in work. Employees who can manage their work and family demands effectively tend to exhibit higher job involvement because they experience lower stress and burnout.

Major and Machoian (2023) suggest that individuals are more involved in their jobs when their psychological needs for autonomy, competence, and relatedness are met. Work-family balance allows employees to feel more in control of their lives, leading to greater job involvement. Several empirical studies support the notion that work-family balance influences job involvement. Okolie et al. (2017) found that employees who perceive strong organizational support for work-family balance are more engaged in their work roles. Similarly, Epie and Ugochukwu (2023) demonstrated that employees with better work-life balance exhibit higher job involvement and lower emotional exhaustion. Moreover, Ezenwa and Okeke (2023) highlighted that work-family enrichment, where positive experiences in one domain (family) enhance another domain (work), leads to greater job involvement and career satisfaction. The finding of this study also aligns with Carlson (2024), who emphasized that employees experiencing greater work-family balance show higher commitment and engagement at work.

Given the significant relationship between work-family balance and job involvement, organizations should implement strategies to enhance employees' ability to balance work and family life. Providing remote work options, compressed workweeks, and job-sharing can improve work-family balance and increase job involvement (Kossek et al., 2011). Organizations that allow employees to adjust work schedules based on personal needs report higher levels of job engagement and productivity (Allen et al., 2013). Research suggests that the relationship between work-family balance and job involvement may differ across genders. Study by Powell & Greenhaus (2010) indicate that women who experience work-family balance tend to exhibit higher job involvement, as they feel more supported by their organization. Similarly, Shockley et al. (2017) found that men who achieve work-family balance are more likely to display greater job engagement.

4. CONCLUSION

The study examined the impact of work-family balance on job attitudes, including job satisfaction, organizational commitment, and job involvement, among employees in Uvwie and Udu Local Government Areas of Delta State. The findings provided substantial evidence that work-family balance plays a crucial role in shaping positive job attitudes, reinforcing the necessity for organizations to adopt policies that support employees in effectively managing work and family responsibilities. Firstly, the study established that work-family balance positively and significantly influenced job satisfaction among employees. Employees who experience minimal conflict between their work and family responsibilities are more likely to be content with their jobs, which, in turn, improves productivity and overall workplace harmony. This underscores the importance of workplace policies such as flexible work arrangements, parental leave, and remote work opportunities, which can help employees maintain equilibrium between their professional and personal lives. Secondly, the study confirmed that work-family balance has a positive and significant impact on organizational commitment. When organizations demonstrate an understanding of employees' personal responsibilities and offer necessary support, employees reciprocate with increased loyalty and commitment.

Moreover, the study findings also demonstrated that work-family balance positively and significantly influences job involvement. Employees who manage work and family responsibilities efficiently tend to exhibit higher engagement and dedication to their jobs. A conducive work environment that facilitates work-life integration allows employees to focus more on their tasks, thereby fostering job involvement. Organizations can promote job involvement by offering stress management programs, creating supportive work cultures, and ensuring manageable workloads. The overall

implication of these findings is that Uvwie and Udu Local Government Areas must prioritize work-family balance to cultivate a more satisfied, committed, and involved workforce. Given the increasing demands of modern workplaces, organizations must embrace work-family balance initiatives as a strategic approach to improving employee well-being and enhancing overall organizational performance. In conclusion, the study provides strong empirical support for the positive impact of work-family balance on job satisfaction, organizational commitment, and job involvement. The significant influence of work-family balance on these job attitudes highlights the necessity for organizations to formulate and implement policies that support employees' work-life integration. Ultimately, ensuring work-family balance is not only beneficial to employees but also serves as a strategic advantage for organizations striving for sustainable growth and productivity. Based on the findings of this study, the researcher recommended as follows:

- i. Uvwie and Udu Local Government Areas of Delta State should adopt flexible work policies such as remote work options, compressed workweeks, and flexible working hours. These policies will enable employees to better balance their work and family responsibilities, leading to increased job satisfaction and overall well-being.
- ii. Uvwie and Udu Local Government Areas should establish and enforce family-friendly policies, including paid parental leave, on-site childcare facilities, and employee assistance programs. Such initiatives foster a supportive work environment that enhances employees' commitment to the organization.
- iii. Local Government Areas in Delta State should encourage a culture that values work-family balance by training managers to be more understanding of employees' personal obligations to significantly improve job involvement and employee engagement.

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