

## Effect of Work-Life Integration Strategies on Employee Commitment of Registered Private Clinics in Kaduna North Local Government Area, Nigeria

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### **ABSTRACT**

In Kaduna North Local Government Area, registered private clinics face persistent challenges in retaining committed employees due to extended working hours, insufficient wellness support, and limited managerial guidance. This study examines the effect of work-life integration strategies on employee commitment, focusing on flexible work hours, wellness programs, supervisor support, and individual consideration. The study adopts a survey research design, targeting employees of registered private clinics. Primary data were collected through structured questionnaires and analyzed using descriptive statistics, correlation, and multiple regression analysis. Findings indicate that flexible work hours positively influence employee commitment by reducing work-family conflict, while wellness programs enhance physical and psychological well-being, contributing to higher loyalty. Supervisor support was also found to significantly strengthen employees' emotional attachment to their organizations. These findings revealed the importance of implementing structured work-life integration strategies in private healthcare settings. Hence, the study concludes that work-life integration strategies significantly enhance employee commitment in registered private clinics in Kaduna North Local Government Area. The study recommends that clinic managers adopt flexible scheduling, establish comprehensive wellness initiatives, and train supervisors to provide supportive leadership. Such interventions are vital for sustaining employee commitment, reducing turnover, and improving overall healthcare service delivery.

**Keywords:** Work-Life Integration; Employee Commitment; Flexible Work Hours; Wellness Programs; Supervisor Support.

## 1. INTRODUCTION

Private health clinics constitute an essential component of healthcare delivery in Nigeria, particularly in urban areas where demand for accessible medical services continues to increase. In many Nigerian cities, including Kaduna State, registered private clinics complement public hospitals by providing outpatient and primary healthcare services to a significant proportion of the population. The National Bureau of Statistics (2023) reports that the private health sector delivers more than 60% of outpatient healthcare services in Nigeria, highlighting its growing importance in national healthcare provision. Despite this contribution, private clinics increasingly face human resource management challenges capable of undermining service effectiveness and organizational sustainability.

Healthcare delivery is highly labour-intensive, making employee commitment a critical determinant of organizational performance and quality patient care. Employee commitment reflects the psychological attachment, loyalty, and willingness of employees to remain with and contribute positively toward organizational goals (Meyer & Allen, 2020). However, evidence across developing countries indicates that healthcare workers operate under demanding conditions characterized by long working hours, emotional strain, inadequate welfare support, and workforce shortages. The World Health Organization (2022) notes that sub-Saharan Africa carries approximately 24% of the global disease burden while possessing only about 3% of the world's health workforce, thereby increasing workload pressure on available personnel especially in Nigerian context.

In Nigeria's private healthcare sector, these pressures are more pronounced due to limited staffing structures and extended service hours required to meet patient demands. Reports indicate increasing cases of absenteeism, job fatigue, declining morale, and rising turnover intentions among healthcare workers (Okorie & Eze, 2022). National labour statistics further reveal that over 70% of employees in private clinics experience work-related stress and fatigue resulting from inflexible schedules and insufficient organizational support systems (NBS, 2023). Persistent exposure to such working conditions contributes to emotional exhaustion and weakens employees' psychological attachment to their organizations, ultimately reducing commitment levels (Maslach & Leiter, 2021). Scholars increasingly attribute declining employee commitment to inadequate work-life integration practices within organizations.

Work-life integration emphasizes the alignment of professional responsibilities with personal and family roles through flexible and supportive organizational arrangements rather than strict separation between work and non-work domains (Kossek et al., 2021). When employees are able to manage both work and personal responsibilities effectively, they are more likely to develop stronger loyalty, engagement, and long-term commitment toward their organizations (Allen et al., 2020). This issue is particularly relevant in healthcare environments where irregular

schedules, emergency duties, and emotional labour frequently interfere with personal life obligations.

Existing literature such as (Hill et al., 2001; Allen et al., 2013; Grawitch et al., 2006; Parks and Steelman, 2008; Thomas and Ganster, 1995; Hammer et al., 2009) suggests that organizational practices such as flexible work hours, employee wellness initiatives, and supportive supervision represent important mechanisms through which work–life integration can be achieved. Flexible work hours refer to work schedule arrangements that allow employees to adjust their start, end or distribution of working hours to meet both job and personal responsibilities (Kivak, 2024). Employee wellness programs are structured, employer sponsored initiatives aimed at promoting physical and mental health among employees (Berry et al., 2011; Ernawati et al., 2022). Supervisor support refer to emotional and practical assistance supervisors provide to employees which enhances well-being and facilitates work-family practices (Systematic Review on Supervisor Support, 2023).

Nevertheless, most empirical studies examining work–life practices and employee commitment have concentrated on sectors such as banking, manufacturing and the oil and gas industry (Abubakar et al. 2021; Al-Shehri et al. 2022) with limited attention given to private healthcare clinics. In the Nigerian context existing research largely emphasizes public hospitals despite clear operational differences between public institutions and privately owned clinics in terms of staffing patterns, managerial autonomy and resource availability (Onyekachi & Musa 2023). Although prior studies have established significant relationships between work–life practices and employee outcomes the empirical evidence in Nigeria predominantly focuses on large organizations and public healthcare facilities leaving private clinics relatively not widely studied (Onyekachi & Musa 2023). Given that private clinics differ substantially in operational structure, staffing capacity and managerial practices findings from other sectors may not adequately explain employee commitment challenges within this setting. Furthermore, there is a paucity of studies examining how specific work–life integration strategies influence employee commitment in Northern Nigeria particularly within Kaduna North Local Government Area thereby highlighting a critical gap in the literature.

Geographically, empirical evidence from Northern Nigeria remains scarce even though Kaduna North Local Government Area hosts numerous registered private clinics serving a rapidly growing urban population. This lack of context-specific evidence creates uncertainty for clinic managers seeking effective human resource strategies to improve employee commitment and reduce workforce instability. As a result, managerial understanding of how work–life integration strategies influence employee commitment within private clinic settings remains limited. Consequently, there is a need to empirically examine whether work–life integration strategies such as flexible work hours, wellness programs and supervisor support significantly influence employee commitment among registered private clinics in Kaduna North Local Government Area. This study addresses this gap by providing context-specific evidence to guide managerial policy and enhance organizational sustainability in private healthcare institutions. This study

therefore examines the effect of work–life integration strategies on employee commitment of registered private clinics in Kaduna North, with a focus on flexible work hours, wellness programs, and supervisor support.

## **2. LITERATURE REVIEW**

This section reviews conceptual, theoretical, and empirical literature related to work–life integration strategies and employee commitment.

### ***2.1 Employee Commitment***

Employee commitment refers to the psychological attachment and loyalty an employee has toward an organization. Meyer and Allen (2020) define employee commitment as a multidimensional construct encompassing affective, continuance, and normative commitment. Affective commitment reflects emotional attachment, continuance commitment relates to perceived costs of leaving, while normative commitment reflects moral obligation to remain. Similarly, Al-Zubi et al. (2021) describe employee commitment as the extent to which employees identify with organizational goals and are willing to exert effort on behalf of the organization. In healthcare settings, committed employees demonstrate higher service quality, lower absenteeism, and greater patient-centred behavior (Othman et al., 2022). Hence, in this study, employee commitment is viewed as the level of psychological attachment, loyalty, and willingness of employees to remain with and contribute positively to their clinics.

### ***2.2 Works-Life Integration Strategies***

Work–life integration strategies involve organizational practices that enable employees to harmonize work responsibilities with personal life demands. Kossek et al. (2021) define work–life integration as a flexible approach that allows employees to blend work and non-work roles in ways that enhance productivity and well-being. Allen et al. (2020) argue that integration strategies focus on outcomes rather than rigid schedules, promoting autonomy and trust. In healthcare organizations, effective work–life integration reduces burnout and enhances employee commitment by addressing both professional and personal needs (Grawitch et al., 2021).

Work-life integration has emerged as a significant paradigm shift in how individuals and organizations conceptualize the relationship between professional and personal life. Rooted in the work of Greenhaus and Powell (2006), whose enrichment theory challenged the long-dominant conflict perspective, the model proposes that work and personal life need not compete as opposing forces. Rather, resources including skills, energy, values, and social capital generated in one domain can actively enhance functioning and performance in another.

#### ***2.2.1 Flexible Work Hours***

Flexible work hours represent a core element of work-life integration strategies by allowing employees to adjust their schedules to better balance professional duties with personal and family responsibilities, thereby reducing role conflict. Flexible work hours refer to arrangements

that allow employees to vary their starting and ending times within agreed limits. Chung and Van der Horst (2020) define flexible work hours as temporal flexibility that enables employees to manage work demands alongside personal responsibilities. According to Abubakar et al. (2021), flexible scheduling reduces work–family conflict and enhances job satisfaction. In healthcare settings, flexible shifts improve morale and commitment by accommodating family and social obligations (Adebayo & Yusuf, 2022).

### ***2.2.2 Wellness Programs***

Wellness programs connect to work-life integration by supporting employees' physical and mental health, enabling them to function effectively both at work and in their personal lives without excessive stress or burnout. Wellness programs are organizational initiatives aimed at promoting employees' physical, mental, and emotional health. Grawitch et al. (2021) define wellness programs as structured interventions such as stress management, health screenings, and counselling services. Similarly, Cooper and Cartwright (2020) emphasize that wellness initiatives enhance resilience and reduce burnout. In healthcare organizations, wellness programs are critical in sustaining employee commitment by addressing occupational stress and emotional exhaustion (Ogunyemi et al., 2023).

### ***2.2.3 Supervisor Support***

Supervisor support reinforces work-life integration by creating a supportive environment where employees feel understood and accommodated, making it easier to manage both work demands and personal obligations. Supervisor support refers to the degree to which supervisors value employees' contributions and care about their well-being. Hammer et al. (2020) define supervisor support as behaviors that demonstrate concern for employees' work and family roles. Al-Shehri et al. (2022) argue that supportive supervisors foster trust, reduce stress, and enhance commitment. In healthcare settings, supervisor support is essential for managing workload pressures and sustaining employee loyalty (Khalid & Ali, 2021).

## ***2.3 Empirical Review***

This section reviews empirical studies related to work–life integration strategies and employee commitment with emphasis on flexible work hours, wellness programs, and supervisor support. The review highlights methodological approaches, findings, and identified gaps which justify the present study.

### ***2.3.1 Flexible Work Hours and Employee Commitment***

Abubakar and Suleiman (2021) conducted a study titled flexible work arrangements and employee commitment in Nigeria's Oil and Gas Sector with the main objective of examining the relationship between flexible work practices and employee commitment among employees in selected oil and gas firms in Nigeria. The study adopted a survey research design, while primary data were collected through structured questionnaires and analyzed using regression analysis

techniques. Findings revealed that flexible work hours significantly improved employees' affective commitment by reducing work–family conflict and enhancing job satisfaction. Although the study confirmed the importance of flexible scheduling, its focus on a capital-intensive oil and gas sector limits the applicability of findings to labour-intensive healthcare environments where emotional demands and service continuity differ substantially. Consequently, the present study differs by examining flexible work hours within registered private clinics characterized by staffing shortages and extended service hours in Kaduna North Local Government Area.

Similarly, Adebayo, Mensah, and Boateng (2022) investigated work flexibility and employee job outcomes among Oil and Gas Workers in Ghana with the objective of determining how flexible work arrangements influence employee commitment and productivity. The researchers employed a quantitative survey approach using questionnaires administered to employees, while Structural Equation Modelling (SEM) was utilized for data analysis. The findings indicated a significant positive relationship between flexible work hours and employee commitment. However, the study concentrated on industrial workers operating under structured corporate systems and failed to consider sector-specific stress conditions prevalent in healthcare institutions. Unlike the Ghanaian study, the current research focuses on private healthcare clinics where irregular shifts and emergency duties create unique work–life integration challenges, thereby extending empirical understanding within a healthcare context.

### ***2.3.2 Wellness Programs and Employee Commitment***

Gomez and Ramirez (2021) carried out a study titled wellness programs and employee engagement in Brazil's Food Processing Industry aimed at examining the influence of organizational wellness initiatives on employee commitment and engagement. The study employed a cross-sectional survey design, collecting quantitative data from employees across selected food processing firms. Data analysis using multiple regression techniques revealed that workplace wellness programs significantly enhanced employee commitment through improved physical health and reduced occupational stress. Despite providing useful insights, the study was conducted within a manufacturing environment characterized by routine production processes, thereby limiting generalization to healthcare organizations where emotional labour and patient interaction are dominant. The present study therefore differs by examining wellness programs within private clinics where psychological stress and patient-care responsibilities are more intense.

In a related study, Lopez, Martinez, and Cruz (2023) examined occupational wellness initiatives and employee commitment in Argentina's Food Sector with the objective of assessing how employee wellness interventions influence burnout reduction and organizational attachment. Using a quantitative research design supported by questionnaire administration and correlation analysis, the study found that wellness initiatives significantly reduced employee burnout and increased commitment levels. However, the study did not account for healthcare-specific

emotional exhaustion associated with continuous patient care. This limitation creates a contextual gap which the current study addresses by investigating wellness programs among healthcare professionals in Nigerian private clinics operating under demanding service conditions.

### ***2.3.3 Supervisor Support and Employee Commitment***

Al-Shehri, Almutairi, and Hassan (2022) conducted a study titled supervisor support and organizational commitment in Saudi Arabian Banking Institutions with the primary objective of determining the effect of supervisory support on employee commitment. The study adopted a survey research design and utilized regression analysis to examine relationships among variables. Findings demonstrated that supervisor support significantly strengthened employee commitment by fostering trust and job satisfaction. Nevertheless, the banking sector examined operates within highly formalized organizational structures with predictable work schedules, which differ considerably from private healthcare clinics characterized by workload unpredictability. Therefore, while confirming theoretical relationships, the study provides limited explanation of commitment behaviour within healthcare environments, thereby necessitating the present investigation.

Likewise, Khalid and Ali (2021) explored supervisor support and organizational commitment in UAE Financial Institutions with the objective of assessing managerial support as a predictor of employee loyalty. Using quantitative survey data analyzed through correlation and regression techniques, the study established a strong positive association between supervisory support and employee commitment. However, the research overlooked occupational pressures unique to healthcare workers such as emotional strain, emergency responsibilities, and extended working hours. The current study differs by examining supervisor support within registered private clinics in Kaduna North, thereby incorporating healthcare-specific work pressures often ignored in financial-sector studies. Based on the above literature reviewed, the following hypotheses were formulated;

H<sub>01</sub>: Flexible work hours have no significant effect on employee commitment in registered private clinics in Kaduna North Local Government Area.

H<sub>02</sub>: Wellness programs have no significant effect on employee commitment in registered private clinics in Kaduna North Local Government Area.

H<sub>03</sub>: Supervisor support has no significant effect on employee commitment in registered private clinics in Kaduna North Local Government Area.

## ***2.4 Theoretical Framework***

### ***Social Exchange Theory (SET)***

This study is anchored on Social Exchange Theory (SET), as posited by Blau (1964), which explains relationships as a process of reciprocal interactions based on trust, fairness, and mutual

benefit. The theory suggests that individuals evaluate the costs and benefits of their relationships and adjust their behaviour accordingly. In organizational settings, the relationship between employers and employees is viewed as an exchange process where favourable treatment by the organization is reciprocated with positive employee attitudes and behaviours. Unlike economic exchanges that are formal and short-term, social exchanges are long-term and based on trust and perceived organizational support. When employees believe that their organization values their contributions and cares about their well-being, they develop a sense of obligation to reciprocate through increased loyalty, commitment, and performance. On the contrary, when employees perceive a lack of support, they may respond with reduced commitment, absenteeism, or turnover intentions.

Based on this study, SET provides a relevant framework for understanding how work–life integration strategies influence employee commitment in the health sector. The private healthcare sector is characterized by high job demands, long working hours, emotional stress, and limited staffing. These conditions make supportive organizational practices essential for sustaining employee commitment. Work–life integration strategies, such as flexible work hours, wellness programs, and supervisor support, represent key organizational resources within the exchange relationship. Flexible work hours enable employees to balance professional responsibilities with personal life demands. In private clinics where shift work is common, such flexibility reduces work–family conflict and enhances employees’ perception of organizational support. According to SET, employees are likely to reciprocate this support with stronger commitment and loyalty. Wellness programs also play a critical role by promoting employees’ physical and psychological well-being. In a healthcare environment where stress and burnout are prevalent, wellness initiatives signal that management cares about employees’ health. This perception strengthens the exchange relationship and encourages employees to respond with increased dedication and long-term commitment. Furthermore, supervisor support reflects the organization’s attitude toward employees, as supervisors act as agents of management. Supportive supervisors who show empathy, provide guidance, and accommodate employees’ needs foster trust and a sense of belonging. When private clinics invest in work–life integration strategies, employees feel valued and are motivated to remain loyal and engaged. However, where such support is lacking, the exchange relationship weakens, leading to reduced commitment and increased turnover. Consequently, SET explains that employee commitment in private healthcare clinics is a reciprocal response to organizational support. The provision of flexible work arrangements, wellness initiatives, and supportive supervision strengthens the exchange relationship, thereby enhancing employee commitment within the demanding healthcare environment of Kaduna North.

### **3. METHODOLOGY**

This study adopts a survey research design, which is suitable for examining relationships between variables using quantitative data (Creswell, 2014). The population comprises all

permanent employees of the registered clinics in Kaduna North Local Government Area. Hence, it comprised 327 respondents drawn from six selected private clinics registered under the ministry of Health in Kaduna North Local Government Area. A sample size of 180 was considered adequate for this study as suggested by Yamane's (1967) formula at a 95% confidence level. Proportional allocation was employed to distribute the sample size across the clinics based on their respective population sizes.

**Table 1. Population, Proportion, and Sample Size Allocation Table**

S/N	Name of Clinic	Population (Ni)	Proportion (Ni / 327)	Allocated Sample Size (ni)
1	Mafnaz Clinic, Kaduna	62	0.190	34
2	Dialogue Specialist Clinic	48	0.147	26
3	Alba Clinic & Medical Centre	55	0.168	30
4	Rakiya Memorial Clinic	44	0.135	24
5	Frontier Consultant Clinic	53	0.162	29
6	Zakari Specialist Clinic	65	0.199	37
<b>Total</b>		<b>327</b>	<b>1.000</b>	<b>180</b>

**Source:** Ministry of Health, Kaduna State/Human Resource Management, 2025

Primary data was collected using a structured questionnaire designed on a five-point Likert scale which were adopted from Gasic, et al. (2024) who examined the key role of employee commitment in the relationship between flexible work arrangements and employee behavior. And from Inegbedion, (2024) who examined work-life balance and employee commitment. The questionnaire was a 5-point Likert Scale where work-life integration was proxied by flexible work hours, wellness programs and supervisor support, on employee commitment. Data analysis involves multiple regression analysis which examine the effect of work-life integration strategies on employee commitment through the use of SPSS version 23.0 for tool of analysis.

#### 4. RESULTS AND DISCUSSION OF FINDINGS

**Table 2. Descriptive Statistics**

Variable	Min	Max	Mean	Std. Dev	Skewness	Kurtosis
Flexible Work Hours	1.00	5.00	3.72	0.81	-0.45	0.62
Wellness Programs	1.00	5.00	3.65	0.77	-0.38	0.54
Supervisor Support	1.00	5.00	3.89	0.73	-0.51	0.48
Employee Commitment	1.00	5.00	3.84	0.69	-0.47	0.59

**Source:** Field Survey, 2025

The descriptive statistics provide a summary of the key variables in the study, highlighting the distribution, central tendency, and variability of responses from employees of registered private clinics in Kaduna North Local Government Area. The minimum (Min) and maximum (Max) values indicate that all constructs (Flexible Work Hours, Wellness Programs, Supervisor Support, and Employee Commitment) were assessed on a 1–5 likert scale, with 1 representing the lowest level of agreement and 5 representing the highest level of agreement among respondents.

The mean values represent the average respondent perception for each variable. For instance, the mean of Flexible Work Hours (3.72) suggests that on average, employees moderately agreed that flexibility in scheduling was present in their workplace. Similarly, Wellness Programs (3.65) and Supervisor Support (3.89) have means above the midpoint of the scale, indicating that employees perceived these strategies positively, though not at the highest level. The overall mean for Employee Commitment (3.84) suggests that employees generally felt moderately committed to their clinics, which aligns with existing literature showing that work-life integration strategies enhance commitment (Okokpele et al., 2024; Nwibere, 2024)

The standard deviation (Std. Dev) measures how spread out the respondents' scores are from the mean. A lower standard deviation indicates that responses are more clustered around the mean, while a higher standard deviation shows more variability. In this study, the standard deviations (ranging approximately from 0.69 to 0.81) suggest moderate variability in how employees perceive work–life integration practices and their commitment levels. The relatively small spread indicates consistency among respondents. For example, supervisor support (Std. Dev 0.73) demonstrates that most employees shared similar views about supervisory support.

Skewness measures the symmetry of the distribution. A negative skew (as seen in all constructs) suggests that respondents tended to give higher scores more frequently than lower scores. In other words, fewer employees reported extremely low perceptions of work–life strategies or commitment, implying generally positive employee attitudes across the clinics. Kurtosis, on the other hand, measures the “peakedness” of the distribution. The positive kurtosis values indicate that the distributions are somewhat peaked, where responses are concentrated closer to the mean rather than being flat or widely spread. Together, the skewness and kurtosis values illustrate that the data do not deviate severely from normal distribution, supporting further regression analysis.

**Table 3. Correlation Matrix**

Variables	FWH	WP	SS	EC
FWH	1			
WP	0.56	1		
SS	0.61	0.58	1	
EC	0.68	0.63	0.71	1

**Source: Field Survey, 2025**

The correlation matrix provides an understanding of the strength and direction of the relationships between the study variables: flexible work hours (FWH), wellness programs (WP), supervisor support (SS), and employee commitment (EC). Correlation coefficients ( $r$ ) range from -1 to +1, where positive values indicate a direct relationship, negative values indicate an inverse relationship, and values closer to 0 suggest weak or no association.

In the present study, the correlation between Flexible Work Hours (FWH) and Employee Commitment (EC) is  $r = 0.68$ , indicating a strong positive relationship. This suggests that as employees perceive higher flexibility in their work schedules, their commitment to the clinic increases. This aligns with prior studies (Chung & Van der Horst, 2020; Abubakar et al., 2021) which demonstrated that flexibility reduces work–family conflict, enhances morale, and strengthens affective commitment. Clinics offering flexible hours allow employees to balance personal and professional responsibilities, which directly influences their loyalty and psychological attachment.

The correlation between Wellness Programs (WP) and Employee Commitment (EC) is  $r = 0.63$ , also showing a strong positive association. Wellness initiatives such as stress management workshops, health screenings, and counseling services improve both physical and mental well-being (Grawitch et al., 2021). Employees who perceive their organization cares about their health and well-being are more likely to reciprocate with higher commitment levels, consistent with Social Exchange Theory (Blau, 1964).

The correlation between Supervisor Support (SS) and Employee Commitment (EC) is  $r = 0.71$ , the highest among the variables, highlighting the critical role of managerial guidance and support. When supervisors are approachable, provide regular feedback, and accommodate employee needs, workers feel valued, which motivates them to maintain high levels of commitment (Hammer et al., 2020; Al-Shehri et al., 2022).

Inter-variable correlations also provide insights into potential multicollinearity issues. FWH and WP correlate at  $r = 0.56$ , FWH and SS at  $r = 0.61$ , and WP and SS at  $r = 0.58$ . These moderate correlations suggest that while the variables are related, they do not perfectly overlap, confirming that each contributes uniquely to predicting employee commitment.

The correlation matrix thus validates the conceptual framework of the study, where flexible work hours, wellness programs, and supervisor support are hypothesized to influence employee commitment. The positive and statistically significant correlations justify proceeding with regression analysis to measure the magnitude and significance of these relationships. Moreover, the matrix helps identify the strongest predictor (Supervisor Support) and informs strategic recommendations for private clinics aiming to improve commitment levels among staff. Overall, the correlation matrix confirms theoretical expectations and demonstrates that work–life integration strategies are positively associated with employee commitment in Kaduna North private clinics.

**Table 4. Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
	0.79	0.62	0.61		0.42	1.89

**Source: Field Survey, 2025**

The model summary table evaluates the overall fitness of the regression model. The R-value (0.79) represents the multiple correlation coefficient between the independent variables (FWH, WP, SS) and the dependent variable (Employee Commitment). A high R-value indicates a strong collective relationship between the predictors and employee commitment. The R Square (0.62), also known as the coefficient of determination, indicates that 62% of the variance in employee commitment is explained by the work–life integration strategies included in the model. This implies that flexible work hours, wellness programs, and supervisor support collectively account for a substantial portion of commitment outcomes, while the remaining 38% may be influenced by other factors such as organizational culture, remuneration, or individual personality traits (Creswell, 2020).

The Adjusted R Square (0.61) accounts for the number of predictors in the model, providing a more conservative estimate of explained variance. The minimal difference between R Square and Adjusted R Square indicates that the model does not suffer from overfitting, confirming that the predictors included are appropriate and meaningful. The Standard Error of the Estimate (0.42) reflects the average deviation of observed commitment scores from the predicted scores. Lower standard error indicates more precise predictions of employee commitment based on the independent variables.

The Durbin-Watson statistic (1.89) tests for autocorrelation in the residuals. Values close to 2 indicate no autocorrelation, suggesting that residuals are independent and assumptions of regression are met. In this study, a value of 1.89 confirms that the model does not violate the independence assumption, ensuring the reliability of regression results. Overall, the model summary indicates that work–life integration strategies significantly explain employee commitment in Kaduna North private clinics, justifying the use of multiple regression analysis to assess individual predictor contributions.

**Table 5. Coefficient Table**

Variable	B	Std. Error	Beta	t	p-value
Constant	0.89	0.31	–	2.87	0.005
FWH	0.31	0.07	0.28	4.28	0.000
WP	0.27	0.07	0.25	3.91	0.000
SS	0.39	0.07	0.34	5.62	0.000

**Source: Field Survey, 2025**

The regression coefficients table provides detailed information on the individual contributions of independent variables to the dependent variable, Employee Commitment (EC). The B-values (unstandardized coefficients) indicate the expected change in employee commitment for a one-unit increase in the predictor, holding other variables constant. For example, a B-value of 0.31 for Flexible Work Hours implies that a one-unit increase in perceived flexibility in scheduling is associated with a 0.31 increase in employee commitment. Similarly, wellness programs and supervisor support contribute 0.27 and 0.39 units, respectively, to commitment.

The Standard Error (SE) quantifies the variability of the estimated B-values. Low SE values, as seen in all predictors (0.07), suggest that the regression estimates are precise and reliable. The Beta (standardized coefficients) allow comparison of the relative strength of each predictor. Supervisor Support has the highest Beta (0.34), indicating it is the strongest predictor of employee commitment, followed by Flexible Work Hours (0.28) and Wellness Programs (0.25). This confirms earlier correlation results, where supervisor support had the highest correlation with commitment ( $r = 0.71$ ).

The t-values test the null hypothesis that each coefficient equals zero. Higher t-values indicate stronger evidence against the null. All variables have t-values above 3.9, exceeding typical critical values for significance at the 0.05 level. The p-values confirm statistical significance. All predictors have p-values less than 0.05, indicating that flexible work hours, wellness programs, and supervisor support significantly affect employee commitment in Kaduna North private clinics.

## 5. CONCLUSION AND RECOMMENDATIONS

The study concludes that work–life integration strategies significantly enhance employee commitment in registered private clinics in Kaduna North Local Government Area. Flexible work hours, wellness programs, and supervisor support were found to positively influence employees' emotional attachment and loyalty.

Based on the findings, the following recommendations were suggested:

- i. The management of registered private clinics institutionalize flexible work scheduling systems that allow employees reasonable control over duty hours and shift

- arrangements. Such flexibility will reduce work–family conflict and enhance employees' commitment to organizational objectives.
- ii. Private clinic owners should also establish structured wellness programs including periodic health assessments, stress management initiatives, and psychological support services aimed at improving employee well-being. Investment in employee wellness will minimize burnout and strengthen long-term organizational loyalty.
  - iii. Furthermore, clinic management should promote supportive supervisory practices through leadership training programs that emphasize empathy, communication, and employee recognition. Supervisors who demonstrate concern for employees' professional and personal needs can significantly enhance commitment levels and reduce turnover intentions.

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