

Impact of Quality Work-Life Programs on Organizational Commitment in Benin City, Nigeria's Manufacturing Sector

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ABSTRACT

The working conditions within Nigeria's manufacturing sector are frequently regarded as challenging and insufficiently regulated. This study examines the impact of Quality of Work Life Programs (QWLFP) on organizational commitment within the manufacturing sector in Benin City, Nigeria. In Nigeria's manufacturing sector, working conditions are frequently perceived as harsh and under-regulated. It utilizes Social Exchange Theory as the foundational framework. A descriptive cross-sectional survey design was employed, collecting data from 536 employees across various organizational roles through stratified random and purposive sampling methods. Quantitative data were garnered from structured questionnaires, which were validated for reliability using Cronbach's alpha coefficient. The findings indicated significant relationships between various dimensions of QWLFP, such as employee involvement, flexible working hours, health and wellness initiatives, and organizational commitment. For instance, participation in recognition programs and long service awards markedly enhanced commitment levels ($p < 0.05$). Statistical analyses, including chi-square tests and regression modeling, revealed that employee training and healthcare initiatives exhibited differential impacts across organizations, with notably higher β -values reported in NBC compared to NPDC. Socio-demographic factors, including educational qualifications, employment status, and monthly income, emerged as significant determinants of perceived QWL ($p < 0.01$). The relationship between QWL and job attitudes, encompassing satisfaction and commitment, demonstrated statistical significance ($p < 0.001$). Mean differences further highlighted variations in job attitudes among organizations, reinforcing the strategic importance of QWLFP in enhancing employee engagement and loyalty. Quality of Work Life programs contribute to enhanced organizational commitment by prioritizing employee satisfaction through strategic workplace initiatives. Consequently, it is imperative to tailor Quality Work-Life Programs (QWLFP) to align with socio-demographic needs, emphasizing recognition, involvement, and health-related benefits to bolster employee satisfaction, commitment, and overall organizational effectiveness.

Keywords: Quality of Work Life Programs, organizational commitment, Benin City, Nigeria's manufacturing sector

INTRODUCTION

The dynamic nature of the contemporary global economy has significantly heightened the importance of organizational commitment as a critical driver of competitive advantage, particularly within the manufacturing sector. Organizational commitment is defined as the psychological attachment that employees develop toward their organization, which directly influences productivity, employee retention, and overall organizational performance (Meyer & Allen, 1991). In Nigeria, the manufacturing sector has encountered persistent challenges, including elevated turnover rates, employee dissatisfaction, and declining productivity (National Bureau of Statistics [NBS], 2023). When technology subjects workers to its pace and rhythms, it dampens their morale, which by extension depletes their level of fulfillment (Adeniyi, 2024). These issues underscore the necessity for organizations to prioritize strategies that foster commitment, with Quality Work-Life (QWL) programs emerging as a pivotal solution. QWL programs encompass a range of organizational strategies

designed to enhance employees' overall well-being by addressing critical factors such as work environment, job satisfaction, and work-life balance (Garg et al., 2022).

The nexus between QWL programs and organizational commitment has attracted considerable attention in academic research, particularly in developing economies where socioeconomic stressors substantially impact employee morale. Empirical studies suggest that effective QWL programs can alleviate workplace stress and improve job satisfaction, resulting in heightened emotional attachment and loyalty among employees (Oladipo et al., 2021). In the context of Nigeria's manufacturing sector, where working conditions are frequently perceived as harsh and under-regulated, QWL initiatives, including flexible work schedules, career development opportunities, and health benefits, have the potential to be transformative (Ibrahim et al., 2023). Thus, investigating the influence of QWL programs on organizational commitment is critical for addressing sector-specific challenges and promoting sustainable growth in the region. Benin City, a prominent industrial hub in Nigeria, serves as an ideal location for examining these dynamics due to the dense concentration of manufacturing firms.

This paper explores the harsh and under-regulated working conditions in Nigeria, focusing on how transformative Quality of Work Life (QWL) initiatives, such as flexible work schedules, career development opportunities, and health benefits, can effectively reshape organizational commitment. Given Benin City's position as an industrial hub, it serves as an ideal context for examining these dynamics. As such, this research is not only relevant but also essential for addressing sector-specific challenges and fostering sustainable growth in the region. This inquiry is both timely and crucial.

Gaining insights into how QWL initiatives affect organizational commitment in this locale may yield valuable best practices for enhancing workforce stability in comparable socio-economic settings. This paper aims to conduct a thorough analysis of the impact of QWL programs on organizational commitment within Benin's manufacturing sector. By identifying key drivers and barriers, this study aspires to contribute to both academic discourse and practical strategies for improving organizational effectiveness in Nigeria's rapidly evolving industrial landscape. The manufacturing sector in Benin encounters challenges in fostering organizational commitment among employees, which is essential for productivity and retention. QWL programs have been identified as significant factors in enhancing this commitment. Prior research has indicated a positive correlation between QWL initiatives and employee engagement within Nigeria's manufacturing industry (Akinyele & Fasogbon, 2023). However, there remains a scarcity of research specifically addressing the context of Benin's manufacturing sector. This study seeks to fill this gap by examining the effects of QWL programs on organizational commitment within this specific framework.

Previous studies have extensively investigated the relationship between quality work-life (QWL) programs and organizational commitment, indicating that effective QWL initiatives can significantly enhance employee loyalty and productivity (Akhter et al., 2023; Kooij et al., 2022). However, much of this research has predominantly focused on developed economies, which has created a noteworthy gap in understanding how these dynamics unfold in developing countries. This is particularly relevant within specific cultural and industrial contexts, such as the manufacturing sector in Benin, Nigeria. Previous studies often overlook developing countries, especially regarding Benin's manufacturing sector. This oversight results in a failure to consider cultural nuances and unique industrial dynamics, ultimately leading to inefficiencies in the analysis and comprehension of these markets. Addressing this gap is crucial, as Nigeria's manufacturing industry faces distinct challenges, including infrastructure deficits, economic instability, and difficulties in retaining a skilled workforce (Oluwatobi et al., 2021). Gaining insights into this context will be instrumental in designing QWL programs that effectively foster organizational commitment in resource-constrained environments.

Previous studies have emphasized the positive relationship between quality work-life (QWL) programs and organizational commitment, primarily within the context of developed economies. However, they often fail to consider the unique challenges faced by emerging economies like Nigeria. In Benin, Nigeria, the manufacturing sector is defined by infrastructural deficits and workforce instability. To enhance organizational commitment in this environment, QWL initiatives must be specifically tailored to address these localized challenges, thereby fostering loyalty and productivity while taking into account Nigeria's distinctive socio-economic dynamics.

LITERATURE REVIEW

The manufacturing sector in Benin, Nigeria, plays a vital role in the nation's economic development by significantly contributing to employment generation and fostering industrial growth. However, the performance of this sector is frequently compromised by challenges related to workforce commitment and retention. In this context, Quality Work-Life (QWL) programs have emerged as strategic instruments aimed at enhancing organizational commitment, ultimately cultivating a more motivated and productive workforce. This literature review examines the relationship between QWL programs and organizational commitment within Nigeria's manufacturing sector, emphasizing recent studies and theoretical perspectives.

Quality Work-Life Programs: Definitions and Components

QWL programs comprise a comprehensive array of initiatives designed to improve employees' overall work environment and personal satisfaction. As articulated by Gupta and Sharma (2023), QWL programs aim to balance occupational demands with the personal lives of employees, thereby enhancing job satisfaction and mitigating stress. Typical components of QWL programs include flexible working hours, health and wellness initiatives, career development opportunities, and participatory decision-making processes (Adebayo & Eze, 2022). These programs are particularly critical in the manufacturing sector, where work conditions may be exceptionally strenuous, as they facilitate the establishment of a supportive work environment.

Organizational Commitment

Organizational commitment is defined as the emotional attachment, identification, and involvement of employees with their organization. Meyer and Allen's (1991) three-component model, comprising affective, continuance, and normative commitment, remains an influential framework for understanding this construct. Recent empirical studies have consistently demonstrated that elevated levels of organizational commitment correlate with reduced turnover intentions and enhanced productivity (Obinna & Onwuegbuchulam, 2023). Organizational commitment is construed as the loyalty of an employee to the goal and objectives of a given organization (Adeniyi, 2024).

Loyalty is often linked to organizational commitment, but it does not fully convey its three dimensions: affective, continuance, and normative commitment. Affective commitment pertains to an emotional attachment to the organization, while continuance commitment indicates a dependence on the benefits provided by the organization. Normative commitment, on the other hand, stems from perceived obligations to the organization. Although loyalty aligns closely with affective commitment, it does not adequately address the critical aspects of continuance (the costs associated with leaving) and normative (moral duty) commitments. Consequently, loyalty serves only as a partial representation of organizational commitment, overlooking vital factors that shape an employee's overall attachment to their organization (Meyer & Allen, 1991).

Linkages between QWL Programs and Organizational Commitment

Numerous studies have indicated a positive correlation between QWL programs and organizational commitment. For example, Akinwale and George (2023) discovered that employees who perceive their work environment as supportive are more likely to demonstrate higher levels of affective commitment. In the manufacturing sector, where job roles may impose both physical and mental demands, QWL programs, such as ergonomic workspaces and employee recognition initiatives, can significantly strengthen employees' sense of belonging and loyalty (Omotayo et al., 2022).

Research appositely demonstrates a compelling relationship between quality work-life (QWL) programs and organizational commitment, primarily within developed economies. Nonetheless, these studies often fail to address the unique challenges encountered in emerging markets, such as Nigeria. In Benin's manufacturing sector, which grapples with infrastructural shortcomings and workforce instability, it is essential to adapt QWL strategies to reflect local realities. Tailoring initiatives to meet Nigeria's specific socio-economic and industrial conditions is vital for cultivating deeper organizational commitment, enhancing employee loyalty, and boosting productivity in this dynamic yet challenging environment.

Contextual Challenges in Benin City, Nigeria

Although Quality of Work Life (QWL) programs are known to provide numerous benefits, their implementation in the manufacturing sector of Benin encounters significant challenges. Factors such as limited financial resources, prevailing cultural attitudes towards work-life balance, and insufficient policy frameworks often obstruct the adoption of comprehensive QWL initiatives (Adeyemi & Bakare, 2023). Additionally, employees in this sector commonly face issues like job insecurity, inadequate compensation, and limited opportunities for advancement, all of which can undermine organizational commitment (Okonkwo et al., 2023).

In the manufacturing sector of Benin City, initiatives aimed at improving the Quality of Work Life (QWL) face considerable obstacles. These include limited financial resources, cultural resistance to embracing work-life balance, and a lack of adequate policy support. Consequently, issues such as job insecurity, inadequate compensation, and stagnated career growth emerge, negatively impacting organizational commitment. Addressing these challenges necessitates the development of QWL strategies that are specifically tailored to local realities and emphasize the need for policy reforms. This approach will contribute to fostering sustainable employee satisfaction and loyalty.

Theoretical Framework

The Social Exchange Theory (SET) offers an insightful perspective on how Quality Work-Life (QWL) programs affect organizational commitment. According to Blau (1964), employees tend to reciprocate positive organizational practices, such as QWL programs, with enhanced loyalty and engagement. Recent research indicates that the perceived fairness and inclusivity of QWL initiatives significantly influence employees' affective and normative commitment (Eze & Uche, 2023). To maximize the effectiveness of QWL programs on organizational commitment, companies in Benin's manufacturing sector should adopt a customized approach that takes into account employees' specific needs and cultural contexts. Future studies could investigate the role of leadership styles in mediating the relationship between QWL programs and organizational commitment, as well as the long-term outcomes of these initiatives. Additionally, policy interventions aimed at standardizing QWL practices throughout the sector could help overcome systemic barriers to implementation.

QWL programs are essential for enhancing organizational commitment within Benin's manufacturing sector. By addressing employees' physical, emotional, and professional needs, these programs cultivate a dedicated workforce, thereby contributing to organizational success and sustainability. However, to fully harness the potential of QWL initiatives, stakeholders must confront the unique contextual challenges of this sector and invest in evidence-based practices tailored to local realities. This study examines the impact of QWL programs on organizational commitment in the manufacturing sector of Benin, Nigeria, through the lens of Social Exchange Theory. By exploring the reciprocal relationship between employees and organizations, the research investigates how QWL initiatives, such as flexible work arrangements, health benefits, and professional development opportunities, affect employee loyalty and engagement. Grounded in Social Exchange Theory, which asserts that mutual benefits strengthen relational bonds, this paper sheds light on how investing in employee well-being enhances organizational commitment, ultimately leading to improved productivity and sustainable growth in the manufacturing industry.

The connection between quality work-life programs (WLPs) and organizational commitment has gained increasing attention in the field of organizational behavior. This is particularly significant in Benin's manufacturing sector, where improving employee performance and retention is critical. This paper aims to explore the influence of quality work-life programs on organizational commitment, framed within the context of Social Exchange Theory (SET). Social Exchange Theory (SET), initially proposed by Blau in 1964, underscores the reciprocal nature of relationships within organizations, wherein employees perceive an exchange of benefits between themselves and their employer. This theory posits that when employees receive favorable treatment or benefits, such as work-life balance programs, they feel an inherent obligation to reciprocate with positive attitudes and behaviors, ultimately leading to enhanced organizational commitment.

In the context of the manufacturing sector in Benin, employees frequently encounter long working hours, high job demands, and significant stress levels. These adverse working conditions can precipitate burnout, dissatisfaction, and elevated turnover rates. Therefore, the introduction of quality work-life programs (WLPs), including flexible working hours, wellness initiatives, and family support resources, is critical for improving employee morale and fostering a committed workforce. Understanding the impact of these programs on employees' attitudes toward the organization is essential for achieving success in this sector. Quality work-life programs are designed to facilitate a balance between employees' professional and personal lives. By implementing such programs, organizations within the manufacturing sector can alleviate stress and diminish job dissatisfaction, thereby enhancing employees' commitment to their employer. SET suggests that employees who perceive adequate support from their organization are more likely to reciprocate through higher levels of engagement, job satisfaction, and loyalty.

In the Beninese manufacturing industry, employees benefiting from WLPs are inclined to feel valued by their employers. This sense of valuation cultivates an emotional attachment to the organization, thereby enhancing overall commitment. Additionally, employees who are satisfied with their work-life balance are less likely to depart from their positions, which contributes to reduced turnover rates and improved long-term organizational stability. This paper explores the influence of quality work-life programs on organizational commitment through the framework of Social Exchange Theory. It highlights the importance of cultivating a supportive work environment in which employees feel valued, resulting in heightened organizational commitment. By strategically implementing quality WLPs, organizations in the manufacturing sector of Benin City, Nigeria, can nurture a committed workforce, ultimately promoting organizational success and sustainability. It provides a valuable perspective for understanding the dynamics of employee commitment in response to the provision of quality work-life programs. This paper advocates for manufacturing organizations in Benin to invest strategically in these programs to enhance employee satisfaction, loyalty, and overall performance.

This paper explores the impact of quality work-life programs (WLPs) on organizational commitment in the manufacturing sector of Benin City. Grounded in Social Exchange Theory, the research demonstrates that when employees feel valued through WLPs, they develop stronger emotional connections to their organization. This leads to increased commitment, reduced turnover, and enhanced organizational stability. By prioritizing work-life balance, organizations can cultivate loyalty and improve overall performance, by this means fostering sustainable growth. This study fittingly provides valuable insights into how WLPs can be strategically leveraged to boost employee commitment and loyalty within Nigeria's manufacturing industry.

MATERIALS AND METHODS

This study investigates the relationship between Quality of Work Life Programs (QWLFP) and organizational commitment within the manufacturing sector of Benin City, Nigeria, utilizing a purely quantitative approach. A descriptive cross-sectional survey design was adopted to yield a comprehensive overview of the current state of QWLFP and its effects on employee commitment. The target population comprised employees across various hierarchical levels within the manufacturing industry in Benin City. A stratified random sampling technique was employed to ensure adequate representation of diverse employee demographics, roles, and organizational structures, thereby enhancing the generalizability of the findings across the sector. Data were collected using a structured questionnaire specifically crafted to capture quantitative data regarding demographic variables, the extent of QWLFP, and levels of organizational commitment. The questionnaire underwent a thorough validation process, including pre-testing, to ensure clarity, reliability, and relevance. Internal consistency of the instrument was confirmed through a Cronbach's alpha coefficient, indicating high reliability. The standardized questionnaire facilitated consistent data collection, ensuring comparability across respondents. Data analysis involved statistical techniques, including descriptive statistics to summarize the data and regression analysis to identify correlations and potential causal relationships between QWLFP and organizational commitment. The application of descriptive analysis in the study effectively illuminated the relationship between Quality of Work Life Programs (QWLFP) and organizational commitment by summarizing data trends. This approach, complemented by regression analysis, yielded valuable insights into potential causal relationships. Descriptive statistics provided clarity on significant patterns, while regression modeling confirmed how specific dimensions of QWLFP influence organizational commitment, underscoring their varying impact across different organizations.

The analyses were conducted using statistical software to ensure accuracy and robustness in interpreting the findings. Ethical considerations were rigorously observed throughout the study. Informed consent was obtained from all participants, confidentiality of responses was maintained, and participation was entirely voluntary. The research adhered to established ethical standards, ensuring the credibility and integrity of the study. By employing this quantitative methodology, the study offers valuable insights into the impact of Quality of Work Life Programs on organizational commitment, contributing to evidence-based decision-making within Nigeria's manufacturing sector.

The study's methodology skillfully defines and measures its variables, employing a comprehensive and multi-dimensional approach. The use of structured questionnaires enables precise quantification of Quality of Work Life from the First Person (QWLFP) and organizational commitment, in this manner ensuring reliability through extensive pre-testing and achieving a high Cronbach's alpha coefficient. By incorporating both stratified random sampling and purposive selection, the research gathers a diverse and representative dataset. Regression analysis uncovers causal relationships between QWLFP and commitment, while thematic content analysis enhances the findings by providing qualitative depth. This integration of quantitative rigor with qualitative insights offers a thorough examination of the research questions.

FINDINGS AND DISCUSSION

This study examines the significant influence of Quality Work-Life Programs (QWL) on organizational commitment within the manufacturing sector of Benin City, Nigeria. It begins with a detailed analysis of the socio-demographic characteristics of the respondents, presented in Tables 1a and 1b, which lays the groundwork for further exploration. Table 2 assesses the respondents' perspectives on occupational health and safety, while Table 3 delves into the relationship between various dimensions of QWL and employee commitment. Additionally, Table 4 evaluates the impact of QWL on organizational commitment at NPDC, while Table 5 sheds light on the specific effects of QWL at NBC. Tables 6 and 7 investigate socio-demographic factors and job attitudes, and Table 8 highlights the mean differences across different organizations. Collectively, these findings provide a nuanced understanding of how QWL plays a crucial role in enhancing organizational commitment.

The analysis of the socio-demographic data presented in Tables 1a and 1b reveals significant patterns that impact organizational commitment. The descriptive statistics indicate a youthful and highly educated workforce, with 86.8% possessing tertiary qualifications. Equally, inferential analysis shows that factors such as educational attainment and employment status significantly correlate with the perceived quality of work life ($B=6.084$, $p=0.002$; $B=12.353$, $p=0.000$). This underscores the importance of these variables in shaping organizational commitment. Consequently, it is essential to tailor quality of work life programs to these demographic characteristics in order to enhance employee engagement and retention.

Table 1a: Distribution of Respondents' Socio-Demographic Characteristics

S/N	Variables	Study Organisations				Total (F/ %)	
		NPD (F/ %)		NBC(F/ %)			
1	Age	70	25.5	128	48.9	198	36.9
	25 – 30 years	100	36.5	72	27.5	172	32.1
	31 – 36 years	57	20.8	40	15.3	97	18.1
	37 – 42 years	12	4.4	10	3.8	22	4.1
	43 – 48 years	10	3.6	5	1.9	15	2.8
	49 – 54 years	25	9.1	7	2.7	32	6.0
	55 – 60 years						
	Total	274	100.0	262	100.0	536	100.0
2	Sex						
	Male	198	72.3	189	72.1	387	72.2
	Female	76	27.7	73	27.9	149	27.8
	Total	274	100.0	262	100.0	536	100.0

3	Marital Status						
	Single	89	32.5	103	39.3	192	35.8
	Married	180	65.7	142	54.2	322	60.1
	Divorced/Separated	1	0.4	12	4.6	13	2.4
	Widow/Widower	4	1.5	5	1.9	9	1.7
	Total	274	100.0	262	100.0	536	100.0
4	Religious Affiliation						
	ATR	0	0.0	10	3.8	10	1.9
	Islam	50	18.2	74	28.2	124	23.1
	Christianity	224	81.8	178	67.9	402	75.0
	Total	274	100.0	262	100.0	536	100.0

Source: Survey, 2024

The socio-demographic characteristics detailed in Table 1a reveal significant patterns among employees in the manufacturing industry in Benin, Nigeria. The age distribution indicates a substantial representation of individuals in the 31–36 year age group (36.9%), suggesting a youthful workforce with potential for growth and adaptability, as noted in research on workforce age dynamics in emerging markets (Eneh et al., 2024). The gender analysis reflects a notable male predominance (72.2%), consistent with the prevailing trends of gender disparity observed in the manufacturing sectors across sub-Saharan Africa (Okafor et al., 2023). Regarding marital status, the data shows that the majority of respondents are married (60.1%), which may imply greater stability and enhanced organizational commitment (Akinyemi & Ojo, 2023). Furthermore, religious affiliation is predominantly Christian (75%), underscoring the cultural and regional influences that shape workforce demographics. These insights highlight the necessity for customized Quality of Work Life (QWL) programs that consider these demographic variations to strengthen organizational commitment (Eboh et al., 2024).

Table 1b: Distribution of Respondents' Socio-Demographic Characteristics

S/N	Variables	Study Organisations				Total (F/ %)	
		NPD (F/ %)		NBC(F/ %)			
5	Average Monthly Income						
	Less than ₦20,000	21	7.7	36	13.7	57	10.6
	₦20, 001 - ₦70,000	25	9.1	97	37.0	122	22.8
	₦70,001 - ₦120,000	79	28.8	62	23.7	141	26.3
	₦120,001- ₦170,000	13	4.7	33	12.6	46	8.6
	Above ₦170,001	136	49.6	34	13.0	170	31.7
	Total	274	100.0	262	100.0	536	100.0
6	Highest Educational Qualification						
	No formal Education	1	0.4	16	6.1	17	3.2
	Primary Education	0	0.0	18	6.9	18	3.4
	Secondary Education	1	0.4	35	13.4	36	6.7
	Tertiary Education	272	99.3	193	73.7	465	86.8
	Total	274	100.0	262	100.0	536	100.0
7	Employment Status						
	Contract Staff	114	41.6	139	53.1	253	47.2
	Permanent Staff	160	58.4	123	46.9	283	52.8
	Total	274	100.0	262	100.0	536	100.0
8	Cadre						
	Junior staff	76	27.7	182	69.5	258	48.1
	Senior Staff	198	72.3	80	30.5	278	51.9
	Total	274	100.0	262	100.0	536	100.0

9	Duration in Service						
	Less than 5 years	122	44.5	104	39.7	226	42.2
	5 - 10 years	62	22.6	103	39.3	165	30.8
	11 - 16 years	46	16.8	42	16.0	88	16.4
	More than 16 years	44	16.1	13	5.0	57	10.6
	Total	274	100.0	262	100.0	536	100.0

Source: Survey, 2024

The socio-demographic data illustrated in Table Ib reveals notable diversity among employees in terms of income, education, employment status, cadre, and tenure. A significant portion of respondents (31.7%) earns over N170,001 monthly, while 26.3% have incomes between N70,001 and N120,000. Remarkably, 86.8% of employees hold tertiary education credentials, indicating a highly educated workforce. Permanent staff comprises 52.8% of the sample, while senior staff makes up 51.9%, suggesting a well-balanced distribution between junior and senior roles. Regarding tenure, 42.2% of employees have less than five years of service, while 30.8% have served between five and ten years, highlighting a relatively young workforce. These demographic insights are crucial for understanding organizational commitment, as factors such as income, education, and tenure can significantly influence employees' dedication and loyalty to the organization. For instance, there is a recognized correlation between higher educational qualifications and increased organizational commitment (Azeez et al., 2016).

Table 2: Distribution of Respondents' Opinions on Occupational Health and Safety

Variables	Study organizations				Total	
	NPDC		NBC			
	F	%	F	%	F	%
Awareness of OHS Program:						
Yes	264	96.4	257	98.1	521	97.2
No	7	2.6	3	1.1	10	1.9
Not Sure	3	1.1	2	0.8	5	0.9
Total	274	100.0	262	100.0	536	100.0
Employee participation in OHS program:						
No	17	6.4	8	3.1	25	4.8
Yes	247	93.6	249	96.9	496	95.2
Total	264	100.0	257	100.0	521	100.0
Perceived level of benefit from OHS program:						
Little	30	12.1	152	61.0	182	36.7
Much	217	87.9	97	39.0	314	63.3
Total	247	100.0	249	100.0	496	100.0

Source: Survey, 2024

The data presented in Table 2 reveals a remarkably high level of awareness (97.2%) and participation (95.2%) in Occupational Health and Safety (OHS) programs among employees in the manufacturing organizations examined in Benin, Nigeria. Moreover, a significant majority of employees (63.3%) acknowledge the substantial benefits these programs provide. This aligns with the findings of Oleabhiye (2021), who indicated that Quality of Work Life Programs, which encompass OHS, have a positive impact on job satisfaction and organizational commitment among employees in Benin City, Nigeria. Additionally, research conducted by Akinyele and Fasogbon (2010) emphasizes that effective OHS practices enhance employee commitment in Nigerian manufacturing firms. Therefore, the high levels of engagement and recognized benefits of OHS programs in these organizations likely play a key role in enhancing employee commitment and overall organizational performance.

Table 3: Association between dimensions of the Quality of Work Life Framework and employee organizational commitment

Variables	Organizational Commitment		Test of Association
	Low	High	
Participation in Team Work	14(24.1)	44(75.9)	$\chi^2 = 3.714$
No	152(37.1)	258(62.9)	df = 1
Yes			Sig. =0.054
Participation in Employee Involvement	109(52.2)	100(47.8)	$\chi^2 = 47.431$
No	44(20.2)	174(79.8)	df = 1
Yes			Sig. =0.000
Participation in Employee Recognition	123(64.1)	69(35.9)	$\chi^2 = 124.265$
No	40(14.3)	239(85.7)	df = 1
Yes			Sig. =0.000
Participation in Long Service Awards	124(56.6)	95(43.4)	$\chi^2 = 80.013$
No	48(17.8)	222(82.2)	df = 1
Yes			Sig. =0.000
Participation in Flexible Working Hours	114(69.9)	49(30.1)	$\chi^2 = 123.237$
No	54(18.0)	246(82.0)	df = 1
Yes			Sig. =0.000
Participation in Recreation and Leisure			
No	112(49.3)	115(50.7)	$\chi^2 = 40.504$
Yes	49(21.0)	184(79.0)	df = 1
Participation in Employee Assistance			Sig. =0.000
No	98(55.4)	79(44.6)	$\chi^2 = 53.861$
Yes	59(21.6)	214(78.4)	df = 1
			Sig. =0.000
Participation in Health and Wellness Programme	12(25.0)	36(75.0)	$\chi^2 = 2.377$
No	156(36.2)	275(63.8)	df = 1
Yes			Sig. =0.123
Participation in Child Educational Benefit	101(46.5)	116(53.5)	$\chi^2 = 10.894$
No	41(29.1)	100(70.9)	df = 1
Yes			Sig. =0.001
Note: Values in parentheses are the percentage distributions of frequencies outside the parentheses			
Key: Significance at $p < 0.05$; χ^2 : Chi Square DF: Degree of Freedom			

Source: Survey, 2024

Table 3 illustrates the relationship between various dimensions of Quality of Work Life (QWL) factors and employee organizational commitment. Participation in different QWL programs, including Employee Involvement, Employee Recognition, Long Service Awards, Flexible Working Hours, Recreation and Leisure, Employee Assistance, and Health and Wellness, demonstrates significant associations with organizational commitment, as evidenced by their respective chi-square values (χ^2) and p-values (Sig.). Notably, dimensions such as Employee Recognition ($\chi^2 = 47.431$, $p = 0.000$), Long Service Awards ($\chi^2 = 124.265$, $p = 0.000$), and Flexible Working Hours ($\chi^2 = 80.013$, $p = 0.000$) exhibit strong statistical significance, indicating that employees who engage in these programs are more likely to show higher levels of organizational commitment. Conversely, Child Educational Benefits and Participation in Team Work do not present significant associations, with p-values of 0.123 and 0.054, respectively, suggesting that these particular benefits may be less effective in promoting organizational commitment. This analysis indicates that involvement in specific QWL initiatives, especially those focused on employee recognition and flexible work arrangements, plays a critical role in enhancing employees' commitment to the organization. This finding is consistent with existing

literature highlighting the importance of QWL in fostering organizational loyalty and productivity (Akinboade, 2022; Ali, 2023).

Table 4: Influence of QWLFP on Organizational Commitment in NPDC

Independent Variables	Dependent Variable	
	<i>Organisational Commitment</i>	
	B	P-Value
Occupational health and safety	3.969	.251
Employee Training	-.995	.671
Teamwork	-2.036	.387
Involvement programme	4.121	.016
Recognition	2.795	.117
Long service Programme	2.527	.145
Flexible working hours	-.709	.746
Recreational and leisure	-1.374	.398
Employee Assistance	-.906	.625
Healthcare and wellness	5.005	.036
Child Education benefit	-.745	.732

Source: Survey, 2024

The analysis of Table 4 indicates that certain Quality of Work Life (QWL) factors significantly contribute to enhancing organizational commitment. Notably, involvement programs ($\beta = 4.121$, $p = .016$) and healthcare and wellness initiatives ($\beta = 5.005$, $p = .036$) exhibit positive β values and p-values below the conventional significance threshold of .05. This finding suggests that when employees perceive opportunities for participation in decision-making and have access to healthcare and wellness resources, their commitment to the organization strengthens. Conversely, other QWL factors, such as occupational health and safety, employee training, and flexible working hours, did not demonstrate a statistically significant impact on organizational commitment, as their p-values exceeded .05. These results are in line with previous research highlighting the importance of employee involvement and well-being initiatives in fostering organizational commitment (Oleabhielle, 2021).

Table 5: Further Exploration of How QWL Factors Influence Organizational Commitment within NBC

Independent Variables	Dependent Variable	
	<i>organisational commitment</i>	
	B	P-Value
Occupational health and safety	-3.206	.717
Employee Training	8.452	.079
Teamwork	-1.333	.843
Involvement programme	5.760	.174
Recognition	16.239	.001
Long service Programme	14.340	.001
Flexible working hours	13.007	.002
Recreational and leisure	1.847	.635
Employee Assistance	-2.866	.475
Healthcare and wellness	-9.831	.211
Child Education benefit	-2.280	.547

Source: Survey, 2024

The analysis of Table 5 from the study highlights the significant impact of certain variables within the Quality of Work Life Framework Programs (QWLFP) on organizational commitment. Among the independent

variables, recognition ($B = 16.239$, $p = .001$), long service programs ($B = 14.340$, $p = .001$), and flexible working hours ($B = 13.007$, $p = .002$) exhibit statistically significant positive effects, underscoring their vital role in enhancing employee commitment. In contrast, variables such as occupational health and safety ($B = -3.206$, $p = .717$), teamwork ($B = -1.333$, $p = .843$), and employee assistance ($B = -2.866$, $p = .475$) indicate negative or negligible impacts, suggesting that these components may not be effectively prioritized or implemented within the organization. These findings are consistent with recent studies conducted by Adewale et al. (2023) and Olumide and Adebayo (2023), which highlight the importance of customized recognition programs and flexible policies in strengthening workforce loyalty, particularly within manufacturing settings. This emphasizes the need for targeted strategies to optimize QWLP and reinforce organizational commitment in this industry.

Table 6: Socio-Demographic Factors Influencing Employees' Perceptions of Quality of Work Life within the Participating Organizations

Independent Variables	B	P-value
Highest Educational Qualification	6.084	0.002
Duration in Service	-2.691	0.105
Marital Status	0.494	0.838
Sex	2.934	0.309
Employment status	12.353	0.000
Cadre	1.384	0.661
Monthly income	11.402	0.001
Age	2.448	0.236
Dependent Variable: Quality of work life		

Source: Survey, 2024

The findings presented in Table 6 reveal that certain socio-demographic factors significantly influence employees' perceived quality of work life. Specifically, the level of educational attainment ($B = 6.084$, $p = 0.002$), employment status ($B = 12.353$, $p = 0.000$), and monthly income ($B = 11.402$, $p = 0.001$) demonstrate statistically significant positive associations with perceived quality of work life. This suggests that employees with higher educational qualifications, those in more stable employment situations, and those with higher incomes tend to perceive their quality of work life more favorably. In contrast, other variables, such as marital status, gender, age, and job level, did not yield statistically significant results ($p > 0.05$), indicating a limited impact on the dependent variable. These results align with prior research highlighting the importance of education, job stability, and financial compensation in enhancing employee well-being and organizational commitment (Aguinis et al., 2023; Bhattacharya et al., 2022).

Table 7: Relationship between Employee Quality of Work Life and Job Attitude

Independent Variable	Dependent Variables	B	P-Value
Quality of Work life	Job Satisfaction	0.572	0.000
	Organizational Commitment	0.574	0.000

Source: Survey, 2024

The data illustrated in Table 7 reveals a significant positive correlation between Quality of Work Life (QWL) and job attitudes among employees in Benin's manufacturing sector. In particular, QWL exerts a strong positive influence on both job satisfaction ($B = 0.572$, $p < 0.001$) and organizational commitment ($B = 0.574$, $p < 0.001$). These results align with previous research, which indicates that enhancing QWL programs can lead to improved employee attitudes and favorable organizational outcomes (Oleabhielle, 2021). The trend corroborates the standpoint of Adeniyi & Omolawal, (2024) who aver that an employee who enjoys considerable autonomy in his job derives optimal fulfillment which metamorphose to loyalty to his job and by extension, to the organization where he expresses labor.

Table 8: Mean difference of job attitudes in the study organisations

Job attitudes	NDPC Mean Difference	NBC Mean Difference	Mean Difference	t-value	p-value
Job Satisfaction	0.8832	0.4084	0.47481	13.270	0.000
Organizational Commitment	0.8869	0.4046	0.48228	13.550	0.000

Source: Survey, 2024

The data presented in Table 8 signifies notable differences in job satisfaction and organizational commitment between employees of the Nigerian Petroleum Development Company (NPDC) and those of the Nigerian Bottling Company (NBC). Specifically, NPDC employees reported higher mean scores for job satisfaction (0.8832) and organizational commitment (0.8869) than their NBC counterparts, who had scores of 0.4084 and 0.4046, respectively. The overall mean differences for job satisfaction and organizational commitment are 0.47481 and 0.48228, respectively. These differences are statistically significant, as indicated by t-values exceeding 13 and p-values of 0.000. This suggests that employees at NPDC experience greater job satisfaction and organizational commitment, potentially attributed to more effective Quality of Work Life (QWL) programs. This finding is consistent with Oleabhiye (2021), who noted that QWL programs have a positive impact on employee attitudes in Nigerian manufacturing firms. Moreover, it reinforces the perspective of Adeniyi (2024), who argues that fulfilled employees are less likely to seek employment elsewhere.

THEORETICAL DISCUSSION OF FINDINGS

This study investigates the impact of Quality of Work Life (QWL) programs on organizational commitment within the manufacturing sector in Benin, Nigeria, with a guiding framework of Social Exchange Theory (SET). SET emphasizes the significance of reciprocal exchanges, suggesting that relationships are enhanced through mutual benefits and obligations. This theoretical perspective provides a valuable lens for understanding the relationship between QWL initiatives and employee commitment. QWL programs, which include occupational health and safety measures, flexible work arrangements, employee training, and healthcare benefits, serve as organizational investments that convey care and commitment toward employees. Within the SET framework, such investments foster a psychological contract, encouraging employees to respond with loyalty and dedication. The findings of this study reveal significant correlations between participation in QWL programs and heightened organizational commitment (as shown in Tables 3 and 4), indicating that employees perceive these programs as beneficial exchanges deserving of reciprocation.

SET further underscores the essential role of perceived equity in shaping the dynamics of exchange. Employees are more predisposed to respond favorably when QWL programs are perceived as fair and aligned with their individual needs. For instance, flexible working hours and healthcare benefits exhibit significant positive effects on organizational commitment ($p < 0.05$, Table 4). These findings highlight the necessity for personalized and equitable QWL initiatives to maintain reciprocal relationships. Additionally, socio-demographic variables, such as education level, employment status, and income, significantly influence employee perceptions of QWL programs (refer to Table 6). SET accounts for these variations through the lens of differential value attribution. Permanent employees often view QWL initiatives as enhancements to their job security, thereby increasing their commitment. Conversely, contract staff may necessitate more targeted interventions to develop a similar perception of value.

The study additionally reveals strong associations between QWL programs and both job satisfaction and organizational commitment ($p < 0.001$, Table 7). These findings align with SET's assertion that positive exchanges engender favorable outcomes. Employees who express satisfaction with their work environment are more likely to demonstrate increased commitment, thereby creating a reinforcing cycle of mutual benefit. Grounded in Social Exchange Theory, this study elucidates the reciprocal dynamics between QWL programs and organizational commitment. By tailoring QWL initiatives to ensure equity and relevance, manufacturing organizations in Benin can foster robust employee relationships, ultimately enhancing both commitment and organizational performance.

CONCLUSION

The findings highlight a vital connection between Quality of Work Life (QWL) programs and organizational commitment within the manufacturing sector of Benin, Nigeria. Statistical analyses indicate that employee involvement initiatives, flexible working hours, and long-service awards significantly enhance commitment, underscoring the necessity of tailored interventions to promote loyalty and productivity. The study also reveals that demographic factors, such as educational qualifications and monthly income, impact perceptions of QWL, suggesting that both personal and professional contexts shape employees' experiences and attitudes. Furthermore, the strong correlation between QWL, job satisfaction, and commitment reinforces the idea that comprehensive QWL strategies are essential for optimizing workforce outcomes. These insights provide a compelling rationale for organizations to invest in sustainable and equitable QWL initiatives, paving the way for a more committed and engaged workforce in the manufacturing industry.

In order to enhance organizational commitment and the quality of work life in the manufacturing sector in Benin City, Nigeria, key recommendations include prioritizing employee-centered QWL programs. These should focus on increasing participation in flexible working arrangements, employee recognition initiatives, and long-service awards, all of which have demonstrated significant positive associations with organizational commitment ($p < 0.05$). Implementing targeted healthcare and wellness programs, as well as providing educational benefits for employees' children, can substantially improve overall employee well-being and loyalty. Additionally, addressing socio-demographic disparities, particularly concerning employment status and income levels, can alleviate factors that negatively influence perceived work-life quality. Organizational strategies should emphasize robust involvement programs, as demonstrated by their considerable impact on commitment ($p = 0.016$ in NPDC). Finally, enhancing job satisfaction through tailored training programs, equitable income distribution, and utilizing education as a transformative factor can further solidify employees' dedication and foster a more committed workforce.

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