

Dimensions of Quality of Work life on Continuance Commitment of Academic Staff of Selected Federal Polytechnics in Nigeria

Faith Oghenevwede Ofuokwu
Auchi Polytechnic, Auchi, Nigeria

****Frank Alaba Ogedengbe**
Nile University of Nigeria, Abuja, Nigeria
ORCID ID:0000-0001-8896-7352

Corresponding author: ****Frank Alaba Ogedengbe**

Abstract : Employees are psychologically attached to jobs that satisfy their needs. This study examined dimensions of quality of work life on organisational commitment of academic staff of selected Federal Polytechnics in Nigeria. The survey research design was adopted. The population of the academic staff in the institutions is estimated at 1203, from which a sample of 300 was selected using Yamane's formula. Data collected with the aid of questionnaire were analysed using the multiple regression analysis, ran through SPSS version 21 software. The result revealed that career growth and mentorship do not have positive and significant relationship with continuance commitment. While working conditions and compensation package have a positive and significant impact on continuance commitment in the polytechnics. It was recommended that administrators of the education sector should encourage polytechnics' academic staff to utilize knowledge and skills acquired from further studies, conferences, seminars, and workshops by introducing postgraduate programmes such as Master's and Doctorate degrees in technical areas in the polytechnics to enhance continuance commitment. Conditions that will help employees meet up with global standard and current challenges in the education sector should be provided. Compensation packages for academic staff should be reviewed by the appropriate authorities regularly to reflect changes in prevailing economic situation.

Keywords: Quality of work life, organisational commitment, continuance commitment and compensation package.

Introduction

Quality of Work Life has become a managerial strategy geared towards creating enabling environment to maximize employees' potentials (Osibanjo, Oyewunmi, Abiodun & Oyewunmi, 2019). It is an effort made by organisations to improve the commitment and productivity of their employees. These efforts include providing good working conditions, robust rewards systems, conducive learning environments for employees' satisfaction (Jnaneswar, 2019). To achieve effectiveness in the workplace, the employer needs to make efforts to improve factors in the work environment feeling of job security, motivation, and opportunities for professional development and career growth (Almarshad, 2015).

Quality of work life is a comprehensive package designated by an organization to improve employee commitment, performance or productivity which is imperative for organisational competitiveness, effectiveness, and survival (Saraji & Dargahi, 2012). For the success of every organisation, it is of utmost importance to retain competent employees. The mere use of money, technology, and infrastructure cannot bring success to an organisation unless and until its workers are satisfied (Kawaljit & Dhiraj, 2016). A high quality of work life (QWL) is essential for organisations to continue to attract, recruit, motivate, and retain high-performing or productive staff. It helps to improve production, organisational effectiveness, and morale of employees and the general economic development of the country and reduces labour turnover, absenteeism, accidents, and attrition (Preethi & Raju, 2013).

Employees' continuous stay in the organisation are based on the benefits to be obtained or lost incurred if they were to leave. They always evaluate the losses involved in leaving employment and decide whether to remain in the same job or not. Continuance commitment ensures that employees retain their organisational membership. Employees whose primary link to the organisation is based on continuance commitment remain because they need to do so (Meyer & Allen, cited in Mohammadhu & Atham, 2018). According to Singh and Sandeep (2015), the effectiveness and efficiency of the education sector are directly dependent on employees, especially on the teaching staff. They are the key success factors of any nation, which uplift the holistic development of the nation, leading to overall growth as well. Hence, enhancing the level of quality of work life is paramount for continuance commitment to institutions of higher learning. It is the focus of this study to examine the dimensions of quality of work life on continuance commitment among teaching staff of Federal Polytechnic in South-South Zone, Nigeria.

Statement of the problem

Continuance commitment is associated with remaining with or quitting an organization. According to Dixit and Bhati, (2012) when an employee is mindful of the

benefits of being in an organization, then the employee is continually committed. The duration which an employee has been working in an organization creates a perception that they would lose the benefits they gained on account of the time spent in the institution and sees that there are no job opportunities elsewhere (Gilbert, & Konya, 2020).

Polytechnic education plays a vital role in the human resource development of a country by creating skilled manpower, enhancing industrial productivity, and improving the quality of life. The main objective of polytechnic education is the promotion of technical and vocational education and training, technology transfer, and skills development to enhance the socio-economic development of the country. This can only be achieved when there are committed workers in the institution that will continue to help.

Dissatisfaction with the quality of work life is a problem that affects almost all workers regardless of position or status and academic staff is not exempted (Mohammadhu et.al, 2018). An academic staff that is dissatisfied with the quality of work life provided by its institution can become a source of great tension for the student, institution, and nation. Furthermore, employees who are satisfied with their jobs will want to retain their jobs so that they will not have any reason to quit their jobs. This study examined dimension of quality of work life using teaching staff of federal polytechnics in south-south zone.

Objectives of the study

The overall objective of this is to determine the effects of quality of work life on organisational commitment among academic staff at the Federal Polytechnic in the South-South Zone in Nigeria. The specific objectives are to:

- i.** ascertain the extent to career growth contributes to continuance commitment.
- ii.** examine the extent to which mentorship contributes to continuance commitment.
- iii.** determine the extent to which working condition contributes to continuance commitment.
- iv.** investigate the extent to which compensation contributes to continuance commitment.

Quality of work life

Quality of Work Life is the umbrella that covers all aspects of the work life of employees (Jayakumar, & Kalaiselvi, 2012). In recent times, it has attracted interest from scholars, practitioners, and researchers. This is because employees in the workplace play a vital role in moving the organisation in the right direction; hence,

their quality of work life must be given high priority. The concept has been defined by authors in different ways. It is a broad concept that comprises a person's job-related welfare and the degree to which job involvements are satisfying, encouraging, and free of stress and other undesirable individual concerns (Bora, 2017; Devi & Ganapathi, 2014).

Parvathy and Subash, (2019) describe the quality of work life as the quality relationship between employees and the total working environment which includes, adequate and fair compensation, safe and healthy working conditions, the opportunity to use and develop human capacities, the opportunity to career growth, social integration in the workforce, work-life balance, participative management style, reward, and recognition. Also, Spink as cited in Singh and Sandeep (2015) viewed the quality of work life as a degree of excellence in work and working conditions which contributes to the overall satisfaction of the individual and enhances both individual and organisational effectiveness.

Quality of work life can be described as the effectiveness of a work environment that transmits to the meaningful organisational and personal needs in shaping the values of the employees that support and promote better health and well-being, job security, job satisfaction, competency development, and balance between work and non-work life (GunaSeelan & Maimunah, as cited in Preethi & Raju, 2013). It is an organisation's outlook concerning ensuring the holistic well-being of employees toward achieving sustainable organisational performance (Cummings and Worley, 2014). Sverko and Galic (2014) conceive QWL in the terms of human needs satisfaction. They defined QWL as the perceived extent to which employees can satisfy their important personal needs through their activities in the workplace and experiences in the organisation.

Akram, Ilgan, Ozu, and Shah (2017) viewed Quality of Work life (QWL) as the employees' feeling or perception of being comfortable with their work. Therefore, QWL is the level or degree of favourableness of job factors that will cause or make workers work well in fulfilling organisational needs as well as their individual needs.

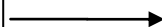
Conceptual model

The model for this study is illustrated in figure 1 below. The focus of this model is to determine the relationship between quality of work life and continuance commitment. Specifically, the model is to find out the extent to which career growth, mentorship, working conditions, and compensation packages contribute to Continuance Commitment.

Independent variable

Quality of work life

- | |
|---|
| <ul style="list-style-type: none"> • Career growth • Mentorship • Working conditions • Compensation package |
|---|

**Dependent variable**

Organisational Commitment

Continuance commitment

Source: Researcher's conceptualization (2022).

i. Career Growth: this is the opportunity that employee's job provides them to develop their

knowledge, new abilities, and expansion of existing skills continuously. It can be explained as

progression and recognition in one's choice of profession (Caven, 2006). It connotes upward movement from low to middle and high-level positions in one's career over a course of time (Osibanjo et.al, 2019). It is not just about moving further on the organisational ladder, rather, it is about meeting the expectations of an employee as he actively contributing to the strategic goals of the organisation.

ii. Mentorship

Mentorship is the act of developing people and arming them with the requisite skills and know-how to be successful in an area (Nnabuife& Okoli, 2017). It is a close and personalized relationship between senior staff with career experience and newly employed staff, aimed at providing emotional and moral support, feedback on specific task performance, knowledge, and challenges to the newly employed staff (Johnson, as cited in Ekpoh&Ukot, 2019). The rationale of mentoring in higher education according to Ekechukwu and Horsfall (2015) is to provide support for the professional development of academic staff in their careers and promote excellence in teaching, grading, research, and administrative responsibilities. In the same vein, Peretomode (2017) noted that mentoring is more than giving advice on how to work more effectively or handle a specific problem. It involves the mentor taking personal interest in seeing that a mentee develops talent, skills, expertise, and knowledge needed to succeed and have a successful career that contributes to personal and organizational growth.

iii Working conditions: Working conditions refers to working environment and alleexisting circumstance affecting labour in the workplace, including job hours, physical aspects, legal right and responsibility, organisational culture, workload, and

training (Ali, Ali & Adan, 2013). Similarly, Sukalova (2021) noted that working conditions represent a convex set of conditions, factors and other elements affecting the worker who performs the assigned work tasks for the employer and significantly affect his productivity, well-being, health, and loyalty to the employer. It also involves the provision of modern equipment and facilities, quality furniture, well-ventilated offices, well-spaced offices, and secured, well-spaced staff quarters, among others, are the conditions that are required to prevent job dissatisfaction in the organisation.

iv. Compensation package: this is the reward or pay given to employees for their efforts, skills, knowledge, time put into the organisation or for work done (Alwaki, 2018). It is given to a worker or a group of workers by the organisation because of benefits rendered by the employee(s), commitment to the organization or reward for work (Shields, Brown., Kaine, Samuel, Samardzic, McLean, Johns, Leary, Plimmer, & Robinson, 2015). They are given in the form of wages, salaries, and benefits which can be financial or non-financial and serve as motivating factors for workers to perform well in college (Kawaljit et al., 2016). There should be a just and equitable balance between effort and reward.

Continuance commitment

Continuance commitment ensures that employees retain their organisational membership. Employees whose primary link to the organisation is based on continuance commitment remain because they need to do so (Meyer & Allen, cited in Mohammadhu et.al, 2018). It is generally defined as willingness to remain in an organization because of personal investment in the form of nontransferable investments such as close working relationships with co-workers, retirement investments and career investments, acquired job skills which are unique to a particular organization, years of employment in a particular organization, involvement in the community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere (Umoh, Amah, & Wokocho, 2014).

Meyer and Allen (1997) view continuance commitment as the individual consciousness of costs and risks associated with leaving the current organization. Similarly, it refers to employees' perception of the cost associated with employees' intention to exit from the organisation (Powell & Meyer, as cited in Abubukakar & Jamaliah, 2016). Gilbert and Konya (2020) added that it is a function of a lack of alternative employment opportunities which will make employees to remain because they need to. It is therefore considered to be calculative because whenever new job opportunities arise elsewhere, individuals make cost-benefit comparisons of quitting or remaining using opportunity costs as a criterion.

Folorunso, Andewale and Abodunde (2014) opted that it is grounded on the benefits and other investments the worker has made in an institution. According to Sharma and Sinha (2015) workers tend to keep working in one institution due to financial and non-financial implications and benefits. Financial implication can be pensions and non-financials implication such as good relationship with fellow employees. it is explained as commitment related with expenses that workers perceive are associated with abandoning the institution which is grounded on the number of investment individual make in their current institutions and absence of job opportunities (Dixit & Bhati, 2012).

Empirical review

Past studies on quality of work life (QWL) and organisation commitment (OC) are examined below.

Atallah, (2020) examined Quality of Work Life on Organizational Commitment of Physicians and Nurses Working in the Ministry of Health in Saudi Arabia. He adopted the descriptive analytical method. Data were collected from primary and secondary sources. The population comprises of physicians (7261), nurses (18,409), and random sample of 500 employees were used. Questionnaire was used to collect information from the respondents. The results revealed that there is statistically significant relationship between the six dimensions of quality of work life and organizational commitment level. It showed that the independent variable, wages, and rewards, ranked first in terms of affecting organizational commitment, followed by job security and stability, and finally physical work conditions. It was recommended that Top management in Saudi Ministry of Health should provide materials and moral incentives to maintain physicians and nurses working for long periods.

Radha, Ashu, Priyanka, and Sudipta, (2019) carried out a study of quality of work life & organisational commitment and their relationship with revenue per employee of major IT Companies in India. Data were collected through a combination of secondary and primary source. Primary data were collected by distributing questionnaire and collecting responses of participants. Data are explained by using descriptive statistics and further analysis is done by regression analysis and ANOVA. Findings of the study revealed that there is significant relationship between quality of work life and organizational commitment with revenue per employee of IT companies. It was recommended that policy maker of the companies should work on the dimensions of QWL and make necessary changes to get committed employees. Also, the main motive of an organization should not be to just generate profits but to have satisfied employees as well.

Kawaljit and Dhiraj (2016) carried out a comparative study of the quality of work life (QWL) among faculty members working in public and private sector universities in Punjab. Data were collected from a total of six universities in Punjab state of India (Three Government and Three Private Universities). Faculty members teaching in different universities were the sampling unit for the present study. Faculty members were given questionnaire to fill. It was discovered that factors which motivate both sector's employees to work efficiently are salary & rewards, better leave plans, reasonable working hours, and opportunities for promotion. There were a few factors, which create aversion among employees in both sectors: too much workload, the conduct of top management, long traveling hours, and internal politics.

Prem (2015) carried out An Empirical Analysis of the Quality of Work Life of Employees in Indian Private Sector Organisations using six dimensions, they are work condition and work complexity, organisational and interpersonal relations, employee involvement and commitment, growth feeling opportunities, job satisfaction, and job security. Respondents were selected based on the convenient sampling technique and collected data by using a structured questionnaire. A total of 238 valid samples were used for analysis by employing descriptive statistics and Multiple Regression analysis. Results of the study revealed that the dimensions; of work condition and work complexity, organisational and interpersonal relations, employee involvement and commitment, and growth feeling opportunities have a significant impact on the QWL of the employees. Whereas job satisfaction and job security do not have any significant impact. Hence, it is recommended that the management of private sector organisations should focus on these dimensions to ensure the Quality of work life of their employees.

Singh and Sandeep (2015) examined the Quality of Work Life of Teachers Working in Higher Educational Institutions: A Strategic Approach towards Teacher Excellence. Their study provided an overview of the quality of work life of institutional teachers under various dimensions. It helps to know the QWL (quality of work life) of teachers working in higher educational institutions and the role of QWL (Quality of Work life) on Job satisfaction, Job commitment, and personal as well as Institutional effectiveness, and job performance. It was discovered that quality of work life facilitates the employees' job satisfaction, performance, and personal and as well as institutional effectiveness. It was recommended that higher education authority should take progressive steps to organize a conducive and congenial work culture and environment at a higher educational level in which every teacher works in a well-defined manner for their excellence and institutional effectiveness also.

Normala, Yazlinda, and Siti (2015) investigated the level of quality of work life of academics in a public institution of higher learning in Malaysia and Organisational

Commitment. Their study adopted a survey technique through online distribution and 250 respondents were selected. The results indicate that job characteristics, supervision, and role conflict represent the quality of work-life dimensions of the academic. There is a strong relationship between job characteristics and affective commitment while supervision and role conflict have a moderate relationship with affective commitment. Job characteristics and role conflict have a moderate relationship with the continuance and normative commitment. Role overload on the other hand has little and no significant relationship with all three dimensions of OC. It was recommended that a good bonding with the respondents would make them have more trust in revealing their feelings.

Theoretical Review

Maslow's Hierarchy of Needs Theory

The hierarchy of needs theory by Maslow Abraham (1954) is a pyramid of needs that all human beings must fulfil to be happy. The theory is also a content theory of motivation which focuses on the factors within persons that starts, energizes, direct, maintain and stop behaviour. It can motivate or discourage human behaviour in the sense that it causes one to react either positively or negatively. Its positive influence causes satisfaction while its' negative influence causes dissatisfaction.

People use their job to meet their basic needs, social needs, safety needs, esteem needs, and self-actualization needs. He described the complexity of human nature by describing various levels of human needs. As the name suggests these needs are arranged in a hierarchy. Lower-order needs are first satisfied before the satisfaction of higher-order needs is taken up. The physiological needs must be satisfied before one moves up to the social needs and so on. As soon as a need is meant, it no longer serves as a motivator. These needs are:

- **Physiological needs:** the need for food, water, sex, sleep, clothes, and shelter. These needs can be satisfied with money. For the educational administrator to take care of these needs, he should pay his staff salaries and allowances regularly and promptly and provide good accommodation or accommodation allowance.
- **Safety needs:** this is the need for protection against bodily harm and threat, the need for job security, and economic security. These needs can be satisfied with good working conditions.
- **Social needs:** the need for affiliation, affection, and a sense of belonging (giving and receiving). This is the feeling of acceptance by the administrator and colleagues in the workplace.

- **Esteem needs:** this need is characterized by recognition, prestige, confidence, achievement, independence, accomplishment, and leadership potentials found in individuals.
- **Self- actualization needs:** the need for total self-fulfilment, the need to achieve the maximum that one is capable of, the need to realize one's full potential, intellectual curiosity, and ambition for power and authority.

In the educational institution, the dimensions of quality of work life provided should be able to satisfy the needs of employees' academic staff should be motivated to boost their performance and dedication in performing their task, which will enhance quality education, and quality service delivery in the educational system. This will also enhance employees' continuance commitment to achieving educational objectives. As summarized in the need's fulfilment theory, a person remains with an organisation if his needs are fulfilled, and he gets what he wants. If he does not get what he wants, he becomes discouraged and dissatisfied with their job which can result in seeking alternative employment opportunity.

Employees find greater satisfaction in those jobs which can satisfy a maximum of Maslow's needs. Jobs which fulfil an employee's need for self-actualization or a desire for self-fulfilment in their career are most satisfying. The fulfilment of these needs leads to the feeling of worth, adequacy, and self-confidence resulting in continuance commitment, proper dedication to duty, and an increase in performance. When all the motivational needs of teaching staff are fulfilled, it influences their continuance attachment to the institution. However, the theory is not without criticisms. The most significant criticism of Maslow's hierarchy of need theory is the unscientific approach. It was based on personal observations; this means that it was not based on any credible empirical research. Secondly, every employee's needs may not follow the same order of hierarchy.

Research Methodology

The survey research design was used to gather and gain inputs from the chosen population to achieve the stated objectives. The rationale for selecting a survey research design is that it involves studying the current state of a unit or group at a particular point in time. The targeted population was the academic staff of the conventional Federal Polytechnics in the south-south Geopolitical zone, of Nigeria. The population of the academic staff in the institutions is estimated to be 1,203 (ASUP Staff records 2022). A sample size of 300 was determined using Yamane's formula which is an approximation with 95% confidence level and 5% error tolerance.

Data were collected using a primary source. The source was the use of a structured questionnaire. This study used the most accepted tool to measure continuance

commitment that was formulated by Allen and Meyer (1991). The items in the research instruments were weighted on a 4-point response scale. The reliability of the instruments using Cronbach Alpha method was 0.790 and 0.741 respectively. Data collected through the structured questionnaire and hypotheses were tested using the multiple regression test procedure which uses two or more independent variables. The estimation of these statistics is done using the SPSS 21 computer software.

Decision Rule

The critical p-value used in these tests is 0.05. Thus, the alternative hypothesis is accepted if the calculated p-value is less than or equal to 0.05, otherwise, the null hypothesis is accepted.

Test of Hypotheses

Model Summary					
Model	R	R Square	Adjusted Square	Std. Error of the Estimate	Durbin-Watson
1	.324 ^a	.105	.092	.6526	1.555
a. Predictors: (Constant), CMP, CRG, WKC, MTS					
b. Dependent Variable: CCM					

The above table presents the model summary of the various independents such as career growth (CRG), mentorship (MTS), working condition (WKC), and compensation package (CMP) on the independent variable (continuance commitment). The coefficient of determination R² value of 0.105 implies that career growth, mentorship, working conditions, and compensation package accounts for 10.5% of the variation in continuance commitment. However, about 89.5% of the variation is explained by factors outside the model. The explanatory power remains at 9.2% after adjusting for the degree of freedom.

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.705	4	3.426	8.044	.000 ^b
	Residual	117.133	275	.426		
	Total	130.839	279			
a. Dependent Variable: CCM						
b. Predictors: (Constant), CMP, CRG, WKC, MTS						

The above tables shows that the F-Statistic of 8.044 is significant at p < 0.05 (p = 0.000) this implies that there is a statistically significant relationship between

independent variables (career growth, mentorship, working condition, and compensation package) and dependent variable (continuance commitment).

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.178	.302		7.221	.000
	CRG	-.059	.080	-.046	-.734	.464
	MTS	-.111	.068	-.101	-1.630	.104
	WKC	.298	.070	.258	4.245	.000
	CMP	.175	.064	.167	2.714	.007

a. Dependent Variable: CCM

Source: Researcher's fieldwork, 2022.

In comparing the contribution of each independent variable on continuance commitment from the table above, Beta values were used. For career growth, the value of -0.059 suggests that with every increase of every unit standard deviation in career growth, academic staff of federal polytechnics in the south-south zone of Nigeria will have their continuance commitment decreased by 5.9%. With the t-value (-0.734) and p-value of 0.464 (which is greater than 0.05 level of significance), it indicates that career growth has a negative and no significant impact on the continuance commitment of the academic staff of federal polytechnics in south-south zone of Nigeria.

Mentorship has a standardized Beta coefficient of -0.111 which suggests that for every unit increase in the standard deviation of mentorship; academic staff of federal polytechnics in the south-south zone of Nigeria will have their continuance commitment decreased by 11.1%. The t-value (-1.630) and p-value of 0.104 (which is greater than 0.05 level of significance) indicate that mentorship has a negative and no significant impact on the continuance commitment of the academic staff of federal polytechnics in the south-south zone of Nigeria. The table further shows that working condition has a Beta coefficient value of 0.298 indicating that for every unit increase in the standard deviation of working condition the staff will have their continuance commitment increased by 29.8%. The t-value (4.245) and p-value of 0.000 (which is less than 0.05 level of significance), indicate that working condition has a positive and significant impact on the continuance commitment of the academic staff of federal polytechnics in the south-south zone of Nigeria.

Lastly, the compensation package has a Beta coefficient of 0.175 which suggests that for every unit increase in the standard deviation of the compensation package, the staff will have their continuance commitment increased by 17.5%. With the t-value (2.714) and p-value of 0.007 (which is less than 0.05 level of significance), it implies that the compensation package has a significant and positive impact on the continuance commitment of the academic staff of federal polytechnics in the south-south zone of Nigeria.

Decisions: The results show mixed p-values of the independent variables. Career growth and mentorship had p-values of 0.464 and 0.104 respectively (which are greater than 0.05% significance level) which support the null hypothesis. Working conditions and compensation package both had p-values of 0.000 and 0.007 (which are less than 0.05% significance level) respectively which supported the alternative hypothesis that working conditions and compensation package have positive and significant impact on continuance commitment.

Discussion of Findings

The result revealed that two variables of quality of work life (Career growth and Mentorship) have negative and no significant contribution to continuance commitment. While working conditions and compensation package have positive correlation with the continuance commitment of the academic staff of the federal polytechnic in the south-south zone. This shows that when Career growth and Mentorship increases, it will affect the continuance commitment of employees negatively. This implies that when there is increased career growth and mentorship, academic staff will acquire more knowledge, administrative skills, and ideals that will enable them to move or get better opportunities. Most Ph.D. holders will want to move to universities or travel out of the county when such opportunities are available. This will reduce their continuance commitment to their institution because they want to become professors.

Working conditions and compensation packages have a positive and significant impact on the continuance commitment of the academic staff of the federal polytechnic in the south-south zone. The following findings such as Normala et al. (2015) supported that good working conditions have a moderate relationship with organizational commitment. Similarly, Leitao et al (2019) revealed that good working conditions and safe workplace environments affect employees' dedication. Also, Prem (2015) findings supported this result that working conditions have a significant and positive impact on organizational commitment. Atallah (2020) supported that compensation and working conditions have a significant and positive impact on organizational commitment.

Conclusion

The result of this research revealed that career growth and mentorship does not have positive and significant relationship with continuance commitment. While working conditions and compensation package have a positive and significant impact on continuance commitment in the polytechnic. The result shows that when an employee acquires more knowledge and skill from their area of career and through mentorship, it will reduce their continuance commitment. This is because they will prefer to seek for workplace or institution where they can make effective use of the knowledge and skill acquired. More so, it was discovered that when employees are provided with a safe and conducive working environment, the provision of necessary working tools, job security, work-life balance, and institutional policy that do not cause tension and stress have a positive and significant impact on continuance commitment.

Finally, the result revealed that adequate, fair, and prompt payment of compensation affects employees' continuance commitment. Therefore, human resources managers should improve the quality of work life of workers to encourage continuance committed.

Recommendations

Based on the findings of the study, the following are recommended:

- i. Administrators in the educational system should encourage continuance commitment by giving staff the opportunity to utilize knowledge and skills acquired from further studies, conferences, seminars, and workshops.
- ii. Postgraduate programmes should be introduced such as Master's and Doctorate degrees in technical areas in polytechnics to enhance continuance commitment.
- iii. Policymakers in the educational sectors should formulate policies and working conditions that will help employees to meet up with the global standard and current challenges in the educational sector.
- iv. Compensation packages for academic staff should be reviewed by various Institutional bodies from time to time to reflect changes in the economic situation of the country. This will enable staff to be committed to their job rather than seeking an alternative source of income at the detriment of organisational goal.

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