Dutse Business Review (DBR): Volume 1, Issue 1 (2026) *ISSN Print: 3156-4062* *eISSN:3156-4852*

WORK- LIFE INTEGRATION AND EMPLOYEE JOB COMMITMENT: A STUDY OF MANUFACTURING COMPANY

Musa, Leah Ph.D
Department of Business Administration
Faculty of Humanities, Management and Social Sciences,
Federal University Wukari.
musaleah@fuwukari.edu.ng

Isah, Jummai
Department of Business Administration
Faculty of Humanities, Management and Social Sciences,
Federal University Wukari.

Abstract

The challenges often faced in business organizations are directly linked to employee job commitment and can be seen in reduced productivity, absenteeism and increase in turnover rate, and is mostly as a result of the inability to integrate work life. This study investigated work life integration and employee job commitment in manufacturing companies with a sample size of 132. Multiple regression was used for analysing the data collected and the result showed that time integration, involvement integration, and satisfaction balance significantly impact Job Commitment, with Satisfaction demonstrating the strongest effect. The regression model explained 52.7% of the variance in Job Commitment, suggesting that work-life integration dimensions are substantial predictors of employee commitment. The study recommends that organisations should consider flexible work arrangement, training on work life support and regular assessment of employee satisfaction.

Keyword: commitment, work-life integration

Work life integration and job commitment

Background of the Study

Employee Job commitment is one of the strongest hold to success in organizations especially in highly competitive industries. Commitment explains the psychological, mental and emotional attachment that employees have towards their organization, which influences their willingness and decision to remain and contribute their quota in the organization. Okolie, Mukoro, and Otite (2024), assert that job commitment is a critical determinant of organizational stability and performance, as highly committed employees are more likely to remain with their employer, perform consistently, and contribute positively to the organization. Employee job commitment is an important factor in achieving the goal of an organization, research study of the global work place in 2025 shows that commitment explains up to 67% of variations in organizational profitability. Highly committed employees improve productivity by 18% and increase profitability by 23%, while reducing turnover by 43%.

A report from the global work place in 2025 shows a significant workplace crisis in Nigeria with only 17% of employees are found to be truly committed while 83% lack commitment. In march 2026 report from the global workplace, characterized by yearly findings from the world's largest on-going study of the employee experience in 2026 finds that employee commitment fell to 20% in 2025, that's its lowest level since 2020, costing the world economy an estimated negative profit of 10 trillion US dollars. It was also reported that managers too experience a decline in commitment from 27% to 22% in 2025 (Gallup, 2026). Understanding the challenges faced with job commitment in the workplace, one of the ways to ensure stability, consistency and commitment in an organization is work-life integration

Work life integration emphasises on permitting professional and personal lives to mix , allowing it to accommodate modern, tech-driven workforce, unlike rigid boundaries integration recognizes the relationship between work, personal care, family, home, and community. Creating synergies that permit more flexibility (in terms of time, schedule of duties and involvement), productivity and satisfying lifestyle. It leverages technology and flexible hours to accomplish task. Work-life integration is multidimensional, typically reflected in time balance, involvement balance, and satisfaction balance, all of which contribute to employees' perceptions of fairness and support within their organizations (Alameddine et al., 2023). When employees perceive that their employer provides flexibility, supportive policies, and an enabling environment, they are more likely to reciprocate with higher levels of affective and normative commitment (Al-Hawary et al., 2023). This dynamic has been widely recognized across different industries and regions, including the manufacturing sector in Nigeria (Kekeocha et al., 2024; Okolie et al., 2024; Musa et al., 2021).

In the Nigerian context, beverage manufacturing companies operate within a demanding production environment where meeting market demand requires consistent output, extended shifts, and strict adherence to quality standards. These operational realities can create challenges for employees in balancing their work obligations with personal life, especially when organizational policies do not adequately address flexibility and employee welfare (Etim, 2024; Olanipekun, 2024). Studies have shown that supportive work-life initiatives, such as flexible scheduling, leave provisions and wellness programs, can mitigate these challenges and foster higher levels of employee commitment (Hasan et al., 2021; Nwibere, 2024).

Statement of the Problem

Job commitment has faced a significant decline in manufacturing industry. It is an issue driven by operational structure of the sector, it is characterized by shift systems, production quotas, and time-sensitive distribution often places heavy demands on employees such as long working hours, repetitive tasks, and physically demanding environments, leaving limited flexibility for personal needs (Etim, 2024; Olanipekun, 2024). When employees struggle to manage the demands of work alongside personal and family responsibilities, their level of attachment to the organization may decline, potentially resulting in reduced performance, higher absenteeism, and increased turnover (Otuya & Andeyo, 2020; Alameddine et al., 2023).

In Nigeria, manufacturing industries have suffered sustained decline with its contribution to GDP dropping from 16.04% to 12.68% and a 36% downturn in profit margins. Turnover in the manufacturing company has been a source of concern. According to the Bureau of Labour Statistics 2025 the average rate of manufacturing employee turnover is currently 39.9% with some studies indicating high turnover intentions up to 29.99%.

There is high level correlation between low organizational commitment and increased turnover rate/intensions, productivity/output and also job satisfaction. It is estimated that 2.1 million manufacturing positions could go unfilled between 2025and 2030 due to lack of commitment. In view of these, this study seeks to understand the relationship between work life integration and employee job commitment.

Literature Review

Concept of Employee Job Commitment, Employee job commitment is the psychological attachment dedication, and sense of responsibility that an individual has toward their organization and assigned roles. It reflects the extent to which employees identify with organizational goals, and are willing to exert effort on behalf of the organization, and maintain loyalty over time. According to Okolie, Mukoro, and Otite (2024), job commitment is a critical determinant of organizational stability and performance, as committed employees are more likely to remain with their employer, perform consistently, and contribute positively to workplace culture. Similarly, Etim (2024) emphasizes that job commitment is not only shaped by individual attitudes but also by the quality of the work environment, management support, and opportunities for career growth. Commitment is the backbone of every successful business, committed employees go beyond schedule of duties to invest effort, loyalty and passion, the effect is seen directly on productivity, reduced turnover and absenteeism.

Rumangkit and Zuriana, (2019) conceptualize job commitment in three dimensions—affective, continuance, and normative commitment. Affective commitment describes an emotional attachment to the organization, where employees remain because they genuinely want to; continuance commitment relates to the perceived costs of leaving the organization; and normative commitment reflects a sense of obligation to remain (Rumangkit & Zuriana, 2019). Balancing these dimensions is essential for ensuring both employee satisfaction and retention.

Employee job commitment is also linked to organizational performance. Committed employees demonstrate higher productivity, are more innovative, and are better able to cope with workplace challenges (Abiodun, 2025). Therefore, fostering commitment through supportive leadership, fair policies, and opportunities for professional growth is a strategic key for organizations seeking sustainable success.

Work life Integration

Work life integration it is a concept that involves blending personal and career responsibilities instead of viewing them as stand-alone entities, it helps professional to find areas of compromise. It is flexible and allows employees to properly coordinate their schedules and responsibilities to accomplish task at the appropriate time ((Panel, & Chauhan, 2024). Employees experience satisfaction and organizations enjoys commitment. Kohler (2025) emphasize on the importance of understanding how boundaries should be set to have healthy relationship that improves work life. Work life integration is the ability to allow employees coordinate their personal and professional lives to complement the other to fulfil both responsibilities, it also create flow and harmony between all aspects of an employee's life. Instead of separating work and home responsibilities get

accomplished according to the schedule that fits the employee best. The flexibility to work can result to greater productivity, job satisfaction and employee engagement (Kohler, 2025; Panel, & Chauhan, 2024; Walker, 2023). To have a holistic view and a complete concept of employees and their need, health, community and connections need to be looked into. Dividing career and personal life can lead to reduced efficiency and purpose, the relationship between the two is dynamic there is need to blend them to manage our daily passions and responsibilities, intersecting and embracing the overlap can lead to more flexible and prosperous ways of working and living (Hirsch 2023).

Samtharam and Baskaran, (2023), Greenhaus and Powell,(2006) considers Work–Life Integration as simultaneous management and alignment of role demands, In this regard, it is not merely structural but also experiential, such that experiences in one domain enrich or influence functioning in another. This dynamic and transactional perspective highlights how individuals continuously negotiate work and life demands in an integrated manner (Kumar, 2017). When work life integration is effectively managed and supported by organizational practices and technologies it can foster consistency and relevance across life domains (Samtharam & Baskaran, 2023)

Time integration

Time integration refers to the equitable allocation of time between work responsibilities and personal life in a way that allows individuals to fulfil both domains without significant conflict or strain. According to Najam, Burki, and Khalid (2020), time integration is achieved when employees can dedicate sufficient time to their professional duties while also engaging in family, social, and leisure activities. It is a crucial component of work-life integration, as inadequate distribution of time can result in role conflict, stress, and decreased job commitment. Maintaining time integration supports employees' mental and physical well-being, leading to improved job satisfaction and long-term career sustainability (Susanto, 2022).

The scheduling and structuring of working hours are central to time integration. Flexible work arrangements, such as adjustable start and end times, compressed workweeks, and telecommuting, provide employees with the autonomy to align work schedules with personal needs. Conversely, rigid working hours and excessive overtime can disrupt personal routines, leading to fatigue, reduced family interaction, and increased absenteeism (Lott, 2022). Studies have shown that employees with greater control over their schedules experience lower stress levels and higher productivity (Yang, 2021). Therefore the first hypothesis will look at time balance and employee job commitment.

Ho1: there is no significant difference between time balance and employee job commitment

Involvement Integration

Involvement integration refers to the degree to which individuals can engage meaningfully in both their professional roles and personal life without one domain dominating or undermining the other. According to Abdirahman, Najeemdeen, and Abidemi (2018), achieving involvement integration means that employees are able to participate fully in work-related activities while maintaining active involvement in family, social, and community life. It is an essential aspect of work-life, as over-involvement in one area often results in neglect of the other, leading to stress, dissatisfaction, and weakened overall well-being (Rumangkit & Zuriana, 2019).

Organizational culture and leadership play a critical role in shaping involvement integration. Supportive work environments that value employees' personal commitments encourage healthy

participation across multiple life domains. Conversely, workplace cultures that demand constant availability or discourage personal engagement outside work can create imbalance and resentment (Al-Hawary et al., 2023). Providing opportunities for employee input in decision-making and fostering inclusive team dynamics have been shown to enhance involvement balance and commitment (Olanipekun, 2024).Therefore, organizations should establish guidelines that promote intentional engagement in both work and personal life, ensuring that neither domain suffers due to over-commitment in the other. The second hypothesis will consider involvement balance and employee job commitment.

Ho2: there is no significant difference between involvement intergration and employee job commitment.

Satisfaction Balance

Satisfaction balance refers to the extent to which individuals experience an equitable and positive sense of fulfilment in both their professional and personal lives. It is achieved when employees derive comparable levels of satisfaction from work responsibilities and non-work activities, creating a sense of harmony between the two domains. According to Inegbedion (2024), satisfaction balance is a critical dimension of work-life balance, as unequal satisfaction where one domain consistently undermines the other can lead to disengagement, stress, and diminished overall well-being. Similarly, Najam, Burki, and Khalid (2020) argue that sustained satisfaction in both spheres fosters psychological stability, enhances motivation, and strengthens organizational commitment. Organizational support mechanisms significantly influence satisfaction balance. Policies such as flexible scheduling, wellness programs, and family-friendly benefits help employees meet personal obligations without compromising professional performance, thereby improving satisfaction in both areas (Abiodun, 2025). Conversely, a lack of supportive structures can result in dissatisfaction that spills over from one domain into the other, reducing overall quality of life (Etim, 2024).

Job characteristics also play a role in shaping satisfaction balance. Meaningful work, fair compensation, and recognition from supervisors contribute to higher satisfaction at work, while personal life satisfaction is enhanced by adequate leisure time, strong social relationships, and personal development opportunities (Okolie, Mukoro, & Otite, 2024). However, excessive job demands or interpersonal conflicts in either domain can create imbalances, leading to dissatisfaction in both areas (Rumangkit & Zuriana, 2019). Furthermore, satisfaction balance has a direct impact on organizational outcomes. Employees who report high satisfaction in both work and personal life are more engaged, demonstrate stronger loyalty, and exhibit lower turnover intentions (Olanipekun, 2024). Therefore, fostering satisfaction balance is not only beneficial for employee well-being but also serves as a strategic advantage for organizations seeking long-term productivity and stability. The third hypothesis to be considered is satisfaction and employee job

Ho3: there is no significant difference between satisfaction balance and employee job commitment.

Social Exchange Theory

The Social Exchange Theory, developed by Blau (1964), is grounded in the principle of reciprocity, where social and professional relationships are sustained through mutual benefit and perceived fairness. In an organizational context, this theory proposes that when employees perceive their employer as supportive, fair, and invested in their well-being, they feel a moral and

emotional obligation to reciprocate through greater loyalty, commitment, and discretionary effort (Inegbedion, 2024; Hasan et al., 2021).

Empirical Literature

Rumangkit and Zuriana (2019) conducted a study on work–life balance as a predictor of organizational commitment in Indonesia. The researchers adopted a quantitative survey method, collecting data from 250 employees across multiple organizations. Using multiple regression analysis, they found that time balance, involvement balance, and satisfaction balance all had significant positive effects on organizational commitment, with time balance being the strongest predictor. The study recommended that organizations adopt flexible work schedules and policies that promote employee engagement and satisfaction to strengthen commitment.

Okolie, Mukoro, and Otite (2024) carried out an empirical study on work–life balance and organizational commitment in Tin Can Island Port terminals, Lagos State, Nigeria. A sample of 350 employees was surveyed, and regression analysis revealed a significant positive relationship between work–life balance and organizational commitment. The study emphasized that flexible work arrangements and adequate leave policies were vital in enhancing employee commitment.

Kekeocha, Anoke, Chukwuemeka-Onuzulike, and Ngozi (2024) explored the relationship between work–life balance and employee commitment in plastics manufacturing firms in Anambra State, Nigeria. Using survey data from 150 employees, the study applied regression analysis and found that family-friendly policies, fair workload distribution, and supportive management significantly improved employee commitment. The authors recommended that manufacturing firms tailor work–life balance strategies to the specific needs of their workforce to reduce turnover and improve productivity.

CONCEPTUAL FRAME WORK

Independent Variable **Dependent Variable**

Research work: (2026).

Methodology

This study adopts a survey research design; the target population is 222 employees of Adama Beverage Company in Adamawa State, Nigeria. This population includes both senior and junior staff members, representing various departments such as production, operations, administration, human resources, and sales the sample size based on yaro Yamane is 142 employees. Multiple Regression analysis was used to analyse the data

Result and Findings

The analysis is structured to test the proposed hypotheses regarding work–life integration on job commitment, using statistical tools including descriptive statistics, reliability tests, and multiple

regression analysis. Out of 142 questionnaires administered 138 were returned, of which 132 were fully completed and usable for analysis,

Regression Model Summary

Table 8: Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of Estimate
1	0.726	0.527	0.514	0.521

Source: SPSS output (2026)

The regression model shows a strong positive relationship between the predictors (work-life integration dimensions) and the dependent variable (job commitment), with a multiple correlation coefficient (R) of 0.726. The coefficient of determination (R^2) of 0.527 indicates that approximately 52.7% of the variance in employees' job commitment can be explained by the three work-life integration dimensions. The adjusted R^2 value of 0.514 confirms the model's explanatory power after accounting for sample size and number of predictors.

Analysis of Variance (ANOVA)

Table 9: ANOVA Results

Source	Sum of Squares	Df	Mean Square	F	Sig.
Regression	48.315	3	16.105	59.312	0.000*
Residual	43.228	128	0.338		
Total	91.543	131			

*Note: $p < 0.05$

The ANOVA results indicate that the regression model is statistically significant (F = 59.312, p = 0.000). This confirms that the combination of time balance, involvement balance, and satisfaction balance significantly predicts employees' job commitment at Adama Beverage Company.

Regression Coefficients and Hypotheses Testing

Table 10: Regression Coefficients

Variable	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t-value	p-value	Decision on H_0
(Constant)	1.188	0.312	–	3.809	0.000	–
Time integration	0.288	0.074	0.295	3.892	0.000	Rejected
Involvement integration	0.271	0.069	0.280	3.928	0.000	Rejected
Satisfaction Balance	0.336	0.078	0.342	4.308	0.000	Rejected

Dependent Variable: Job Commitment

Interpretation of Hypotheses Testing:

H_{01}: There is no significant effect of time integration on employees' job commitment.

Result: Rejected ($\beta = 0.295$, $p = 0.000$)

Interpretation: Time integration has a significant positive effect on job commitment. For every one-unit increase in time balance perception, job commitment increases by 0.288 units, holding other variables constant.

H_{02}: There is no significant effect of involvement integration on employees' job commitment.

Result: Rejected ($\beta = 0.280$, $p = 0.000$)

Involvement integration significantly influences job commitment. Employees who maintain balanced involvement between work and personal life demonstrate higher commitment levels, with a 0.271 unit increase in commitment for each unit increase in involvement balance.

H_{03}: There is no significant effect of satisfaction balance on employees' job commitment.

Result: Rejected ($\beta = 0.342$, $p = 0.000$)

Interpretation: Satisfaction balance has the strongest effect among the three dimensions. The standardized beta coefficient of 0.342 indicates that satisfaction balance is the most influential predictor of job commitment at Adama Beverage Company.

4.4 Discussion of Findings

This study examined the influence of Time integration, Involvement integration, and Satisfaction Balance on Employees' Job Commitment at Adama Beverage Company. The findings indicate that all three dimensions of work-life integration significantly impact Job Commitment, with Satisfaction Balance demonstrating the strongest effect. The regression model explained 52.7% of the variance in Job Commitment, suggesting that work-life intergration dimensions are substantial predictors of employee commitment. This finding agrees with research conclusions by Okolie etal (2024) and Kekeocha et al (2024) who also report similar research findings.

Conclusion

In conclusion, this study highlights the significant positive impact of Time Balance, Involvement Balance, and Satisfaction Balance on Employees' Job Commitment at Adama Beverage Company, with Satisfaction Balance being the most influential factor. The findings demonstrate that employees who can effectively manage their time across work and personal domains, maintain balanced engagement in both spheres, and experience comparable satisfaction in professional and personal life exhibit stronger emotional attachment, sense of belonging, and willingness to exert extra effort for the organization. These results underscore the importance of comprehensive work-life integration initiatives as strategic investments in workforce stability and organizational performance, particularly in manufacturing environments with demanding operational schedules. The study confirms that addressing work-life integration is not merely a welfare concern but a critical component of human resource management that directly influences employee commitment and retention.

5.3 Recommendations

Based on the findings of this study, the following recommendations are made:

i. Management of Adama Beverage Company should implement a flexible work arrangement policy that allows time integration for employees. This could include adjustable shift rotations, compressed workweeks, and clear guidelines on overtime management to ensure employees have adequate time for personal and family responsibilities without compromising operational requirements.

ii. Human Resource Department should develop a training programs that support involvement intergration across work and personal domains. These programs should equip both employees and supervisors with skills to maintain healthy engagement.

iii. Organizational leadership should establish comprehensive satisfaction enhancement initiatives that address both work-related and personal life satisfaction. This could include wellness programs, recognition systems, supervisor training on work-life support, and regular assessments of employee satisfaction levels to identify and address areas of concern proactively.

Reference

bdirahman, H. I. H., Najeemdeen, I. S., & Abidemi, B. T. (2018). The relationship between job satisfaction, work–life balance and organizational commitment on employee performance. *Academic Journal of Economic Studies, 4*(3), 12–17. https://www.zbw.eu/econis-archiv/bitstream/11159/2489/1/1032717610.pdf

Abiodun, S. T. (2025). Influence of work–life balance policies on employee job satisfaction in multinational companies in Nigeria. *Journal of Organizational Behavior Studies, 10*(1), 23–34.

Alameddine, M., Salameh, P., Saleh, S., Mourad, Y., & Nassar, N. (2023). Measurement of work–life balance: A scoping review. *Frontiers in Public Health, 11*, 11919065. https://doi.org/10.3389/fpubh.2023.11919065

Al-Hawary, S. I. S., Al-Mzary, M. M., Mohammad, A., Shamaileh, N. A., Mohammad, A. A. S., Alshurideh, M. T., ... & Mohammad, A. I. (2023). Unlocking success: The mediating power of organizational commitment and job satisfaction between work–life balance and employee performance. In M. Alshurideh et al. (Eds.), *The effect of information technology on business and marketing intelligence systems* (pp. 1199–1212). Springer. https://doi.org/10.1007/978-3-031-29535-1_86

Etim, H. D. (2024). Work–life balance and employees' job commitment in Nigeria Immigration Service, Akwa Ibom State Command. *AKSU Journal of Management Sciences, 9*(2), 40–54. https://aksujomas.org.ng/articles/24/12/work-life-balance-and-employees-job-commitment-in-nigeria-immigration-service-akwa-ibom-state-command.pdf

Hasan, T., Jawaad, M., & Butt, I. (2021). The influence of person–job fit, work–life balance, and work conditions on organizational commitment: Investigating the mediation of job satisfaction in the private sector of the emerging market. *Sustainability, 13*(12), 6622. https://doi.org/10.3390/su13126622

Hirsch, A.S. (2023) From Work/Life Balance to Work/Life Integration**.** https://www.shrm.org/topics-tools/news/employee-relations/work-life-balance-to-work-life-integration

Inegbedion, H. E. (2024). Work–life balance and employee commitment: The mediating role of job satisfaction. *Journal of Open Innovation: Technology, Market, and Complexity, 10*(1), 15. https://doi.org/10.3390/joitmc10010015

Kekeocha, M. E., Anoke, A. F., Chukwuemeka-Onuzulike, N., & Ngozi, N. H. (2024). Work–life balance and employees' commitment in plastics manufacturing firms in Anambra State, Nigeria. *Annals of Human Resource Management Research, 3*(2), 141–154. https://doi.org/10.35912/ahrmr.v3i2.2047

Kohler, S. (2025) Work-Life Integration Is the New Work-Life Balance https://www.uschamber.com/co/grow/thrive/work-life-integration-vs-work-life-balance

Lott, Y. (2022). Spillover and crossover effects of working time demands on workers' and their partners' work–life balance satisfaction. *Social Indicators Research, 160*(1–2), 615–635. https://doi.org/10.1007/s11205-020-02443-6

Mloboti, L. & Shaa, H. (2026). The Moderating Role of Work–Life Integration in the Relationship Between Side-Hustles, Employee Commitment and Workplace Attachment Businesses https://doi.org/10.3390/businesses6020021

Musa, L., Bello, S., Mukhtardaneji, A. B., & Kurfi, A. H. (2024). The mediating effect of job embeddedness on the relationship between quality of work life and organizational commitment in Taraba State higher institutions of learning. *International Journal of Academic Research in Business and Social Sciences, 14*(1), 159–174. https://doi.org/10.6007/IJARBSS/v14-i1/20473

Najam, U., Burki, U., & Khalid, W. (2020). Does work–life balance moderate the relationship between career commitment and career success? Evidence from an emerging Asian economy. *Administrative Sciences, 10*(4), 82. https://doi.org/10.3390/admsci10040082

Nwibere, B. M. (2024). Work–life balance and organizational commitment in the Nigerian banking industry. *GPH-International Journal of Educational Research, 7*(2), 131–155. https://doi.org/10.5281/zenodo.11246771

Okolie, U. C., Mukoro, A., & Otite, A. (2024). Empirical study of work–life balance and organizational commitment in Tin Can Island Port terminals, Lagos State, Nigeria. *Journal of Social Sciences, 20*(1), 45–58. https://doi.org/10.21831/jss.v20i1.71019

Olanipekun, L. O. (2024). Work–life balance practices and organisational commitment among married women in the Nigerian manufacturing industry. *EUO Quarterly Journal of Contemporary Research, 7*(1), 1–9. https://www.researchgate.net/publication/379084351

Otuya, W., & Andeyo, L. M. (2020). Work–life balance: A literature review. *The Strategic Journal of Business & Change Management, 7*(2), 249–258. https://strategicjournals.com/index.php/journal/article/view/1652

Panel, P & Chauhan, S.R. (2024) Conceptualizing work-life integration: A review and research agenda Asia Pacific Management Review 29(4), Pages 415-42

Rumangkit, S., & Zuriana, Z. (2019). Work–life balance as a predictor of organizational commitment: A multidimensional approach. *Diponegoro International Journal of Business, 2*(1), 18–22. https://doi.org/10.14710/dijb.2.1.2019.18-22

Samtharam, S.R & Baskaran S. (2023) Work-life Integration and Workplace Flexibility on Life Satisfaction, Work Productivity, and Organization Commitment: Contextual Study. *International Journal Of Academic Research In Business And Social Sciences*. 13(2)

Susanto, P. (2022). Work–life balance, job satisfaction, and job performance: Mediating and moderating roles in SMEs. *Frontiers in Psychology, 13*, 906876. https://doi.org/10.3389/fpsyg.2022.906876

Walker, E. (2023) what is work-life integration? https://www.peoplekeep.com/blog/what-is-work-life-integration

Yang, Y. (2021). The influence of job pressure, stress, and workplace support on work–life balance and affective organizational commitment. *International Journal of Public Administration, 44*(8), 715–728. https://doi.org/10.1080/01900692.2020.1755684